

Staff of the Non-Public Funds, Canadian Forces

EMPLOYMENT EQUITY (EE) PLAN 2006-2009

Section 1. General Information

1.1 Introduction

The Staff of the Non-Public Funds, Canadian Forces (NPF), is a separate employer under the Public Service Staff Relations Act, for which the Minister of National Defence is responsible for personnel management. The personnel management of NPF has been delegated by the Minister to the Chief of Defence Staff and to the CEO of the CFPSA. NPF is subject to the federal Employment Equity Act (EEA), which requires all federally regulated employers to implement Employment Equity (EE).

1.2 Basis of EE Plan

To fulfill the Mission of “Serving Those Who Serve”, it is the policy of NPF to:

- a. to attract, retain and motivate a diversified NPF work force of qualified employees that is inclusive of the four designated groups (DGs) as defined by the EEA (Women, Aboriginal People, Persons with Disabilities and Visible Minorities) and representative of the Canadian labour market;
- b. to identify and eliminate barriers from employment systems, policies, procedures, practices, organizational attitudes and established behaviour patterns, that may discourage or deny qualified workers of all backgrounds from employment opportunities, for reasons unrelated to ability; and
- c. to develop and maintain a welcoming workplace with an organizational culture that fosters awareness and understanding of the value of workforce diversity and facilitates optimum employee participation and contribution.

1.3 EE Governance

The following stakeholders are key to the successful implementation of EE and Diversity in the CFPSA/NPF:

- The CEO and the Executive Management Board (ExMB) are accountable for the achievement of EE goals and objectives. It is therefore imperative for the executive staff to demonstrate their commitment and encourage their Divisional staff and military partners to co-operate with and support the program;
- The Non Public Property Board of Directors Human Resources and Compensation Committee (NPP BOD HR & CC) is chaired by the Vice Chief of Defence Staff. The purpose of the Committee is oversight in ensuring a high quality of leadership and an employee and labour relations strategy that provides for ongoing flexibility and productivity throughout the CFPSA and the NPP community in delivering efficient Personnel Support Programs to the military community, and
- The National Committee on Diversity and Equity (NCDE) and its auxiliary working group -- the Diversity and Equity Working Group (DEWG), will facilitate the sharing of views of employee representatives, including bargaining agents where they exist, on the development, implementation and revision of the employer's EE plan and the assistance they can provide.

1.4 Period covered by the EE Plan

This EE Plan covers the period from fiscal year 2006 – 2009.

1.5 Monitoring and Accountability for the Plan

CFPSA will develop and implement a process to regularly monitor and assess whether or not its EE plan is resulting in reasonable progress. CFP SA will also conduct a full assessment of the EE Plan a minimum of once every three years. It will include, but is not limited to, an evaluation of the achievement of both the short-term and long-term goals and the effectiveness of the positive policies and practices including special measures, in obtaining these goals.

Managerial Accountability

Under the current organizational set-up, the employer's responsibility for carrying out EE activities lies in the hands of individual managers. To monitor the performance of these managers as to how effectively they are carrying out their

responsibilities critical for the success of EE Plan, a clear system of accountability will be established.

The CFPSA will clearly define and communicate the roles of the Regional Managers Human Resources (RMHRs), Human Resources Managers (HRMs), hiring Mgrs and the “chain of command” in HR Pol to reinforce accountability and reduce the risk of violation/non-compliance with policy and applicable legislation(s). Performance Review and Appraisal Reports (PRARs) will be revised to include accountability for compliance with legislation. An accountability framework will be implemented.

1.6 Consultation and Collaboration

The CEO and the ExMB will constitute the senior review board responsible for reviewing the general direction and implementation of the NPF EE Plan.

Section 15 (1) of the Act requires that every employer shall consult with its employees' representatives including bargaining agents where they exist, by inviting them to provide their views concerning most aspects of the employment equity process. In line with this, a National Committee on Diversity and Equity (NCDE) has been established. The NCDE chaired by the CFPSA/VP HR, will be comprised of senior national representatives from each Union, and NPF management representatives including the Director Labour Relations, Director Human Resources Programs (DHRP) and Director Diversity and Equity (DDE).

The NCDE will be supported by a Diversity and Equity Working Group (DEWG), which will consult and collaborate on EE issues as they relate to NPF Staff. The DEWG will also be responsible for reviewing and advising the NCDE on new and current policies, practices and strategies for adverse impact on DGs. The DEWG will be chaired by DDE with DG and non-DG representation from each Division, including two representatives from each Union. Regional employee representation and participation will be strongly encouraged. Other representation may be added on an ad hoc basis as required. DDE will also partner with the Defence Advisory Groups to further enhance the consultation and collaboration process.

Section 2. EE Plan -- Goals

2.1 Workforce Analysis

The CFPSA/NPF is comprised of employees in the following Divisions: CANEX (retail); SISIP (insurance and financial services); PSP (fitness, sports, recreation, family support, health promotion, deployment support, etc.); CFO (accounting and informatics); HR and IA&R (audit).

Unionized employees form twenty-four (24) Bargaining Units at nineteen (19) different geographical locations across Canada. Ten (10) of these Bargaining Units are represented by The United Food and Commercial Workers International Union (UFCW), thirteen (13) are represented by The Union of National Defence Employees (UNDE/PSAC) and the remaining bargaining unit is represented by The Hospitality and Services Trade Union (HSTU).

As required by legislation, CFPSA/NPF conducted a national Employment Equity self-identification survey in 2003 with over 85% returns. With the results, the following Workforce Analysis (WFA) report was completed in Dec 2003 and submitted to the Canadian Human Rights Commission:

3,045 full-time and part-time employees:

- 1,935 (63.5%) Women
- 104 (3.4%) Aboriginal peoples
- 185 (6.1%) People with disabilities
- 96 (3.2%) Visible minorities.

1,128 casual employees:

- 672 (59.6%) Women
- 45 (4.0%) Aboriginal peoples
- 60 (5.3%) People with disabilities
- 49 (4.3%) Visible minorities

Areas of under-representation are provided below:

Full Time and Part-Time Employees:

WOMEN

| Occupational Group | Gap | Recruitment | Promotions | Terminations | Clustering |
|----------------------|-----|-------------|------------|--------------|---------------|
| Professionals | -21 | --- | --- | high (+24) | not clustered |
| Other Manual Workers | -7 | --- | --- | high (+12) | --- |

PERSONS WITH DISABILITIES

| Occupational Group | Gap | Recruitment | Promotions | Terminations | Clustering |
|---------------------------------|-----|-------------|------------|--------------|------------|
| Other Sales & Service Personnel | -15 | low (-43) | --- | high (+4) | --- |

VISIBLE MINORITIES

| Occupational Group | Gap | Recruitment | Promotions | Terminations | Clustering |
|----------------------------------|-----|-------------|------------|--------------|-----------------|
| Middle & Other Mgrs | -17 | low (-7) | --- | --- | --- |
| Professionals | -18 | low (-9) | --- | --- | --- |
| Semi-Professionals & Technicians | -6 | low (-6) | --- | --- | --- |
| Supervisors | -9 | low (-2) | --- | --- | --- |
| Skilled Sales & Service | -13 | low (-25) | --- | --- | --- |
| Intermediate Sales & Service | -10 | low (-21) | --- | high (+20) | --- |
| Other Sales & Service Personnel | -17 | low (-23) | --- | high (+25) | in lowest level |

For Casual Employees:

WOMEN

| Occupational Group | Gap | Recruitment | Promotions | Terminations | Clustering |
|----------------------------------|-----|-------------|------------|--------------|---------------|
| Administrative & Senior Clerical | -7 | low (-4) | --- | --- | --- |
| Skilled Sales & Service | -21 | low (-50) | --- | high (11) | not clustered |

VISIBLE MINORITIES

| Occupational Group | Gap | Recruitment | Promotions | Terminations | Clustering |
|----------------------------------|-----|-------------|------------|--------------|------------|
| Semi-Professionals & Technicians | -4 | low (-9) | --- | --- | --- |
| Skilled Sales & Service | -9 | low (-22) | --- | --- | --- |
| Other Sales & Service Personnel | -12 | low (-33) | --- | --- | --- |

2.2 Short Term Hiring Goals

The EEA requires that the EE plan includes one to three-year goals for the hiring and promotion of people from DGs in each occupational group in which under-representation has been found, along with measures to be taken each year to achieve these goals. Goals must be reviewed at least once during the three-year period.

Short-term Hiring Goals attached at Annex A -- Full-Time and Part-Time Employees, and at Annex B -- Casual Employees have taken the following factors into consideration:

- external representation (availability of qualified persons);
- degree of under-representation;
- anticipated growth or reduction of the workforce;
- current turnover rates within the overall workforce and of designated group members, and

- impact of goals on non-designated group members.

2.3 Long Term Representation Goals

Long-term goals normally deal with the period of time *after* the short-term goals have been implemented. Their establishment will be based upon the same sorts of considerations as those listed for short-term hiring and promotion goals, along with the anticipated impact of those short-term goals themselves.

To this end, NPF is committed to achieving full-representation for all designated groups in all occupational groups in its workforce by doing the following:

- updating the workforce analysis and short-term goals as new data (Census and Participation & Activity Limitation Survey) becomes available;
- for those occupational groups where gaps still exist after the short-term period, continuing to set numerical (number or percentage) goals higher than availability, and
- continuing to implement measures that support additional numerical goals.

Section 3. EE Plan

3.1 Performance Indicators

The following performance indicators are provided to measure reasonable progress of EE activities in achieving the desired strategic outcome of the EE Plan.

| Performance Indicator | Performance Measure |
|--|--|
| Annual Workforce Analysis submitted to Privy Council Staffing Activity Reports (HRIS) | Measures CFPSA/NPF achievement of short term and long term EE goals <ul style="list-style-type: none"> - Representation rates from year to year, by category, group and level - Hiring and promotion activities |
| Performance Review and Appraisal Report (PRAR) | Measures the accountability of individual managers for EE and Diversity <ul style="list-style-type: none"> - Number of PRARs containing EE and Diversity goals - Evidence of EE and Diversity consideration in PRAR assessment process |
| NPF EE Plans and Performance Reports by | Measures the accountability of Base/Wing/Unit for NPF EE and Diversity as local activity will determine |

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|------------------------------|---|
| Base/Wing/Unit | <p>the success of the CFPSA/NPF EE Plan</p> <ul style="list-style-type: none"> - Number of B/W/U NPF EE plans that satisfy all statutory requirements - Evidence of progress made in each B/W/U NPF EE Plan |
| Monitoring CFPSA/NPF EE Plan | <p>Measures corporate accountability for compliance with EEA</p> <ul style="list-style-type: none"> - Comprehensive accountability framework to provide evidence of progress of activities identified in EE Plan |

3.2 Activities and Measures to Remove Barriers

The following tables outline the EE Plan activities and measures to remove barriers to enable CFPSA/NPF to achieve the hiring, promotion and representation goals.

| SER | Activity | Time Frame | Person(s) Responsible | Monitoring |
|------------|--|--|-------------------------------|------------|
| 1.0 | Recruitment | | | |
| 1.1. | Review of language and content in recruitment tools (posters, job descriptions, job requirements) for barriers and remove. | Ongoing | DDE, DHRP, RMHRs through HRMs | VPHR |
| 1.2 | Standardize Cat II job descriptions. | Ongoing with a targeted completion of 25% of Cat II positions by 2005. | DHRP | VPHR |
| 1.3 | Develop a job description writing guide. | 2006 | DHRP | VPHR |
| 1.4 | Extend the job description standardization project to include Cat I positions. | 2006 - 2007 | DHRP | VPHR |
| 1.5 | Clarify, reinforce and communicate the role of the HR to their clients. | 2005 | VPHR | CEO |

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|-----|--|------|-----------|------|
| 1.6 | <p>Revise HR Pol Recruitment Policy to include the following requirements:</p> <p>For all internal recruitments the position shall be posted internally, and simultaneously with a minimum of 2 Outreach organizations (where available) for each DG where there is under-representation.</p> <p>For all external recruitments, the position shall be posted internally, externally and simultaneously with a minimum of 2 Outreach organizations (where available) for each DG where there is under-representation.</p> <p>The Outreach directory will be maintained by the National Recruiter and will be distributed to all HR and recruiting staff in 2006. This tool will also be made available on the CFPSA EE website.</p> <p>Confirmation/proof of outreach shall be maintained by the HRM and included in each recruitment file.</p> | 2005 | DDE, DHRP | VPHR |
| 1.7 | <p>Research the feasibility to target Veterans Affairs as an outreach resource for PWDs.</p> | 2005 | DDE | VPHR |

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|------------|---|------------------|-------------------------------|------|
| 1.8 | Research the SISIP LTD Vocational Rehabilitation Program (VRP) that prepares former CF personnel who qualify for the SISIP LTD benefits to obtain gainful employment in the civilian workforce, as outreach resource for PWDs. | 2005 | DDE | VPHR |
| 1.9 | ALL recruitment tools including job posters will include the following: "CFPSA/Staff of Non-Public Funds, Canadian Forces (NPF Staff) is committed to Employment Equity and Diversity and invites applications from women, aboriginal people, persons with disabilities and visible minorities". There will be no exceptions. | 2005 | DDE, DHRP, RMHRs through HRMs | VPHR |
| 1.10 | Ensure that Duty to Accommodate - NPF Workplace Accommodation Policy is applied to the recruitment process as applicable. | 2005 and ongoing | RMHRs through HRMs | DDE |
| 2.0 | Selection | | | |
| 2.1 | Create an interview questionnaire databank to be distributed to HR offices. For consistency and effectiveness, this project will be done congruently with the standardization of job descriptions and job posters and effectively distributed. | 2006-2007 | DHRP, DDE | VPHR |
| 2.2 | Along with the standardized job | 2006-2007 | DHRP | VPHR |

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| | descriptions and posters, develop guidelines for the development of screening matrices to include corresponding core requirements of the position linked to the job description. | | | |
| 2.3 | Revise HR Pol to disallow and remove the scoring of “personal suitability” as a distinct part of the interview process. In its place, interview tools and techniques that measure “personal suitability” during the actual interview process will be developed and used. | 2005 | DHRP | VPHR |
| 2.4 | Clarify, reinforce and communicate the role of the HRM as Chair of the Interview Board to their clients. | 2005 | VPHR | CEO |
| 2.5 | Update HR Pol to require that HR and not the hiring Mgr, retains complete recruitment files for a minimum of three years. | 2005 | DHRP | VPHR |
| 2.6 | Develop and implement a standardized interview process checklist that captures all the mandatory components of the process including a current job description, screening matrix and pre-established questionnaire with scoring, and require that this document be maintained in the selection file. | 2006-2007 | DHRP | VPHR |

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| 2.7 | Formal policy on designated group representation on interview boards is already in place. CFPSA will re-emphasize the requirement to include a DG member (beyond Woman) on interview boards. | 2005 | DDE, DHRP, RMHRs through HRMs | VPHR |
| 2.8 | Include having a DG member (beyond Woman) as a mandatory component in the interview process checklist to be developed. | 2006-2007 | DHRP | VPHR |
| 2.9 | Develop and implement mandatory Diversity and Equity training targeting all hiring Mgrs and HRMs to ensure bias-free recruitment and selection techniques and processes. | 2005 and ongoing | DDE | VPHR |
| 2.10 | Ensure that Duty to Accommodate - NPF Workplace Accommodation Policy is applied to the selection process as applicable. | 2005 and ongoing | RMHRs through HRMs | DDE |
| 3.0 | Hiring | | | |
| 3.1 | Update HR Pol to include procedures to use a standardized reference check that does not include questions that may discriminate on a ground prohibited by the <i>Canadian Human Rights Act</i> (e.g. absentee record of a person who is disabled). | 2006 | DHRP, DDE | VPHR |
| 3.2 | Develop and introduce an appropriate reference check template that will be communicated to all | 2006 | DHRP, DDE | VPHR |

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|------------|---|-----------------|--------------------|------|
| | HR staff as the template to be consistently used in the conduct of reference checks and also made available on line in the HR toolkit. | | | |
| 3.3 | Clarify, reinforce and communicate the role of the HRM to their clients to restrict the conduct of reference checks to HRMs only. | 2005 | VPHR | CEO |
| 4.0 | Promotion and Performance Review and Appraisal Report (PRAR) | | | |
| 4.1 | Revise PRAR forms to incorporate responsibility and accountability for Mgrs who need to be accountable for the rate of hiring and promotions of DGs within their area of responsibility and for compliance with legislative requirements including the EEA. | 2006 | DHRP, DDE | VPHR |
| 4.2 | HR staff to conduct annual PRAR briefing sessions in addition to sending an e-mail out with attachments and PRAR due dates towards the end of each year. | 2005and ongoing | RMHRs through HRMs | VPHR |
| 4.3 | HR Pol to be amended to include: All job opportunities for job rotations, secondments, special assignments and opportunities to act temporarily in more senior positions for a period of more than 3 months shall be posted. | 2005 | DHRP | VPHR |

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| 5.0 | Orientation, Training and Development | | | |
| 5.1 | HR Staff have been provided with instructions to provide new and returning employees with the EE self-identification survey and Q & A at orientation. The newly revised and introduced (2004) employee orientation kit facilitates this. | Ongoing | RMHRs through HRMs | VPHR |
| 5.2 | Review the CFPSA commitment to development and training to attract, retain and motivate a progressive, inclusive and skilled workforce. | 2005 - 2006 | VPHR | CEO |
| 5.3 | Review the funding mechanism to eliminate unnecessary hardship and not deny lower income employees from equal training and development opportunities. Review the option of having training and development costs prorated and deducted off payroll. Review the feasibility of a prorated funding program for training and development for part-time employees. | 2005 - 2006 | VPHR | CEO |
| 5.4 | Develop and implement a Diversity and Equity Training Program that would include the following: | 2005 and ongoing | DDE | VPHR |

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|------|---|-------------------|------|------|
| 5.4a | A comprehensive and mandatory EE and Diversity training program for all executives, managers and supervisors with responsibility for hiring employees (including Duty to Accommodate, guidelines for assessing the needs of employees who request accommodations, tools to accommodate and promotion of flexible work arrangements, different cultures and cross-cultural communications, etc.) | 2005 and ongoing | DDE | VPHR |
| 5.4b | Development and delivery of an advanced training program for HR Staff including: <ul style="list-style-type: none"> • Training in cross-cultural communication • Bias-free recruitment and selection techniques • Establishment of a forum to share successful strategies in equity and diversity • Promotion of EE and Diversity awareness | 2005-and ongoing | DDE | VPHR |
| 5.4c | Development and delivery of an EE and Diversity awareness program for all NPF Staff. | 2005- and ongoing | DDE | VPHR |
| 5.5 | Formalize and communicate the status of the agreement between NPF and the CF/DND for more consistent and reliable | 2005 | VPHR | CEO |

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| | access to training and development opportunities offered by the latter. | | | |
| 5.6 | Ensure that the HRIS system is set-up to adequately and consistently track and report on training and development as required by the EEA. | 2005 | DHRP | VPHR |
| 6.0 | Retention | | | |
| 6.1 | Track of DG and EE related statistics received by Harassment Advisor. | 2005 | Harassment Advisor | CEO |
| 6.2 | Communicate and implement Harassment Policies and Procedures be as soon as it is approved and finalized. | 2005 | Harassment Advisor | CEO |
| 6.3 | Develop and implement Harassment Prevention training. | 2005 and ongoing | Harassment Advisor | CEO |
| 7.0 | Termination | | | |
| 7.1 | Review and revise the current Exit Interview template to facilitate the capture and tracking of reasons for departure including reasons pertaining to Diversity and Equity. HRIS will also capture this information in the Human Resource Information System (HRIS) electronic files for tracking and reporting purposes. | 2005 | DHRP, DDE | VPHR |

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|------------|---|------|------|------|
| 7.2 | Ensure that the HRIS system is set-up to ensure adequate and consistent tracking and reporting of hires, promotions and terminations as required by the EEA. | 2005 | DHRP | VPHR |
| 8.0 | Accommodation | | | |
| 8.1 | <p>As part of the EE Plan, a policy on accommodation for the CFP SA will be developed and communicated, to include:</p> <ul style="list-style-type: none"> • all the grounds under the Canadian Human Rights Act • the mechanism for requesting accommodation including requests from current employees and job applicants • a consultation and an appeal process with the individual requesting the accommodation • a statement of whom the policy covers. If most employees work in short-term contracts and are considered employees under the EEA, it is important that the policy covers them to ensure they have the same opportunity to work in the organization as everyone else • a mechanism to consult with unions on both the policy and | 2005 | DDE | VPHR |

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|-----|--|------|-----------|------|
| | <p>individual accommodations, when necessary; and</p> <ul style="list-style-type: none"> • a plan to coordinate with the B/W/U where applicable for making all office buildings, systems and processes barrier free. At the B/W/U level, accessibility is already being addressed via the DND Barrier Free Access Report completed in 2002. This report has provided DND with a list of priority projects for upgrading buildings for accessibility to persons with mobility disabilities. | | | |
| 8.2 | <p>In line with CFPSA/HR Employee Survey – Plan of Action, which is to continue with initiatives to improve the workplace, identified under the Employee Relationship Management program, including reviews of benefits, pay and terms and conditions of employment, bearing in mind the availability of funding and the ability to pay, the CFPSA will research and develop policies that provide for leaves of absence for family-related matters, alternative work schedules and tele-work options.</p> | 2006 | DHRP, DDE | VPHR |

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|-------------|--|------------------|--------------------|------|
| 9.0 | Communication and Collaboration and Information to Workforce | | | |
| 9.1 | Establish the National Committee on Diversity and Equity (NCDE) | 2005 | DDE | VPHR |
| 9.2 | Establish the auxiliary Diversity and Equity Working Group (DEWG) to support NCDE and consult and collaborate on EE issues as they relate to NPF Staff. | 2005 | DDE | VPHR |
| 9.3 | Highlight and communicate commemorative activities such as Access Awareness Week, Aboriginal Awareness Days, International Women's Day, International Day for the Prevention of Racism, Ethnic holidays, etc. in the EE website, Apropos and other marketing mediums as available to CFP SA. | 2005 and ongoing | DDE | VPHR |
| 9.4 | Displaying Diversity and Equity posters at high traffic locations and increasing the level of employee knowledge and awareness of Diversity and Equity through various activities including the facilitation of Diversity and Equity Information and Awareness sessions. | 2005 and ongoing | RMHRs through HRMs | DDE |
| 10.0 | Systems, Policies and Practices | | | |
| 10.1 | DDE and/or DEWG will be responsible for reviewing and advising | 2005 | DDE | VPHR |

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|-------------|--|------------------|-----|------|
| | the NCDE on new and current policies, practices and strategies for adverse impact on DGs. | | | |
| 11.0 | Positive Policies and Practices | | | |
| 11.1 | CFPSA action as they relate to CHRC Audit findings under Positive Policies and Practices have been included in the preceding sections of this plan and will not be addressed separately. | | | |
| 12.0 | Recruitment and Promotion Goals | | | |
| 12.1 | Short-term (one to three year) hiring and promotion for each DG and occupational group where under-representation has been identified are attached at Annex A --Full-Time and Part-Time Employees and Annex B -- Casual Employees. | 2006 - 2009 | DDE | VPHR |
| 13.0 | Representation Goals | | | |
| 13.1 | CFPSA will strive to achieve a representative workforce by developing longer-term goals (more than 3 years) and a strategy for increasing representation for each DG where under-representation has been found. The establishment of longer-term goals will be based upon the same sorts of considerations as those listed for short-term | 2009 and onwards | DDE | VPHR |

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|-------------|--|------------------|-------------------------------|------|
| | hiring and promotion goals, along with the anticipated impact of those short-term goals themselves. | | | |
| 14.0 | Monitoring, Review and Revision of the Plan | | | |
| 14.1 | <p>CFPSA will develop and implement a process to regularly monitor and assess reasonable progress of activities to achieve the strategic objectives of the EE plan.</p> <p>CFPSA/NPF will conduct a full assessment of the EE Plan at a minimum of once every three years.</p> <p>It will include, but is not limited to, an evaluation of the achievement of both the short-term and long-term goals and the effectiveness of the positive policies and practices including special measures, in obtaining these goals.</p> | 2005 and ongoing | DDE | VPHR |
| 14.2 | The Regional Managers Human Resources Compliance Review Tool will be revised to include responsibilities for monitoring compliance and progress towards the achievement of EE goals and Objectives. | 2005 | DDE, DHRP | VPHR |
| 14.2 | DDE will be promulgating semi-annual EE performance reports | 2005 and ongoing | DDE, DHRP, RMHRs through HRMs | VPHR |

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|------|---|------------------|--------------|-----------|
| | (hiring, promotion, terminations) with HRIS tools and resources. This will allow Mgrs who will have accountability built into their performance evaluation systems (2005) to monitor and review their short-term EE Plans and goals and act accordingly. | | | |
| 14.3 | HRMs will generate quarterly progress reports on their EE Action Plans and submit to their RMHRs. RMHRs will consolidate these quarterly progress reports from their HRMs for submission to DDE. | 2006 onwards | HRMs, RMHRs, | DDE, VPHR |
| 14.4 | Annual EE report to the President of the Queen's Privy Council for Canada. | Annual | DDE | VPHR |
| 14.5 | For locations that are not meeting EE goals and objectives, DDE will conduct compliance audits to monitor the plan by: <ul style="list-style-type: none"> • following-up on the responsibilities and accountabilities of individuals and groups in the organization to ensure that they are implementing the various components of the plan; • following-up on whether reasonable | 2006 and ongoing | DDE | VPHR |

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|------|--|------------------|------|-----|
| | <p>effort is being made to implement the plan; and</p> <ul style="list-style-type: none"> • following-up to ensure that reasonable progress in implementing the activities set out in the plan is being made. <p>For the purposes of review and revision, DDE will:</p> <ul style="list-style-type: none"> • identify those activities which work and those which don't; • outline new or better ways of achieving results; • establish new or enhanced numerical goals that changing circumstances require; and • set out new or improved responsibilities and accountabilities. | | | |
| 14.6 | <p><u>Managerial Accountability</u></p> <p>Because the employer's responsibility for carrying out EE activities lies in the hands of individual managers, monitoring the performance of managers through a clear system of accountability is an important factor in effectively carrying out responsibilities in this</p> | 2005 and ongoing | VPHR | CEO |

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|-------------|---|---------|-----|------|
| | <p>respect and critical for the success of EE Plan.</p> <p>The CFPSA will clearly define and communicate the roles of the RMHR, HRM, hiring Mgrs and the “chain of command” in HR Pol to reinforce accountability and reduce the risk of violation/non-compliance with policy and applicable legislation(s). PRARs as previously indicated will be revised to include accountability for compliance with legislation.</p> | | | |
| 15.0 | Maintenance of Records | | | |
| 15.1 | <p>A system has now been set-up to ensure complete documentation and accurate filing of EE records. This includes a copy of the workforce survey questionnaire that was provided to the employees and any other information used by the employer in conducting its workforce analysis, the summary of the methodology and results of the workforce analysis and the systems review, the employment equity plan, a record of monitoring of the implementation of the plan and any revisions and a record of communication and consultation activities.</p> | Ongoing | DDE | VPHR |

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| 15.2 | HRIS system will be utilized to ensure that CFPSA not only maintains but is also able to generate electronic files and management reports including EECRS that include a record of each employee's designated group membership, if any; occupational group classification; salary and salary increases; promotions; training and development, exit interview if available and termination. | 2005 and ongoing | DHRP | VPHR |
| 15.3 | HRMs will be required to maintain completed self-identification forms separately from personnel files and treat them in accordance with the EE and Privacy Acts. | 2005 and ongoing. | HRMs, RMHRs | DDE |