

Canadian Grain Commission
Employment Equity Plan
2001-2004

Designated Group Affected: Members of Visible Minorities
Category: Technical Category (PI Group)

Potential Barrier as identified in ESR: Limited advertising for PI-01 inventories restricts access to those not affiliated with the grain industry. The demographics of the grain industry are such that visible minority candidates are less likely to have such affiliations. Word of mouth advertising has adverse impact on visible minorities in particular.

ESR Rec.	Recommended Action (Employment Systems Review)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
1	The existence of the PI-01 inventory should be regularly advertised to the general public.	PI inventory will be advertised to the public in local media, and where this is not effective in attracting a representative candidate pool, to ethnic associations, universities, schools, ethnic newspapers and outreach projects. CGC may participate in job fairs and school career days. (see also recommendation #5)	Regional Directors and hiring managers	system in place by March 31, 2002	* review of candidate pool reveals representative number of applicants (or a significant increase) in visible minority applications.
PM1 **	Monitoring candidate intake for designated group representation will help ensure that advertising has been successfully broadened. It will also help monitor for the presence of other employment barriers later in the recruiting process.		Human Resources Branch	2002 - 2004	Competition files will be monitored twice per year to compare designated group representation.
2	Initiate a process for the regular recording and tracking of applicant self-identification	Review opportunities for tracking information and implement a tracking system	Directors and Human Resources Branch	system in place by March 31, 2002	*availability of data * monitoring of files to ensure that self identified information is entered.
3	Require applicants to the PI-01 inventories to fill out a Public Service application form, which includes a voluntary set of questions for self-identification as a member of a designated group	Request that applicants complete at least the tombstone and self-ID portion of the standard application form when applying	Directors and Human Resources Branch	immediately	*availability of data * monitoring of files on PI vacancies to ensure use of the Public Service application.

** Senior management and Human Resources are accountable for delivery of this plan. A key role will also be played by both the Employment Equity Committees and employee representatives.*

**** Positive Measure**

***** Positive Practice**

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ESR Rec.	<i>Recommended Action (ESR)</i>	<i>Action Committed to by CGC</i>	<i>Responsibility</i> *	<i>Timeframe</i>	<i>Performance Measures</i>
4	At least once each year, Human Resources officers serving the CGC in each region should review designated group representation in applications to under-represented CGC occupational groups, and compare to representation among successfully appointed candidates. The object of the comparison will be to assess the success of obtaining a representative pool of applicants, and check the possibility of barriers further on in the hiring process.	Review data available as of April 1, 2002, based on results of recommendation #4 and #5 above, and in future in April each year If representation of successful applicants in target group is not comparable with those in other groups, initiate a review to determine other potential barriers	Director, Human Resources	April 2002 and April each subsequent year	* identify progress in obtaining a representative pool of candidates or potential barriers requiring further examination.
PM2 **	Pro-active outreach and recruitment of designated group members will enlarge the designated group applicant pool in CGC competitions.	Proactive outreach will take form of advertising, mentoring, career fairs.	Directors, Regional Directors, and Human Resources	In progress and ongoing.	*an increase in numbers of applicants from designated groups will be apparent.
5	In regions where representation of visible minority candidates is weak, broaden advertising techniques to specifically reach out to visible minority organizations and media. As a part of outreach, visible minority candidates could be targeted for student recruitment programs, for occupational groups and regions where under-representation exists.	Advertise in regions where representation of visible minority candidates is weak, as suggested in Vancouver, for entry level positions as well as other categories where under-representation exists.	Regional Director, Pacific Region and Human Resources Branch	next entry level open selection process	* significant increase in applications from visible minority candidates.
6	<i>The CGC should either</i> (a) seek delegated authority from the PSC for direct appointment of employment equity designated group candidates to entry level positions in the regions and occupational groups where they are identified as under-represented by the Workforce Analysis; or	Review the need for direct appointments in one year.	COO	September 2002	* Use of delegated authority for direct appointments in situations deemed appropriate to address under-representation.
	(b) establish an arrangement with PSC offices to use the PSC=s authorities	An arrangement exists currently for all regions to use PSC ad-hoc program. If advertising does not improve candidate pool and subsequent successful candidate representation, seek targeted recruitment authority as per recommendation 6(a)	Regional Directors, Directors and Human Resources Branch	review by September 2002	* confirm use of PSC ad hoc program.
7	It is recommended that the CGC review its medium term requirements for renewal of its skilled workforce, and integrate efforts to improve representation with any resulting plan.	Plan for renewal of workforce is pending development of business plan and long-term funding arrangements.	COO and Directors	beginning April 2002	* identification of skills required and improved linkages from the business plan to the Employment Equity plan.
<i>Potential barrier as identified in ESR: Dated aptitude tests are more likely to have avoidable cultural bias against members of visible minorities and aboriginal peoples.</i>					
8	If the use of the PI aptitude test is continued, the CGC should request the Public Service Commission to: (a) Review and update the PI test to reduce the degree of cultural bias, and to more appropriately match sub-tests to required job skills	Use of PI aptitude test discontinued Replaced with GCT 1 (General Competency Test 1) written and supported by the Personnel Psychology Centre of the Public Service Commission	Human Resources Branch	immediately	* increase percentage of visible minorities passing the test. * PSC review would provide CGC with current feedback.
	Review the role and function of the vocabulary sub-test in particular				

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ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
	(c) Provide multiple versions of the test to reduce the ability of candidates to pass on knowledge of the test to new candidates, and to permit candidates an opportunity to re-write the test at least once	Verify with Personnel Psychology Centre (PSC) availability of multiple versions of GCT 1 aptitude test	Human Resources Branch, hiring managers		
9	As an interim measure, the CGC should not use the vocabulary sub-test in the PI Test.	Test discontinued	n/a	n/a	n/a
10	When multiple versions of the exam become available, candidates should be offered the opportunity to re-write the exam at least once, replacing their old score with a new score.	Agreed to use multiple versions of exam if they are available to provide for one re-test.			
11	Industry knowledge tests should be used only to screen candidates for basic ability to understand the industry, and should not be used in the ranking of qualifying entry-level PI candidates.	Knowledge of the industry will be weighted so as not to be a deciding factor in entry level hiring.	Directors, Regional Directors and Human Resources Branch	January 2002 as selection processes occur.	
PM4 **	Using industry knowledge tests as a pass/fail rather than as a weight in final ranking of candidates will reduce bias towards replicating the current demographics of the industry.				
Potential Barrier as identified in ESR: Given the current lack of employee diversity within CGC, managers and other selection Board members may lack an ability to assess personal suitability on a cross-cultural basis					
12	Personal suitability should be assessed in a structured and accountable way. Managers should receive refresher training in how this should be done as part of the broader training recommended further below (see recommendation #15).	Agreed. <i>Staffing for Managers</i> course to be delivered to hiring managers	Human Resources Branch and hiring managers	Training to begin immediately with at least 2 courses held per year	
13	Diversity management training focused on cross-cultural interview and selection techniques should be provided to all managers and human resources officers who participate in hiring CGC entry-level positions. The same training should be offered to members of the CGC employment equity advisory committees, to assist them in fulfilling their roles.	<i>Leading a Diverse Workforce</i> to be mandatory for all managers and supervisors. <i>Working in a Diverse Workforce</i> to be mandatory for all non-supervisory employees. Both courses to be revised to include discussion and information on areas proposed in ESR.	COO, Directors and Human Resources Branch and Managers	Beginning immediately with all current employees trained by December 31, 2002	In addition to the mandatory attendance at Leading a Diverse Workforce, those involved in selection committees will attend Cultural Issues in Recruiting.
14	Standardization of the staffing methods and techniques across and within regions will help to ensure the transparency of competitive processes	Training of managers and focus on process by HR	Director, Human Resources	2003 - 2004	While addressing particular regional needs, approaches to staffing will show significant increases in consistency.
Potential Barrier <i>as identified in ESR</i> : Lack of designated group members in selection boards may encourage Alike hires like@.					
15	Retraining or a refresher course on staffing skills, taking diversity management into account, is necessary. This is particularly important given that managers have delegated authority for staffing.	<i>Staffing for Managers</i> to be delivered to all hiring managers (see recommendation #12)	Directors and Human Resources Branch	by December 31, 2002	Similar to #13
ESR	Recommended Action (ESR)	Action Committed to by CGC	Responsibility	Timeframe	Performance Measures

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Rec.			*		
16	Require designated group representation on selection boards for open competitions in occupational groups where under-representation exists. When possible, the designated group board member should be drawn from the group(s) that are under-represented.	Train target group employees in selection process and interviewing techniques	Directors and Human Resources Branch	2002 - 2003	75% of all selection boards will include a designated group member.
		Develop inventory of available and qualified target group board members, including those outside CGC	Human Resources Branch	Start in 2001-2 and ongoing.	Increased participation of designated group members on selection committees. This will be identified through the twice yearly monitoring of competition files.
17	Until training issues are fully addressed, human resource officers should be included in selection boards for entry-level competitions in under-represented occupational categories.	If managers have not received training, Human Resources Advisors will deliver targeted coaching prior to selection interviews	Human Resources Branch	immediately	Interim measure until all managers are trained.
<i>Possible Barrier as identified in ESR: Lack of a clear framework for maintaining and reviewing human resources policies may contribute to varying staffing processes between regions, and internally to regions.</i>					
18	Establish a formal system for maintaining CGC human resources policies, and for communicating new policies both to human resources officers and managers. This may be as simple as maintaining an official binder of directives or, as is happening more frequently, maintaining an intranet site accessible to all employees.	Develop an inventory of human resources policies.	Human Resources Branch	April 1, 2002	*updated inventory maintained. At least 85% of managers and supervisors know how to access necessary information.
		Develop accessibility via StaffNet (intranet site) and in hard copy where employees do not have access to internet	Human Resources Branch and Corporate Information Services	June 30, 2002	*up-to-date policies available on StaffNet
		Ensure that each new policy has a communications strategy	Human Resources Branch and Corporate Information Services	system in place by March 31, 2002	*formal communication roll-out with each policy
19	In order to provide for greater transparency in the selection and hiring process, employees who desire more information on their performance should be offered the alternative option of a de-briefing following the expiry of the appeal period. Such de-briefings should be given to the employee by the hiring manager and the Human Resources advisor.	Active offer of post-board interview in all results letters Post-board interviews to be conducted by selection board chair	Directors and Regional Directors	immediately	*candidates have opportunity to discuss their results with manager. * Human Resources will monitor to ensure hiring managers are equipped to provide relevant feedback.
PM6 **	Providing feedback on selection process to unsuccessful candidates helps to build confidence in the selection system, and aids in the development of employees.	See recommendation #19.			* Increased understanding of the requirements and processes.
<i>Possible Barrier as identified in ESR: Lack of transparency and consistency in allocation of training.</i>					
ESR Rec.	<i>Recommended Action (ESR)</i>	<i>Action Committed to by CGC</i>	<i>Responsibility</i> *	<i>Timeframe</i>	<i>Performance Measures</i>

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20	Establish a standard written description of expectations for PI-01 on-the-job training for the first two years, including time-lines. The description should provide expectations of PI-01=s for training themselves, and the expectations that PI-01=s may have of supervising PIs of types of assignments, job rotations, time spent with them, and performance feedback.	Develop a process to clearly communicate rights and expectations to employees for the duration of their training period	Chief Grain Inspector and Chief of Weighing Regional Directors	June 2002	Elimination of lack of transparency and consistency.
21	Survey new PI-01=s (less than two years) annually on the fulfillment of the training expectations. Require Senior Managers to follow-up on any issues emerging from the survey.	Survey annually starting two years after implementation of recommendation #20	Chief Grain Inspector and Chief of Weighing	based on implementation of rec #20	Steps will be implemented to address concerns identified in the survey.
22	As part of the implementation of more formalized PI training expectations, Senior managers in each CGC region should brief senior and mid-level PI=s on the CGC=s expectations for how renewal will take place over the coming years. This briefing should integrate communication of the need to meet the government=s goal for representativeness of the qualified workforce, without compromising quality. Subsequent performance reviews should include contributions towards meeting these objectives.	The organization is in a major state of flux with business lines and financial issues. Such is not readily available now.	Chief Operating Officer, Directors	June 2002	Changes to business lines and other significant changes will be communicated when senior management have adequate information to communicate effectively.

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Designated Group: Members of Visible Minorities					
Category: Operational (GL GHW sub group)					
ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
23	If the CGC intends to continue using aptitude tests for weighers, it should ask the PSC to design one with the job skills of weighers in mind. In addition, recommendations #8, #9, #10, #11 on PI tests should also apply to weighers.	Use of aptitude test discontinued. Implementation of the GCT 1 (see recommendation #8) includes the skills required in weighing positions	Chief of Weighing	immediately	* increase percentage of visible minorities passing the test. PSC review would provide CGC with current feedback.
Potential Barrier as identified in ESR: As discussed under PIs, reliance on-the-job training combined with undocumented training requirements is a disadvantage to visible minorities and other designated groups. Designated groups have poorer access to the informal connections that help secure such training and support.					
24	The CGC should complete its plans to formalize GL GHW training, and include a monitoring process. If it intends to continue using aptitude tests for weighers, the CGC should ask the PSC to design one with the job skills of weighers in mind. In addition, recommendations #8, #9, #10, #11 on PI tests should also apply to weighers.	GLGHW Training will be formalized including monitoring at specific points in the training.		June 2002	* monitoring will be conducted via an annual survey of employees in this group to determine the effectiveness of training.

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Designated Group: Members of Visible Minorities					
Category: Scientific and Professional (SE-RES/CH)					
ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
PM7 **	The establishment of a graduate scholarship for visible minorities targeted towards encouraging research on CGC relevant topics will increase awareness of the CGC among university students, and help to train future visible minority applicants.				
25	Establish a CGC Scholarship for visible minority graduate students conducting thesis research towards the specific grain research needs of the CGC. Recipients should either be Canadian citizens, or have landed immigrant status and undertake to apply for Canadian citizenship when they become eligible. Complement with a summer employment program.	While the CGC, similar to other federal departments and agencies is not mandated or resourced to provide scholarships, it will place increased emphasis on temporary employment programs and		Immediately	
		review the potential for scholarships or other forms of support as suggested.		October 31, 2002	

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Designated Group: Members of Visible Minorities					
Category: Technical Category (EG Group)					
<i>Potential Barrier as identified in ESR: Given the relationship between scientific and EG occupational groups, there exists the possibility that the lack of diversity in the CH and SE-RES occupations may be causing an unintended bias in the promotion of EGs. Without cross-cultural awareness, like will tend to hire like.</i>					
ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
26	Provide to managers of EG employees, on a mandatory basis, the previously recommended training on diversity management and interview techniques.	Agreed as outlined in recommendation #13	Directors and Human Resources Branch	Underway - completion targeted Dec. 31, 2002.	* all supervisors and managers of EG employees will have attended training related to diversity management.
27	Ensure a minimum budget and days set aside for professional development for each EG employee.	Initiate discussion with Director GRL and employees to determine needs and develop guidelines if appropriate	COO Director GRL	June 30, 2002 for recommendations	* Issue of professional development for EG staff will be examined to determine more effective ways to promote.
<i>Potential Barrier as identified in ESR: The lack of understanding of employment equity principles, the relationship to fairness and merit, and its role in the responsibilities of government, result in misconceptions that disadvantage designated group employees, and hinder efforts to improve representation.</i>					
28	A seminar on employment equity principles should be offered to all employees in conjunction with introducing the results of this ESR and the resulting Employment Equity Plan. The seminar should include providing appropriate expertise to answer employee questions on the broader concepts and implementation of the Employment Equity Act. Allowance should be made to allow all employees time to attend such a seminar. In particular the challenge of managing shifts to permit attendance by PIs and GL-GHWs should be addressed.	Communication plan developed for roll-out of Employment Equity Plan. Discussion points will be developed for all managers and supervisors. Seminars are not possible in all locations due to operational environment but will be offered where possible. In addition, other in person options will considered (such as manager and Employment Equity committee member visiting worksites for discussions)	COO and Corporate Information Services, Human Resources Branch Human Resources, Corporate Information Services, COO, Directors and Regional Directors	January 2002 January 30, 2002	* Communication will include memos from Chief Operating Officer to staff on significant Aspecial days@. * Future audits will show increased understanding of EE principles.
29	Communication on the principles of employment equity should be re-emphasized with at least annual communication to all employees of progress in implementation of the employment equity plan.	Communication on the principles of employment equity will be re-emphasized to all employees at least annually and built into other communication.	COO Human Resources Branch	with Employment Equity Plan roll-out and then annually	Yearly communication from Chief Operating Officer will address the principles of Employment Equity, the CGC=s progress during the year and the areas requiring focus in the upcoming year.
PM8 **	Visible support of employment equity measures by senior managers and Commissioners.				
30	That the Chief Commissioner issue a supporting message to all employees when the next Employment Equity plan, incorporating recommendations accepted from this report, is published to employees.	Message to be issued by Chief Operating Officer	Chief Operating Officer and Human Resources Branch	January 2002	* Senior management commitment to Employment Equity clarified and strengthened.
ESR	Recommended Action (ESR)	Action Committed to by CGC	Responsibility	Timeframe	Performance Measures

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PM9 **	Diversity management training is an important modern management skill that is best delivered in the context of over-all management and supervisory training. Ensuring that supervisors are fully trained in how to integrate diversity management into daily operations is a factor for the success of meeting employment equity objectives.				
31	Ensure that all supervisors and managers receive diversity management training. Where possible, this should be integrated with fulfilling the required MOP and SOP training.	Agreed. See recommendation #13 CGC accesses MMOP and SOP through AAFC. Will consult with AAFC re course design.	Director, Human Resources	Training of managers complete by June 30, 2002	* Consultation with AAFC will determine whether MMOP and SOP can be modified during 2002.
32	Where such skills are not already present, managing diversity training should also be offered to human resources officers to ensure an available advisory resource to managers in each region.	Agreed.	Human Resources Branch	complete	*all HR Advisors have completed <i>Leading a Diverse Workforce</i>
Potential Barrier as identified in ESR: Lack of employee access to e-mail and the Internet is a barrier to communication of Employment Equity in the workforce.					
33	In order to make communication of Employment Equity to employees more accessible, the CGC should either make e-mail more accessible to employees, and provide the sufficient training, or consider other means of communication, including sending paper copies of Employment Equity communications to employees.	All communication regarding employment equity will be sent to employees via email and hard copy where email access is not feasible. Email access will continue to be developed for the few areas which do not have it	COO Human Resources Branch COO, Directors, Information Tech. Services	immediately Ongoing	*all employees have easy access to employment equity communication
PM 10 **	Including representativeness as a performance indicator for the human resources objectives of Management performance agreements, complemented with appropriate support to managers, is a positive measure for improving organizational performance on employment equity.				
34	Diversity management should be established as a competency for managers and be reflected within the evaluation of managers= performance assessments.	Performance evaluations of all supervisory/management staff will review their support and initiatives regarding diversity mgmt.	COO	Fiscal 2001/02	* increased accountability will result in greater awareness and support of equity and diversity issues.
35	Performance on representativeness of the workforce should be included as a performance indicator in manager performance agreements. Indicators and goals should be tailored to correcting shortfalls in representation in relevant occupational groups or regions, as reported in the Workforce Analysis.	Directors will have specific goals to address shortfalls in representation in their respective region or area of responsibility.	COO Directors	2002 and ongoing	
PM11 **	In addition to the general diversity management training recommended in Chapter Three, focused training on gender in the workplace will benefit managers and provide them with tools to influence change in their work environments.				

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Designated Group Affected: Women					
Category: Technical Category (PI) and Operational Category (GL-GHW)					
Potential barrier as identified in ESR: Limited advertising for PI-01. The lack of public advertising also limits the accessibility to candidates reflective of the current population. In regions where CGC PI employee populations are currently under-represented in women, the lack of advertising is a barrier to women. Advertising the positions to the general public (Recommendation #1) will address this barrier.					
ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
1	The existence of the PI-01 inventory should be regularly advertised to the general public.	PI inventory will be advertised to the public in local media, and where this is not effective in attracting a representative candidate pool, to ethnic associations, universities, schools, ethnic newspapers and outreach projects. CGC may participate in job fairs and school career days. (see also recommendation #5)	Regional Directors and hiring managers	system in place by March 31, 2002	* review of candidate pool reveals representative number of applicants (or a significant increase) in designated group applications.
Potential Barrier as identified in ESR: Lack of transparency and consistency in allocation of training. Training on the job is an important factor in PI advancement. Informal systems allocating training to PI's may favour some groups of employees over others. Recommendations #20 to #22 establishing written training expectations, monitoring, and implementation briefings will address this barrier.					
20	Establish a standard written description of expectations for PI-01 and GL-GHW on-the-job training for the first two years, including time-lines. The description should provide expectations of PI-01=s for training themselves, and the expectations that PI-01=s may have of supervising PIs of types of assignments, job rotations, time spent with them, and performance feedback.	Develop a process to clearly communicate rights and expectations to employees for the duration of their training period	Chief Grain Inspector and Chief of Weighing Regional Directors	June 2002	Elimination of lack of transparency and consistency.
21	Survey new PI-01=s (less than two years) annually on the fulfillment of the training expectations. Require Senior Managers to follow-up on any issues emerging from the survey.	Survey annually starting two years after implementation of recommendation #20	Chief Grain Inspector and Chief of Weighing	based on implementation of rec #20	Steps will be implemented to address concerns identified in the survey.
22	As part of the implementation of more formalized PI training expectations, Senior managers in each CGC region should brief senior and mid-level PI=s on the CGC=s expectations for how renewal will take place over the coming years. This briefing should integrate communication of the need to meet the government=s goal for representativeness of the qualified workforce, without compromising quality. Subsequent performance reviews should include contributions towards meeting these objectives.	The organization is in a major state of flux with business lines and financial issues. Such is not readily available now.	Chief Operating Officer, Directors	June 2002	Changes to business lines and other significant changes will be communicated when senior management have adequate information to communicate effectively.
Potential Barrier as identified in ESR: Use of industry knowledge tests and scoring of personal suitability. The use of industry knowledge tests to rank (as opposed to threshold screening) is a barrier to women, as is the combined high weight and lack of structure on personal suitability assessment in competitions. Recommendations #11 to #13 call for restricting knowledge tests to threshold screening, structure in personal suitability scoring, and for diversity management training focused on interview and selection techniques.					
11	Industry knowledge tests should be used only to screen candidates for basic ability to understand the industry, and should not be used in the ranking of qualifying entry-level PI candidates.	Knowledge of the industry will be weighted so as not to be a deciding factor in entry level hiring.	Directors, Regional Directors and Human Resources Branch	January 2002 as selection processes occur.	

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ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility	Timeframe	Performance Measures
12	Personal suitability should be assessed in a structured and accountable way. Managers should receive refresher training in how this should be done as part of the broader training recommended further below (see rec #15).	Agreed. <i>Staffing for Managers</i> course to be delivered to hiring managers	Human Resources Branch and hiring managers	Training to begin immediately with at least 2 courses held per year	
13	Diversity management training focused on cross-cultural interview and selection techniques should be provided to all managers and human resources officers who participate in hiring CGC entry-level positions. The same training should be offered to members of the CGC employment equity advisory committees, to assist them in fulfilling their roles.	<i>Leading a Diverse Workforce</i> to be mandatory for all managers and supervisors. <i>Working in a Diverse Workforce</i> to be mandatory for all non-supervisory employees. Both courses to be revised to include discussion and information on areas proposed in ESR.	COO, Directors and Human Resources Branch and Managers	Beginning immediately with all current employees trained by December 31, 2002	In addition to the mandatory attendance at Leading a Diverse Workforce, those involved in selection committees will attend Cultural Issues in Recruiting.
Potential Barrier as identified in ESR: Lack of consistent good practice in selection. <i>The competition file review reported in chapter three identified gaps in the record and other indications of inconsistent practice, which in turn pose a barrier to designated groups, including women. The absence of good practice leads to risks of favoritism and like-hiring-like. Recommendations #14 to #17 of the previous chapter recommended standardized staffing methods, refresher training for managers on staffing skills, designated group representation on relevant selection boards, and interim measures involving participation of human resource officers in selection boards. These measures will also address the impact of these barriers on women.</i>					
14	Standardization of the staffing methods and techniques across and within regions will help to ensure the transparency of competitive processes	Training of managers and focus on process by HR	Director, Human Resources	2003 - 2004	While addressing particular regional needs, approaches to staffing will show significant increases in consistency.
15	Retraining or a refresher course on staffing skills, taking diversity management into account, is necessary. This is particularly important given that managers have delegated authority for staffing.	<i>Staffing for Managers</i> to be delivered to all hiring managers (see recommendation #12)	Directors and Human Resources Branch	by December 31, 2002	Similar to #13
16	Require designated group representation on selection boards for open competitions in occupational groups where under-representation exists. When possible, the designated group board member should be drawn from the group(s) that are under-represented.	Train target group employees in selection process and interviewing techniques	Directors and Human Resources Branch	2002 - 2003	75% of all selection boards will include a designated group member.
		Develop inventory of available and qualified target group board members, including those outside CGC	Human Resources Branch	Start in 2001-2 and ongoing.	Increased participation of designated group members on selection committees. This will be identified through the twice yearly monitoring of competition files.
17	Until training issues are fully addressed, human resource officers should be included in selection boards for entry-level competitions in under-represented occupational categories.	If managers have not received training, Human Resources Advisors will deliver targeted coaching prior to selection interviews	Human Resources Branch	immediately	Interim measure until all managers are trained.
Potential Barrier as identified in ESR: Corporate culture and a lack of understanding of employment equity principles. <i>These barriers, discussed in Chapter Three, are also a barrier to women. To address this, recommendations #28 and 29 address positive communications measures on the complementary relationship between merit and employment equity, and the true nature of proposed measures in the EE Plan. Recommendation #33 addresses improvements in e-mail systems to facilitate employee access to this kind of information and communications.</i>					
ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility	Timeframe	Performance Measures

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28	A seminar on employment equity principles should be offered to all employees in conjunction with introducing the results of this ESR and the resulting Employment Equity Plan. The seminar should include providing appropriate expertise to answer employee questions on the broader concepts and implementation of the Employment Equity Act. Allowance should be made to allow all employees time to attend such a seminar. In particular the challenge of managing shifts to permit attendance by PIs and GL-GHWs should be addressed.	Communication plan developed for roll-out of Employment Equity Plan. Discussion points will be developed for all managers and supervisors. Seminars are not possible in all locations due to operational environment but will be offered where possible. In addition, other in person options will considered (such as manager and Employment Equity committee member visiting worksites for discussions)	COO and Corporate Information Services, Human Resources Branch Human Resources, Corporate Information Services, COO, Directors and Regional Directors	January 2002 January 30, 2002	* Communication will include memos from Chief Operating Officer to staff on significant Aspecial days@. * Future audits will show increased understanding of EE principles.
29	Communication on the principles of employment equity should be re-emphasized with at least annual communication to all employees of progress in implementation of the employment equity plan.	Communication on the principles of employment equity will be re-emphasized to all employees at least annually and built into other communication.	COO Human Resources Branch	with Employment Equity Plan roll-out and then annually	· Yearly communication from Chief Operating Officer will address the principles of Employment Equity, the CGC=s progress during the year and the areas requiring focus in the upcoming year.
33	In order to make communication of Employment Equity to employees more accessible, the CGC should either make e-mail more accessible to employees, and provide the sufficient training, or consider other means of communication, including sending paper copies of Employment Equity communications to employees.	All communication regarding employment equity will be sent to employees via email and hard copy where email access is not feasible. Email access will continue to be developed for the few areas which do not have it	COO Human Resources Branch COO, Directors, Information Tech. Services	immediately Ongoing	*all employees have easy access to employment equity communication
PM1 **	<i>Monitoring candidate intake for designated group representation will help ensure that advertising has been successfully broadened. It will also help monitor for the presence of other employment barriers later in the recruiting process.</i>		<i>Human Resources Branch</i>	<i>2002 - 2004</i>	<i>Competition files will be monitored twice per year to compare designated group representation.</i>
4	<i>At least once each year, Human Resources officers serving the CGC in each region should review designated group representation in applications to under-represented CGC occupational groups, and compare to representation among successfully appointed candidates. The object of the comparison will be to assess the success of obtaining a representative pool of applicants, and check the possibility of barriers further on in the hiring process.</i>	<i>Review data available as of April 1, 2002, based on results of recommendation #4 and #5 above, and in future in April each year</i> <i>If representation of successful applicants in target group is not comparable with those in other groups, initiate a review to determine other potential barriers</i>	<i>Director, Human Resources</i>	<i>April 2002 and April each subsequent year</i>	<i>* identify progress in obtaining a representative pool of candidates or potential barriers requiring further examination.</i>
PM3 **	<i>Human resources planning can provide an important means for identifying future recruitment needs, permitting planning for Improving designated groups representation.</i>		Human Resources Branch	Immediately	
ESR Rec.	<i>Recommended Action (ESR)</i>	<i>Action Committed to by CGC</i>	<i>Responsibility</i>	<i>Timeframe</i>	<i>Performance Measures</i>

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7	It is recommended that the CGC review its medium term requirements for renewal of its skilled workforce, and integrate efforts to improve representation with any resulting plan.	Plan for renewal of workforce is pending development of business plan and long-term funding arrangements.	COO and Directors	beginning April 2002	* identification of skills required and improved linkages from the business plan to the Employment Equity plan.
PM6 **	Providing feedback on selection process to unsuccessful candidates helps to build confidence in the selection system, and aids in the development of employees.	See recommendation #19.			* Increased understanding of the requirements and processes.
19	In order to provide for greater transparency in the selection and hiring process, employees who desire more information on their performance should be offered the alternative option of a de-briefing following the expiry of the appeal period. Such de-briefings should be given to the employee by the hiring manager and the Human Resources advisor.	Active offer of post-board interview in all results letters Post-board interviews to be conducted by selection board chair	Directors and Regional Directors	immediately	*candidates have opportunity to discuss their results with manager. * Human Resources will monitor to ensure hiring managers are equipped to provide relevant feedback.
PM9 **	Diversity management training is an important modern management skill that is best delivered in the context of overall management and supervisory training. Ensuring that supervisors are fully trained in how to integrate diversity management into daily operations is a factor for the success of meeting employment equity objectives.				
31	Ensure that all supervisors and managers receive diversity management training. Where possible, this should be integrated with fulfilling the required MOP and SOP training.	Agreed. See recommendation #13 CGC accesses MMOP and SOP through AAFC. Will consult with AAFC re course design.	Director, Human Resources	Training of managers complete by June 30, 2002	* Consultation with AAFC will determine whether MMOP and SOP can be modified during 2002.
32	Where such skills are not already present, managing diversity training should also be offered to human resources officers to ensure an available advisory resource to managers in each region.	Agreed.	Human Resources Branch	complete	*all HR Advisors have completed <i>Leading a Diverse Workforce</i>
PM 10 **	Including representativeness as a performance indicator for the human resources objectives of Management performance agreements, complemented with appropriate support to managers, is a positive measure for improving organizational performance on employment equity.				
34	Diversity management should be established as a competency for managers and be reflected within the evaluation of managers= performance assessments.	Performance evaluations of all supervisory/management staff will review their support and initiatives regarding diversity mgmt.	COO	Fiscal 2001/02	* increased accountability will result in greater awareness and support of equity and diversity issues.
35	Performance on representativeness of the workforce should be included as a performance indicator in manager performance agreements. Indicators and goals should be tailored to correcting shortfalls in representation in relevant occupational groups or regions, as reported in the Workforce Analysis.	Directors will have specific goals to address shortfalls in representation in their respective region or area of responsibility.	COO Directors	2002 and ongoing	
<p><i>Potential Barrier as identified in ESR: The presence of pornographic or semi-pornographic pictures in terminal operations creates an uncomfortable environment for most women, and promotes an acceptance of a wider range of behaviors intolerant of women.</i></p>					
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36	<i>The recommended diversity management training for managers should include a gender in the workplace component. The gender component should be oriented on the private sector physical plant environment, as opposed to an office environment.</i>	<i>Agreed. Leading a Diverse Workforce and Working a Diverse Workforce</i> will reflect this requirement	Human Resources Branch	Immediately	* Increased awareness of gender related issues.
37	The CGC should (a) adopt as a policy that the CGC finds posting of pornographic or semi-pornographic pictures in grain terminals a practice that is unsuitable for the dignity and professionalism of all its employees; and (b) actively request terminal operators to ensure that such postings are not present in any area where CGC employees might have to go either in the daily conduct of their duties, or in response to seasonal tasks or emergencies; (c) communicate to terminal operators the benefits of implementing such a policy to themselves under relevant provincial legislation and case law.	The Industry Services policy regarding the posting of inappropriate materiel or the presence of inappropriate written materiel and magazines etc. will be rolled out to the entire organization. Terminal operators will be contacted if required.	COO, Directors, Regional Directors Regional Directors	immediately 2001 - 2002 2001 - 2002 and ongoing.	*inappropriate material is not posted in areas of the worksite accessible by CGC employees • CGC values will be reinforced to terminal operators including clarification of what is and is not suitable in the workplace. • * Improved industry understanding of various legislation leading to a more inclusive industry.
PM 12 **	Employees experience a more positive workplace if they have clear access to an independent means of identifying harassment incidents than they feel management supports.				
<i>Potential Barrier as identified in ESR: Harassment may occur and employees are not clear on how to proceed when these incidents occur.</i>					
38	Provide each employee, annually for at least three years, a notice: (a) re-stating the CGC=s policy on harassment (b) defining, briefly, what harassment includes (c) providing current means of contact for reporting incidents of harassment (in addition and as an alternative to the employee=s supervisor). The notice should be on paper until such time as the e-mail access issues identified by this report are addressed	The harassment policy will be re-communicated annually. This will include a definition of harassment and the appropriate reporting mechanism. All employees to have harassment awareness training. Both email and hard copy will be available.	COO Human Resources Br.	Recommunicated harassment policy to all staff in June 2001 as well as the contact people (supervisors and Harassment Coordinators),	*Concerns regarding harassment will indicate a better understanding of Aharassment@.
<i>Potential Barrier as identified in ESR: The requirement for shift work, travel and overtime may discourage potentially qualified women from applying for positions in the CGC.</i>					
PP1 ***	A family friendly policy of accommodating family needs of employees of both sexes (within the context of meeting operational requirements) removes the stigmatization of requesting accommodation of family needs. In addition to providing a reasonable framework to address shift allocation, removing the stigmatization increases the likelihood of attracting and retaining qualified women.	See recommendation #39.			
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39	Adopt an explicit policy, subject to operational requirements, of family-friendly shift and travel allocation for PIs and GLGHW=s of either sex who have primary family care responsibilities and request such accommodation.	Initiate discussion with employee representatives on the feasibility of this recommendation in keeping with collective agreements.	COO	September 1, 2002	* Issues within the scope of the collective agreement will have been identified and discussions commenced.
<i>Potential Barrier as identified in ESR: Requirement to lift up to 50 lbs may artificially discourage potentially qualified women from applying for positions in the CGC</i>					
PM 13 **	Eliminating unnecessary physical requirements of a job can remove barriers to some women and to some persons with disabilities. Historical requirements that are currently unnecessary may constitute an unnecessary barrier to employment.				
40	Review the job design and equipment design of PIs to see if lifting requirements for all employees can be reduced by changes in procedures or equipment.	Review is currently underway	Directors Director, Human Resources Health & Safety Officer	March 31, 2002	* Health and Safety Review will provide specific recommendations regarding the lifting requirements.

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Designated Group Affected: Persons with Disabilities					
Category: Technical Category (PI) and Operational Category (GL-GHW)					
Potential barrier as identified in ESR: Limited advertising for PI-01. The lack of public advertising also limits the accessibility to candidates reflective of the current population. In regions where CGC PI employee populations are currently under-represented in person with disabilities, the lack of advertising is a barrier to persons with disabilities. Advertising the positions to the general public (Recommendation #1) will address this barrier.					
ESR Rec.	Recommended Action (ESR)	Action Committed to by CGC	Responsibility *	Timeframe	Performance Measures
1	The existence of the PI-01 inventory should be regularly advertised to the general public.	PI inventory will be advertised to the public in local media, and where this is not effective in attracting a representative candidate pool, to ethnic associations, universities, schools, ethnic newspapers and outreach projects. CGC may participate in job fairs and school career days. (see also recommendation #5)	Regional Directors and hiring managers	system in place by March 31, 2002	* review of candidate pool reveals representative number of applicants (or a significant increase) in designated group applications.
Potential Barrier as identified in ESR: Lack of transparency and consistency in allocation of training. Training on the job is an important factor in PI advancement. Informal systems allocating training to PI's may favour some groups of employees over others. Recommendations #20 to #22 establishing written training expectations, monitoring, and implementation briefings will address this barrier.					
20	Establish a standard written description of expectations for PI-01 and GL-GHW on-the-job training for the first two years, including time-lines. The description should provide expectations of PI-01=s for training themselves, and the expectations that PI-01=s may have of supervising PIs of types of assignments, job rotations, time spent with them, and performance feedback.	Develop a process to clearly communicate rights and expectations to employees for the duration of their training period	Chief Grain Inspector and Chief of Weighing Regional Directors	June 2002	Elimination of lack of transparency and consistency.
21	Survey new PI-01=s (less than two years) annually on the fulfillment of the training expectations. Require Senior Managers to follow-up on any issues emerging from the survey.	Survey annually starting two years after implementation of recommendation #20	Chief Grain Inspector and Chief of Weighing	based on implementation of rec #20	Steps will be implemented to address concerns identified in the survey.
22	As part of the implementation of more formalized PI training expectations, Senior managers in each CGC region should brief senior and mid-level PI=s on the CGC=s expectations for how renewal will take place over the coming years. This briefing should integrate communication of the need to meet the government=s goal for representativeness of the qualified workforce, without compromising quality. Subsequent performance reviews should include contributions towards meeting these objectives.	The organization is in a major state of flux with business lines and financial issues. Such is not readily available now.	Chief Operating Officer, Directors	June 2002	Changes to business lines and other significant changes will be communicated when senior management have adequate information to communicate effectively.
Potential Barrier as identified in ESR: Use of industry knowledge tests and scoring of personal suitability. The use of industry knowledge tests to rank (as opposed to threshold screening) is a barrier to persons with disabilities, as is the combined high weight and lack of structure on personal suitability assessment in competitions. Recommendations #11 to #13 call for restricting knowledge tests to threshold screening, structure in personal suitability scoring, and for diversity management training focused on interview and selection techniques.					
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11	Industry knowledge tests should be used only to screen candidates for basic ability to understand the industry, and should not be used in the ranking of qualifying entry-level PI candidates.	Knowledge of the industry will be weighted so as not to be a deciding factor in entry level hiring.	Directors, Regional Directors and Human Resources Branch	January 2002 as selection processes occur.	
12	Personal suitability should be assessed in a structured and accountable way. Managers should receive refresher training in how this should be done as part of the broader training recommended further below (see recommendation #15).	Agreed. <i>Staffing for Managers</i> course to be delivered to hiring managers	Human Resources Branch and hiring managers	Training to begin immediately with at least 2 courses held per year	
13	Diversity management training focused on cross-cultural interview and selection techniques should be provided to all managers and human resources officers who participate in hiring CGC entry-level positions. The same training should be offered to members of the CGC employment equity advisory committees, to assist them in fulfilling their roles.	<i>Leading a Diverse Workforce</i> to be mandatory for all managers and supervisors. <i>Working in a Diverse Workforce</i> to be mandatory for all non-supervisory employees. Both courses to be revised to include discussion and information on areas proposed in ESR.	COO, Directors and Human Resources Branch and Managers	Beginning immediately with all current employees trained by December 31, 2002	In addition to the mandatory attendance at Leading a Diverse Workforce, those involved in selection committees will attend Cultural Issues in Recruiting.
<p>Potential Barrier as identified in ESR: Lack of consistent good practice in selection. <i>The competition file review reported in chapter three identified gaps in the record and other indications of inconsistent practice, which in turn pose a barrier to designated groups, including persons with disabilities. The absence of good practice leads to risks of favoritism and like-hiring-like. Recommendations #14 to #17 of the previous chapter recommended standardized staffing methods, refresher training for managers on staffing skills, designated group representation on relevant selection boards, and interim measures involving participation of human resource officers in selection boards. These measures will also address the impact of these barriers on persons with disabilities.</i></p>					
14	Standardization of the staffing methods and techniques across and within regions will help to ensure the transparency of competitive processes	Training of managers and focus on process by HR	Director, Human Resources	2003 - 2004	While addressing particular regional needs, approaches to staffing will show significant increases in consistency.
15	Retraining or a refresher course on staffing skills, taking diversity management into account, is necessary. This is particularly important given that managers have delegated authority for staffing.	<i>Staffing for Managers</i> to be delivered to all hiring managers (see recommendation #12)	Directors and Human Resources Branch	by December 31, 2002	Similar to #13
16	Require designated group representation on selection boards for open competitions in occupational groups where under-representation exists. When possible, the designated group board member should be drawn from the group(s) that are under-represented.	Train target group employees in selection process and interviewing techniques	Directors and Human Resources Branch	2002 - 2003	75% of all selection boards will include a designated group member.
		Develop inventory of available and qualified target group board members, including those outside CGC	Human Resources Branch	Start in 2001-2 and ongoing.	Increased participation of designated group members on selection committees. This will be identified through the twice yearly monitoring of competition files.
17	Until training issues are fully addressed, human resource officers should be included in selection boards for entry-level competitions in under-represented occupational categories.	If managers have not received training, Human Resources Advisors will deliver targeted coaching prior to selection interviews	Human Resources Branch	immediately	Interim measure until all managers are trained.
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	Potential Barrier as identified in ESR: Corporate culture and a lack of understanding of employment equity principles. These barriers, discussed in Chapter Three, are also a barrier to persons with disabilities. To address this, recommendations #28 and 29 address positive communications measures on the complementary relationship between merit and employment equity, and the true nature of proposed measures in the EE Plan. Recommendation #33 addresses improvements in e-mail systems to facilitate employee access to this kind of information and communications.				
28	A seminar on employment equity principles should be offered to all employees in conjunction with introducing the results of this ESR and the resulting Employment Equity Plan. The seminar should include providing appropriate expertise to answer employee questions on the broader concepts and implementation of the Employment Equity Act. Allowance should be made to allow all employees time to attend such a seminar. In particular the challenge of managing shifts to permit attendance by PIs and GL-GHWs should be addressed.	Communication plan developed for roll-out of Employment Equity Plan. Discussion points will be developed for all managers and supervisors. Seminars are not possible in all locations due to operational environment but will be offered where possible. In addition, other in person options will considered (such as manager and Employment Equity committee member visiting worksites for discussions)	COO and Corporate Information Services, Human Resources Branch Human Resources, Corporate Information Services, COO, Directors and Regional Directors	January 2002 January 30, 2002	* Communication will include memos from Chief Operating Officer to staff on significant Aspecial days@. * Future audits will show increased understanding of EE principles.
29	Communication on the principles of employment equity should be re-emphasized with at least annual communication to all employees of progress in implementation of the Employment equity plan.	Communication on the principles of employment equity will be re-emphasized to all employees at least annually and built into other communication.	COO Human Resources Branch	with Employment Equity Plan roll-out and then annually	· Yearly communication from Chief Operating Officer will address the principles of Employment Equity, the CGC=s progress during the year and the areas requiring focus in the upcoming year.
33	In order to make communication of Employment Equity to employees more accessible, the CGC should either make e-mail more accessible to employees, and provide the sufficient training, or consider other means of communication, including sending paper copies of Employment Equity communications to employees.	All communication regarding employment equity will be sent to employees via email and hard copy where email access is not feasible. Email access will continue to be developed for the few areas which do not have it	COO Human Resources Branch COO, Directors, Information Tech. Services	immediately Ongoing	*all employees have easy access to employment equity communication
PM1 **	Monitoring candidate intake for designated group representation will help ensure that advertising has been successfully broadened. It will also help monitor for the presence of other employment barriers later in the recruiting process.		Human Resources Branch	2002 - 2004	Competition files will be monitored twice per year to compare designated group representation.
4	At least once each year, Human Resources officers serving the CGC in each region should review designated group representation in applications to under-represented CGC occupational groups, and compare to representation among successfully appointed candidates. The object of the comparison will be to assess the success of obtaining a representative pool of applicants, and check the possibility of barriers further on in the hiring process.	Review data available as of April 1, 2002, based on results of recommendation #4 and #5 above, and in future in April each year If representation of successful applicants in target group is not comparable with those in other groups, initiate a review to determine other potential barriers	Director, Human Resources	April 2002 and April each subsequent year	* identify progress in obtaining a representative pool of candidates or potential barriers requiring further examination.
PM3 **	Human resources planning can provide an important means for identifying future recruitment needs, permitting planning for Improving designated groups representation.		Human Resources Branch	Immediately	
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7	It is recommended that the CGC review its medium term requirements for renewal of its skilled workforce, and integrate efforts to improve representation with any resulting plan.	Plan for renewal of workforce is pending development of business plan and long-term funding arrangements.	COO and Directors	beginning April 2002	* identification of skills required and improved linkages from the business plan to the Employment Equity plan.
PM9 **	Diversity management training is an important modern management skill that is best delivered in the context of overall management and supervisory training. Ensuring that supervisors are fully trained in how to integrate diversity management into daily operations is a factor for the success of meeting employment equity objectives.				
31	Ensure that all supervisors and managers receive diversity management training. Where possible, this should be integrated with fulfilling the required MOP and SOP training.	Agreed. See recommendation #13 CGC accesses MMOP and SOP through AAFC. Will consult with AAFC re course design.	Director, Human Resources	Training of managers complete by June 30, 2002	* Consultation with AAFC will determine whether MMOP and SOP can be modified during 2002.
32	Where such skills are not already present, managing diversity training should also be offered to human resources officers to ensure an available advisory resource to managers in each region.	Agreed.	Human Resources Branch	complete	*all HR Advisors have completed <i>Leading a Diverse Workforce</i>
PM 10 **	Including representativeness as a performance indicator for the human resources objectives of Management performance agreements, complemented with appropriate support to managers, is a positive measure for improving organizational performance on employment equity.				
34	Diversity management should be established as a competency for managers and be reflected within the evaluation of managers= performance assessments.	Performance evaluations of all supervisory/management staff will review their support and initiatives regarding diversity mgmt.	COO	Fiscal 2001/02	* increased accountability will result in greater awareness and support of equity and diversity issues.
35	Performance on representativeness of the workforce should be included as a performance indicator in manager performance agreements. Indicators and goals should be tailored to correcting shortfalls in representation in relevant occupational groups or regions, as reported in the Workforce Analysis.	Directors will have specific goals to address shortfalls in representation in their respective region or area of responsibility.	COO Directors	2002 and ongoing	
<i>Potential barrier as identified in ESR: The absence of specific commitments offering accommodation to candidates in selection processes will often result in needed accommodation not being requested. This in turn will mean that the merit of the candidate with disabilities may not be fairly assessed.</i>					
41	Include specific statements of the CGC's willingness to accommodate persons with disabilities, including the provision of competition materials in alternate formats, in advertising and posters for CGC positions	All CGC competition posters will indicate willingness to accommodate persons with disabilities including, upon request, provision of competition materials in alternate format.	CGC Managers Director, Human Resources	Immediately	* Posters will be monitored regularly to ensure statement indicating willingness to accommodate is included.
42	Pro-actively ask candidates invited for testing or interviews whether they have any disabilities that would require accommodation.	CGC Managers will ensure that a pro-active offer to accommodate is made to candidates screened-in for interviews/tests.	CGC Managers	Immediately	* Confirmation of an active offer to accommodate, ex. checklist item or regular monitoring.
<i>Potential Barrier as identified in ESR: When employees and managers do not have guidelines on how to approach or fund accommodation of disabilities, there is a tendency for disabilities not to be recognized or accommodated.</i>					
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43	Establish a more general accommodation policy that places the Return to Work Policy in a broader framework. The policy should address accommodation in the selection process, accommodation of new employees, and accommodation of employees currently working who acquire disabilities. Processes left to department discretion in the TBS Accommodation policy should be addressed	CGC has developed an Accommodation Policy in consultation with management, unions and designated group representatives.	Director, Human Resources	2001	* Employees at all levels will be aware of the accommodation policy and the rights and responsibilities that flow from it.
PM 15 **	Managers will better appreciate the possibilities for job accommodation, if they know they have access to independent advice and guidance. They will also feel more comfortable and better disposed towards making the effort if they understand that it is a corporate objective that is reasonable, valuable and achievable.	This advice and guidance will be provided via sessions from the CHRC.		commencing 2002.	
44	Include in the recommended accommodation policy a procedure where managers may solicit advice on accommodation through Human Resources. In turn, provide Human Resources officers with a list of advisory services both inside and outside the government, and ensure access to at least one Human Resources officer who has some training in job accommodation.	Advise all CGC staff of the federal Public Job Accommodation Network (telephone and electronic) available for advice and guidance.	COO	Statement in Policy – complete List of available services - July 2002.	
PM14	Find alternative employment for employees with long-term disability who can no longer perform their present jobs.				
45	Review the possibility of training GLGHWs with long term disabilities for other occupations within the CGC, or with other federal departments and agencies in each region.	After reviewing internal options, the CGC will request assistance from the PSC in locating other opportunities for employees with long-term disabilities, either through training or placement.	CGC Directors, Human Resources Branch	To be considered as one option if and when the situation occurs	Increased placements with other departments for GLGHW=s with long-term disabilities.
Potential Barrier as identified in ESR: A lack of accessibility in the workplace can prevent some persons with disabilities from working for the CGC					
46	Fulfil the undertaking made to the CHRC by completing a review of buildings owned or leased, and developing a plan for bringing them into compliance with TBS accessibility policy. In the case of leased premises, this may involve negotiations with landlords, either by the CGC or by its agent, the PWGSC.	CGC will review the TBS accessibility policy and identify points requiring improvement.	Manager, Administration	Start in 2001 - 2002 with completion in 2003	* Verify accessibility through documentation. *TBS policy will be followed ensuring maximum accessibility where this is operationally feasible.