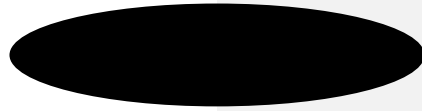


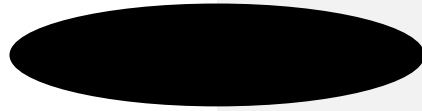
# Valuing Diversity: An Equity Approach





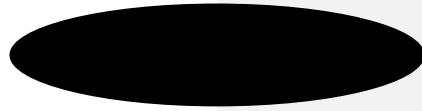
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## Introduction

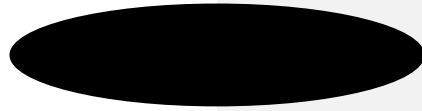
This handbook is intended as a quick reference for Managers and Human Resource professionals on the concepts of Diversity and Employment Equity. Its purpose is to show how Diversity and Employment Equity fit into the larger framework of renewal, to introduce and provide direction in interpreting the Diversity and Employment Equity Policy and Guidelines and to give some practical examples on how to implement these in our departments, branches and in our daily work lives.



## Renewal Strategy

The Renewal Strategy of the Government of Manitoba was developed in recognition that Manitobans want a civil service that reflects the population being served, is competent and is committed to the principles of merit, fairness, diversity and equity. It is intended to ensure that the Government can attract and keep the talent needed to deliver programs and services, and to ensure that existing employees find their work experiences to be meaningful.

Civil Servants play a unique role in the democratic system of government and have a collective responsibility to ensure that programs and services delivered to the public are accessible and barrier free. Through diversity and employment equity initiatives, the civil service is renewing its approach to reflecting the population served. Diversity is an important component of the Government of Manitoba's Renewal Strategy.



## Diversity and Employment Equity: Policy and Definitions

*The Government of Manitoba is committed to an Employment Equity Policy that achieves a civil service workforce reflective of the citizens it serves at all levels of four designated groups: women, Aboriginal persons, persons with disabilities and members of visible minorities. Employment Equity seeks to remove discriminatory barriers and ensure equality of treatment within the civil service.*

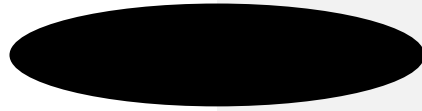
**Diversity** refers to recognizing individuals' characteristics and what makes them distinct from others, including age, language, culture, ethnicity, skills, gender, abilities, talents and perspectives. Diversity speaks to enriching the environment by facilitating the exchange of different perspectives and ideas, and is the broad umbrella under which Employment Equity fits. The concept of diversity encourages each individual to embrace an inclusive approach to the way that we carry out the business of government.

**Employment Equity** refers to positive steps taken to attain a representative civil service and maintain progress towards increasing **representation, distribution** and **retention** of the four designated groups.

**Representation** refers to the percentage of designated group members within the civil service as compared to their representation in the general population. Most equity groups are currently underrepresented.

**Distribution** refers to designated group members holding positions at all levels within the organization.

**Retention** refers to making efforts to be a supportive, inclusive and respectful workplace that values diversity and equity.



## Employment Equity Designated Groups

**Women** – focus on women in management, professional and non traditional occupations

**Aboriginal Persons** – peoples of North American Aboriginal ancestry, including First Nations (status and non-status Indians), Inuit and Métis.

**Persons with Disabilities** – persons who have a long-term or recurring impairment and who

- consider themselves to be disadvantaged in employment by reason of that impairment, or
- believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, and
- persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

**Members of Visible Minorities** – persons, other than Aboriginal peoples, who because of their race or colour, are a Visible Minority.

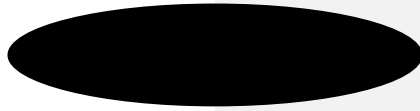
**Corporate benchmarks** have been identified by the Civil Service Commission for use by departments and government in measuring progress within the organization. Current benchmarks are based on an analysis of population data and labour force data, as well as consultations with community coalitions:

Women—50%

Aboriginal Persons—14%

Persons with Disabilities—7%

Members of Visible Minorities — 8%



## Diversity and Employment Equity: Policy Tool Kit

The Civil Service Commission has developed several recruitment and selection tools that departments can utilize to enhance representation from the four designated groups. These include:

### **Guideline for Determining Underrepresentation:**

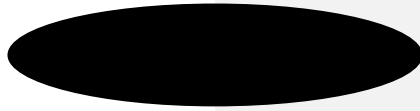
Underrepresentation is determined by examining:

- distribution in a classification across government
- distribution in a series
- Inclusion of classifications that may impact access to higher classifications that are under represented (career pathing)
- representation at all levels

### **Use of “Preference” and “Designated” in the selection process:**

*Preference* is a special measure that allows for the appointment of persons from one or more designated groups. Applying Preference means that if one or more individuals within a particular designated group **meet all the essential criteria** then the one with the highest ranking will be selected. If there is no candidate from that designated group who meets all the essential criteria then a non-designated qualified candidate may be selected.

*Designated employment equity* means having a competition where only designated employment equity members are eligible to apply for the position. If no qualified designated candidate(s) meet the essential criteria then the Department would rebulletin or conduct further outreach.



Preference and Designated can be applied:

- to a student hiring, co-op placement, work placement or study program
- to positions at the first working level of any class or series
- to positions at any level, after fairly considering the impact on existing employees within the department
- where there is a business necessity to provide service to a specific client group

#### Weighting and Rating:

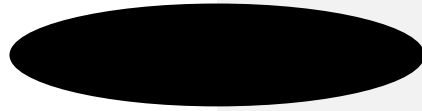
##### *Weighting*

The employment equity criterion is “weighted” to make a difference. The “weight” should reflect the organization’s need for a diverse and representative workforce. Employment equity is a bona fide organizational need and should be “weighted” equal to the highest essential criteria.

##### *Rating*

The meets value on a rating scale is given for the employment equity criterion to designated group candidates who declare. Candidates who are from more than one designated group may only be given the equity points once.

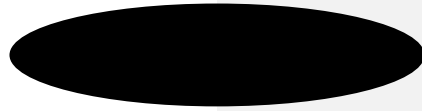




## How it Can Work For You

Managing Diversity in the workplace is about creating a sustainable and diverse workforce, fostering an environment of respect, and leading and managing change. Simple steps can be taken to work towards and maintain a workplace that is diverse. These steps include:

- assessing your workplace
- planning for diversity
- fostering an open, inclusive environment
- recognizing and valuing diversity



## Assessing your Workplace

*Assessing your workplace can better assist you in understanding where you are and what it will take to get you where you need to go.*

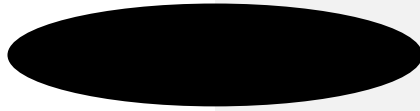
### Ask yourself:

- Does your workforce reflect the population you are serving?
- Are diverse groups represented in your organization and at all levels?
- Are staff aware of the organization's commitment to diversity and equity?
- What is the level of understanding of diversity and equity among employees?
- Do staff understand why it is important?
- Do any barriers exist in the workplace? If so, are those barriers social, cultural, physical, informational or related to attitudes or credentials?
- Where there is underrepresentation, have employment systems been reviewed to ensure they are barrier free? Employment systems include: recruitment, selection, hiring, orientation, development, training, promotion, retention, termination practices and accommodation.

The following tools can help you to assess your workplace and determine what your organizational needs are in working towards a diverse and equitable workplace.

### References:

- 10 Criteria for the Assessment of Employment Equity Programs
- Manitoba's Demographics Fact Sheet
- Framework for Diversity & Employment Equity Fact Sheet
- Removing Employment Barriers Fact Sheet



## Planning for Diversity and Employment Equity

*Integrating your human resource planning and strategic planning will help set realistic and achievable goals for your organization. Diversity and employment equity strategies should set goals, objectives and timelines that are integrated into department plans.*

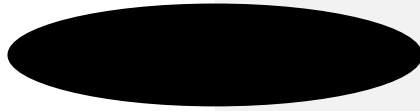
### Ask yourself:

- What are your department's diversity and equity priorities? How do those fit in with corporate benchmarks?
- Has a workforce analysis been conducted?
- Have realistic quantitative and qualitative goals been set?
- Have timeframes been established for achieving goals?
- Are plans and objectives approved and championed by the Deputy Minister and your Executive Management Committee?
- Are plans and commitment communicated to all staff?
- Is there an organizational cultural change that needs to take place? How will it be addressed?

The following tools will assist you in the planning process. Consider also the Civil Service Commission's 10 Criteria for the Assessment of Employment Equity Programs as a guideline throughout the planning process.

### References:

- Diversity and Employment Equity Planning Fact Sheet



## Fostering an Open and Inclusive Environment

*Ensuring a respectful workplace contributes to the ongoing fostering of an environment that values and supports diversity. Communication, education and development strategies are building blocks to further your goals and contribute to a healthy workplace.*

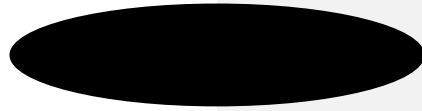
### Ask yourself:

- Are issues of respect dealt with in a quick, open and transparent manner?
- Are staff aware of the organization's commitment to respect and diversity, legislative and policy requirements, and what that may mean to them?
- Have you considered the changing demographics of the population, what impact that may have on your organization and how you may need to prepare the workplace to adapt to changes?
- Are staff aware of their role in ensuring a respectful and diverse workplace?
- Is orientation provided to new staff to support transition into the workplace?
- Is the promotion and development of diverse groups supported within the organization? Are there strategies to address internal staff needs?
- Are you aware of existing resources and supports available to assist you?

The following tools can help you to ensure a respectful workplace and help in supporting staff.

### References:

- Organization & Staff Development Training
- Strategies for External Recruitment Fact Sheet
- Strategies for Internal Employees Fact Sheet



## Recognizing and Valuing Diversity

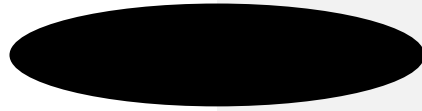
*Recognizing and valuing diversity is about striving to work better together through sharing ideas, raising awareness of diversity and celebrating the uniqueness of your community.*

### **Ask yourself:**

- How do you value diversity at work?
- How do you value the diversity of the population?
- How do you recognize and value individual and team contributions?
- What level of awareness about different aspects of diversity do staff have?

### **You can recognize and value diversity in a number of ways such as:**

- By recognizing individual staff contributions
- Bringing in speakers to raise awareness of various cultures
- Holding a multiculturalism potluck to recognize the diversity of your team
- Participating and increasing awareness of provincial, national and global events such as Asian Heritage Awareness Month, Black History Month, Canadian Multiculturalism Day, Festival Du Voyageur, International Day for the Elimination of Racial Discrimination, International Women's Day, Learning Disabilities Awareness Month, National Aboriginal Day, National Access Awareness Week, National Citizenship and Heritage Week, National Day of Remembrance and Action on Violence Against Women and Yom Hashoah/ Holocaust Memorial Day.



## Reporting and Accountability

*The Civil Service Commission has put into place a number of measures to provide accountability for the implementation of the Diversity and Employment Equity Policy. Departments through their reporting on renewal will also be reporting their progress on diversity.*

Corporate and Department progress in achieving representation is not based on the attainment of targets, rather, demographic information is available to be used as a benchmark in measuring progress.

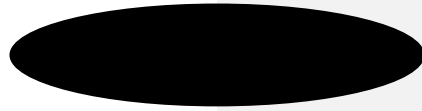
The Civil Service Commission uses the *10 Criteria for the Assessment of Employment Equity Programs* as part of the evaluative framework for government departments.

The Civil Service Commission holds an annual Diversity and Employment Equity Update for government human resource professionals and managers. An Annual Equity and Diversity Report is also submitted to Cabinet which focuses on:

- Implementation of short-term goals
- Elimination of gaps
- Reasonable efforts
- Recognition of best practices

Provisions have been made for a review of Diversity and Equity Policy and initiatives every five years.

Departmental efforts to plan, train for and implement Diversity and Employment Equity are assessed during the audit review of departmental Staffing Delegation Agreements.



## TEN CRITERIA FOR THE ASSESSMENT OF EMPLOYMENT EQUITY PROGRAMS

1. Accountability is clearly identified and integrated throughout the organization.
2. The Department establishes Employment Equity Strategies, which set out goals, objectives and timelines. Both qualitative and quantitative objectives are included. Employment Equity is built into the Department Human Resource Planning Process.
3. Monitoring mechanisms are implemented to track and report on progress toward goals and objectives.
4. Communication and education strategies are implemented to develop an organization culture that values equity and diversity.
5. A review of employment practices identifies and removes systemic barriers in Department policies and practices.
6. Employees at all levels participate in the Department's Employment Equity Program.
7. Resources are allocated to implement an effective Employment Equity Program
8. Representation of designated groups in the Department's workforce reflects the public served.
9. Designated groups are distributed in all levels of the department.
10. Retention and turnover rates of designated group employees are consistent with organization norms.



## Need More Information?

You should begin by becoming familiar with the activities of your departmental **Renewal Committee** as diversity is one of the four goals of renewal. You will be able to get information on a whole host of activities and initiatives that your department is undertaking and what you can do in support of your department's renewal objectives.

You may also wish to contact your *Human Resource Sector Consultant* who will have knowledge of your department's Diversity and Equity needs and initiatives. You may also want to contact your department's *Diversity and Employment Equity Sector Coordinator* who has access to a broad knowledge base of programs and services throughout government.

The *Civil Service Commission* is also committed to working with departments to develop, communicate and promote understanding of diversity and the implementation employment equity. You may wish to contact a *CSC Program Coordinator* who will have the knowledge of the Diversity and Employment Equity policies, and working with your Departmental HR, they can help you access the tools that best meet your needs.

You may wish to consider one of several *CSC Internship and Development Programs* and you may contact a *Diversity and Employment Equity Coordinator* who will be able to provide you with the correct information and facilitate this process for you.

Policy information is available through consultation with a *CSC Program Coordinator* and/or online through the CSC web page under the following headings: *Principles of Human Resource Management, Employment Equity Policy, Employment Equity in Staffing, Employment Equity Planning, Removing Employment Barriers, Screening, Selection Criteria, Respectful Workplace, Sexual Harassment, Reasonable Accommodation.*

Access to the relevant Legislation is available by consulting *The Manitoba Human Rights Code, Canadian Charter of Rights and Freedoms, The Civil Service Act, The Manitoba Multiculturalism Act, The Manitoba Ethnocultural Advisory and Advocacy Council Act.*

Visit the Civil Service Commission Intranet site where you will have access to most of the above information (website) [www.internal/csc](http://www.internal/csc) or on the Internet [www.gov.mb.ca/csc](http://www.gov.mb.ca/csc).