



**Special Subcommittee on Diversity of the  
Standing Committee on Internal Economy, Budgets and Administration**

**Final Report**

**Chair: The Honourable Carolyn Stewart Olsen**

**April 2012**

**Adopted by the Standing Committee on  
Internal Economy, Budget and Administration on  
May 10, 2012 and re-adopted as amended on December 6, 2012**

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## **MEMBERS**

Senator Carolyn Stewart Olsen (Chair)

Senator Elizabeth Marshall

Senator Marie- P. Poulin

Senator Mobina S.B. Jaffer (ad hoc)

## **ORDER OF REFERENCE**

### **Extract from the May 27, 2010, minutes of the Standing Committee on Internal Economy, Budgets and Administration**

It was moved by Senator Comeau that a Special Subcommittee on Diversity be established and that it be mandated to undertake a review of the Employment Equity Report 2006-2009, examine the related draft policy and consider recruitment and retention strategies that will enable the Senate to reflect Canada's diversity in its workforce and workplace.

It was also agreed that the membership be composed of Senators Jaffer, Stewart Olsen and another member of the Government to be designated by the Steering Committee.

The question being put on the motion, it was resolved in the affirmative.

### **Extract from the June 1, 2010, minutes of the Steering Committee of the Standing Committee on Internal Economy, Budgets and Administration**

It was agreed that Senator Marshall be named the third member of the Special Subcommittee on Diversity and that Senator Stewart Olsen be appointed as Chair.

### **Extract from the June 14, 2010, minutes of the Standing Committee on Internal Economy, Budgets and Administration**

The chair moved that a Special Subcommittee on Diversity be established and that members be named by the steering committee.

The mandate of the Special Subcommittee on Diversity is to undertake a review of the Employment Equity Report 2006-09, examine the related draft policy and consider recruitment and retention strategies that will enable the Senate to reflect Canada's diversity in its workforce and workplace.

The question being put on the motion, it was resolved in the affirmative.

### **Extract from the June 21, 2011, minutes of the Steering Committee of the Standing Committee on Internal Economy, Budgets and Administration**

It was agreed that the following senators be named members of the Special Subcommittee on Diversity:

Senators Stewart Olsen (Chair); Marshall; Poulin; and Jaffer (ad hoc) (4).

## INTRODUCTION

The Special Subcommittee on Diversity was first created following the tabling of the Senate Administration Employment Equity (EE) Report 2006-2009 to the Standing Committee on Internal Economy, Budgets and Administration (IEC). In response to queries on the Report, the IEC mandated the subcommittee on May 27, 2010, to review the report, examine the draft policy and consider recruitment and retention strategies that would enable the Senate to reflect Canada's diversity in its workforce and workplace and report to IEC at a later date. The subcommittee was re-struck in the current Parliament, on June 21, 2011, with the same mandate.

Our report is the result of four extensive meetings during which representatives of the Human Resources Directorate and the Senate Administration Advisory Committee on Diversity appeared before our subcommittee. In addition, documents were gathered, reviewed and discussed.

The Senate Administration's Report on Employment Equity 2006 - 2009 was reviewed by the subcommittee in detail. Progress to date to achieve employment equity objectives was noted. As well, a draft 2011- 2014 action plan was reviewed. Initiatives were clustered under five strategic priorities:

- foster a supportive work environment;
- demonstrate commitment and leadership (accountability);
- build a representative workforce;
- tailored employment equity initiatives; and
- ensure accessibility to the Senate.

The subcommittee recognizes the Senate Administration management's openness to and support for employment equity and noted the Senate Administration's work to expand diversity within the Senate Administration. Nonetheless, additional work is required--it is an evergreen process.

The subcommittee supports increasing diversity initiatives which will best represent the Senate and which reach out to those who aspire to work for the Senate. Finally, the subcommittee notes that an annual review of progress should be conducted. We believe that our recommendations can strengthen the Senate's objective of ensuring a diverse workplace and workforce.

## ANALYSIS AND RECOMMENDATIONS

### SECTION 1: POLICY REVIEW

The current *Policy on Employment Equity and Diversity* was adopted by the Committee on Internal Economy, Budgets and Administration (IEC) on March 20, 2000. As an ongoing effort to update its policy suite, the Human Resources Directorate proposed a revised *Senate Administration Policy on Employment Equity and Diversity* in 2010. The draft policy was thoroughly reviewed and discussed by the subcommittee. As well, definitions of diversity were reviewed.

It was agreed that the employment equity policy should not include the broader notion of diversity but focus on the four designated groups identified in the *Employment Equity Act*. Therefore the name and intent of the policy will be revised to the *Senate Administration Policy on Employment Equity*. The subcommittee also agreed that the concept of accommodation should be separate from the employment equity policy and asked that a new policy on accommodation be developed (addressed in recommendation 2).

The purpose of the employment equity policy is to achieve and maintain a workforce in the Senate Administration that is representative of the Canadian workforce and to ensure that no one is denied employment opportunities, promotion or benefits for reasons unrelated to competence, and the Senate Administration can draw from a broadly based talent pool. It applies to the Senate Administration in its human resources management of persons applying for or occupying positions in the Senate Administration. The policy builds on the objectives of the *Senate Administration Staffing and Recruitment Policy*. By identifying and removing systemic and other barriers to the employment and promotion process that may adversely affect the designated groups, and by implementing measures, the Senate Administration aims to achieve and maintain a representative workforce.

The proposed policy states that in order to ensure a representative administration:

- a. steps will be taken to provide a supportive and enabling work environment;
- b. employment systems will be monitored to identify and eliminate any adverse impact on any of the designated groups;
- c. the representation of women, Aboriginal peoples, persons with disabilities and members of visible minorities will be monitored through the collection and maintenance of self-identification data with an emphasis on collecting data at the appointment phase; and
- d. employment equity considerations will form an integral part of Directorate work plans.

The proposed policy on employment equity also addresses the specific requirements for the following:

- Supportive and enabling work environment;
- Employment systems review;
- Workforce analysis;
- Human resources planning;
- Special measures; and
- Monitoring and reporting.

### ***Recommendation 1:***

**Your subcommittee recommends that the revised *Senate Administration Policy on Employment Equity* be adopted to replace the current *Senate Administration Policy on Employment Equity and Diversity* (adopted in 2000).**

#### **DUTY TO ACCOMMODATE**

The 2000 *Policy on Employment Equity and Diversity* refers to reasonable accommodation when it is necessary to achieve and maintain a representative workforce. Reasonable accommodation is defined in the policy as “the provision of technical aids, accessibility material and administrative arrangements, and other such accommodation. Such accommodation will not cause undue hardship, unqualified appointments, appointments without merit, the creation of new positions or the creation of quotas.”

Upon review of the policy, the subcommittee discussed the Senate Administration’s duty to accommodate during its meeting held on December 6, 2010. Following this meeting, a briefing note was prepared by a member of the Advisory Committee on Diversity and Accessibility on legal obligations on accommodation. At the federal level the duty to accommodate arises from the *Canadian Human Rights Act* (CHRA) and the *Employment Equity Act* (EEA). The Senate is subject to the CHRA, but is not an employer subject to the EEA although the Senate follows the spirit of the EEA in its human resources management.

The subcommittee agreed that a separate accommodation policy should be prepared. As a result, detailed reference to reasonable accommodation has been removed from the proposed *Senate Administration Policy on Employment Equity* as it will be addressed in the proposed *Senate Administration Policy on Accommodation* (currently in development).

### ***Recommendation 2:***

**Your subcommittee recommends that a separate *Senate Administration Policy on Accommodation* be drafted for approval to complement the *Senate Administration Policy on Employment Equity*.**

#### **ADVISORY COMMITTEE ON DIVERSITY & ACCESSIBILITY**

The members of the Senate Administration Advisory Committee on Diversity and Accessibility met with the subcommittee to discuss their objectives and recommendations. One recommendation was to ensure that all policies drafted by the Senate Administration be reviewed by the Advisory Committee to ensure systemic barriers do not exist within them. The Director and Senior Advisor, Internal Audit and Strategic Planning, met with the Advisory Committee to review the policy planning process and to consider this recommendation.

It was agreed that the Advisory Committee in concert with the Internal Audit and Strategic Planning Section would develop criteria managers should consider when drafting policies. Training will be provided to the members to achieve this objective. Meanwhile, it was agreed that all draft human resources policies continue to be provided to the Advisory Committee for comments during the consultation process. This was supported by the subcommittee.

### ***Recommendation 3:***

**Your subcommittee recommends that the Senate Administration Advisory Committee on Diversity and Accessibility prepare criteria for Senate Administration managers to consider when drafting policies to mitigate the possibility of systemic barriers in policies and procedures. Systemic barriers which are identified should be reported back to the Internal Economy Committee, along with measures taken to mitigate them.**

### **SECTION 2: RECRUITMENT AND RETENTION STRATEGIES**

A review of the percentage of non-advertised versus advertised positions in the Senate Administration for the previous three years was conducted in December 2010 further to queries from the subcommittee. The following definitions are drawn from the *Senate Administration Staffing and Recruitment Policy*:

#### Definition of a non-advertised process:

A manager does not solicit applications, but considers one or more persons for the position. Acting appointments, reclassification of an employee in a unique position, change of tenure are examples of non-advertised processes.

#### Definition of an advertised process:

Persons in the area of selection are informed of a job opening and have an opportunity to apply and demonstrate their suitability based on the merit criteria. The appointment process may be advertised in writing (notice, posting and email) or announced verbally. In the latter case, the manager must record the fact that a verbal announcement was made, to whom it was made, when this occurred and so forth. The manager will ensure that all parties within the area of selection have had a reasonable opportunity to apply.

The Human Resources Directorate has agreed to amend the *Senate Administration Staffing and Recruitment Policy* to remove the option of announcing verbally a job opening.

During the three-year period under review, 45% were advertised processes and 55% were non-advertised processes. Subcommittee members believe that the high proportion of non-advertised processes may diminish the odds of identifying qualified candidates to fully represent Canada's diverse population within the Senate workforce.

Table 1.1 – “Hiring Process Statistics (2007-2010)

Type of Appointment Process	Explanation	Total	Percentage
Open Competition	Advertised beyond Parliament Hill	33	25.4%
Closed Competition - Hill	Advertised on Parliament Hill	12	9.2%
Closed Competition	Advertised to the Senate	13	10.0%
Inventory	Not Advertised- Candidate chosen from existing resumes	27	20.8%
Transfers	An Employee is appointed to another position within the Senate Administration	8	6.2%
Acting Appointment	An employee acts in a higher-level position for more than 6 months, up to a maximum of 2 years.	14	10.8%
Intent to Appoint	A Senate employee has been identified for a position; this is announced to all employees.	18	13.8%
Reclassification	A position is reclassified to a higher level	5	3.8%
GRAND TOTAL		130	100%

***Recommendation 4:***

**Your subcommittee recommends that the Senate Administration advertise in writing more broadly, including advertising in specialized publications.**

**HISTORY TO DATE**

Numerous outreach initiatives which have been implemented by the Senate Administration were shared with the subcommittee. Examples include:

- The Senate was represented by a senior supervisor at a conference/career fair at La Cité Collégiale;
- An informal partnership has been established with the Inuit community (Inuit Tapiriit Kanatami - Ottawa Office), with the assistance of a Senator’s staff member. Two positions were advertised through this contact;
- Contact was established with the Director of Employment Services from Tungasuvvingat Inuit to establish a similar partnership;
- The Vanier Community Centre Employment Services has been used on occasion to fill vacancies within the Administration;
- The Odawa Friendship Centre and the Minwaashin Lodge Community Centre Employment Services have also been used for posting opportunities. These Centres focus respectively on helping clients of native backgrounds and first nations women in need of integration resources;
- Contact has been made with the Ottawa Job Match Network, LASI World Skills;

- Contact has been established Health Canada to share resources in the community;
- Ongoing contacts are maintained with the House of Commons Employment Equity Program Coordinator to share resources and outreach activities.

Future outreach initiatives discussed and explored with the Senate Administration's Advisory Committee include:

- Increasing the Senate's profile as a welcoming organization by changing the messaging in the Senate's posters and having a more direct message to the members of the designated groups;
- Exploring the use of social media for advertising (Facebook, YouTube, Twitter);
- Developing a video for the Senate's website to portray the work environment ;
- Offering regular presentations by Senate Administration employees to students in high schools, colleges and university;
- Developing a tool kit and a deck presentation for employees (including those from designated groups) and Senators on «The Senate as a potential employer» which could be offered in their respective communities across Canada; and
- Taking advantage of existing programs such as The Teachers Institute on Canadian Parliamentary Democracy to speak with teachers about job opportunities at the Senate (provide flyers and presentation to take back to their schools).

The Senate Administration continues to review its outreach initiatives and engage its Advisory Committee in implementing appropriate approaches throughout Canada. The subcommittee also asked the Administration to consider how Senators and their staff might be able to enhance their contributions.

***Recommendation 5:***

**Your subcommittee recommends that the Senate Administration Advisory Committee on Diversity and Accessibility review the Senate Administration's outreach measures and recruitment practices to increase diversity. The Administration should come forward with recommendations to the Internal Economy Committee.**

**SENATE PAGE PROGRAM**

A review of the Senate Page Program was conducted during the summer of 2011 further to an approval by the Subcommittee on Agenda and Procedure on June 9, 2011. It was tabled with Steering in September 2011. One of the objectives of the Page Program Review Committee was to review and analyse the processes for recruitment and screening. The following are excerpts from the report:

Briefly, the annual page recruitment campaign runs for 8 to 10 months beginning in September of each year. Notices are usually posted for two or three weeks but can be left up until December if there have not been enough applications. The competition poster is typically sent to high schools throughout Canada, cégeps and universities in the National Capital Region and posted on a number of websites.

There are approximately 100 applications/a year and those who are screened in following a written exam and language assessment are interviewed in groups of

three or four, either on site or by videoconference when the candidates live outside the National Capital Region. The Black Rod, a Senate employee from another directorate, the HR advisor, the Chief Page and the Deputy Chief Page participates in the interviews. Candidates are assessed on the following competencies: Teamwork and Cooperation, Judgement, Reliability, Client Service, Respect and Integrity. The final selection of candidates is based on regional representation, the letters of recommendation, linguistic duality, diversity, the ratio of males to females, the results from the written exam and performance in the interview. The positions of Chief Page and Deputy Chief Page are staffed in the spring of each year at the same time as page positions. The Chief Page and Deputy Chief Page positions are filled before the page process is complete in order to determine how many new pages need to be hired.

Having said this and further to the report on the Page Program, it is the view of the Senate Administration and the subcommittee that additional effort should be made to identify potential candidates throughout the country. The objective is to design an outreach program that incorporates partnerships with organizations that can facilitate the recruitment of designated group members from a more diverse pool of potential candidates from across Canada.

***Recommendation 6:***

**Your subcommittee recommends that the advertising strategy for the Page Program be reviewed to ensure a pan-Canadian representation. Every effort should be made to attract applications from across Canada and should include but not be limited to advertising in ethnic publications, aboriginal media and within the academic environment. The Senate Administration should come forward to the Internal Economy Committee with an action plan on page recruitment with an objective of increasing the opportunities of selecting at least one page from each province and territory.**

**SECTION 3: EMPLOYMENT EQUITY REPORT 2006-2009**

The Employment Equity (EE) Report 2006-2009 was thoroughly reviewed by the subcommittee. This was the third EE report for the Administration and covers a three-year period, in recognition of the size of the Senate Administration workforce, a low attrition rate and a commitment to developing the skills and providing career advancement opportunities for its personnel.

The report provides statistical data and analysis on the representation levels of the four target groups within the Administration's workforce since the year 2000 with particular emphasis on the 2006-2009 period. It makes note of the Senate's many initiatives designed to ensure a diverse and representative workforce and highlights forecasts of Canada's labour force demographic trends. Finally, the report outlines a number of initiatives and activities that will be undertaken by the Senate Administration to ensure employment equity, encourage diversity and support an inclusive workplace.

The 2006-2009 report demonstrates that there has been significant progress in achieving employment equity goals but that this progress has been somewhat uneven. The number of women employees has grown significantly (an increase of 37% over an 8 year-period) and

they are relatively well represented compared to their workforce availability (47.4% vs. 53.1% in 2006 Census NCR).

Table 1.2- "Diversity in the Senate Workforce"

<b>Overall representation</b>	<b>Visible Minorities</b>	<b>Persons with Disabilities</b>	<b>Aboriginal Peoples</b>	<b>Women</b>
March 31 <sup>st</sup> 2009 445 Employees	51 (11.5%)	18 (4.0%)	9 (2.0%)	211 (47.4%)
Workforce (NCR) 2006 Census	11.6%	4.0%	3.1%	53.1%
March 31 <sup>st</sup> 2008 446 Employees	49 (11.0%)	18 (4.0%)	9 (2.0%)	213 (47.8%)
March 31 <sup>st</sup> 2007 441 Employees	45 (10.2%)	19 (4.3%)	9 (2.0%)	208 (47.2%)
March 31 <sup>st</sup> 2006 447 Employees	42 (9.4%)	22 (4.95)	10 (2.2%)	202 (45.2%)
March 31 <sup>st</sup> 2005 429 Employees	34 (7.9%)	19 (4.4%)	8 (1.7%)	190 (44.2%)
March 31 <sup>st</sup> 2004 425 Employees	29 (6.8%)	21 (4.9%)	8 (1.9%)	191 (44.9%)
March 31 <sup>st</sup> 2003 408 Employees	26 (6.4%)	20 (4.9%)	9 (2.2%)	180 (44.1%)
March 31 <sup>st</sup> 2002 381 Employees	28 (7.3%)	19 (5.0%)	6 (1.6%)	172 (45.1%)
March 31 <sup>st</sup> 2001 357 Employees	21 (5.9%)	20 (5.6%)	8 (2.2%)	154 (43.1%)

The representation of visible minorities has also shown year over year increases (over the same period, the growth has been proportionately more dramatic, increasing by 142.9%) and is comparable to the labour force availability levels for Senate Administration type jobs (11.5% vs. 11.6% in 2006 Census NCR).

The proportion of Aboriginal employees in the Senate Administration workforce has declined slightly in recent years and remains below the labour force levels (2% vs. 3.1% in 2006 Census NCR).

Finally, the number of persons with disabilities has also declined slightly in recent years. Their representation is in-line with the workforce availability data in the NCR (4% vs. 4% in 2006 Census NCR).

Additional data was shared with the subcommittee to address the following:

- How vacancies in the Senate Administration have been filled for the previous three years;
- Whether the Senate recruits disabled persons or whether they become disabled after they are hired;
- Which categories of employees receive exit interviews; and
- Statistics on the proportion of job applicants from the various employment equity groups and the proportion who qualified for positions for the most recent fiscal year within the Senate Administration.

The annual *Senate Administration Performance Report* provides data on performance indicators including an indicator related to representation of employment equity groups within the Administration. In addition to the current data reported on, future reports will provide a status on the progress of outreach initiatives used to augment the representativeness of the Administration's workforce. The *Performance Report*<sup>1</sup> is presented to the Internal Economy Committee on an annual basis. As well, the Senate Administration reports regularly to the Clerk's Management team on the *Management Accountability Framework* with an analysis of the extent to which the workforce is reflective of Canada's population.

***Recommendation 7:***

**Your subcommittee recommends that the Committee on Internal Economy, Budgets and Administration review the Senate Administration's workforce data on an annual basis rather than every three years to determine what further action must be taken, and that the performance report include a listing and assessment of the efforts made to increase diversity.**

**EMPLOYMENT EQUITY POLICY & SELF IDENTIFICATION**

The Senate Administration will review its post-employment self-identification program to determine the methodology that would be most appropriate for the organization in order to ensure that its data is up-to-date and as accurate as possible.

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<sup>1</sup>Senate Administration Performance Report 2009-2010, adopted by IEC December 15<sup>th</sup> 2010. Available internally :at [http://intrasen01/Clerk/Documents/CORP\\_RPT\\_Performance\\_2009-2010\\_E\\_Final\\_20100221.pdf](http://intrasen01/Clerk/Documents/CORP_RPT_Performance_2009-2010_E_Final_20100221.pdf)

Table 1.3 “Self Identifying Applicants” (April 2009- December 2011)

Percentage of applicants to advertised processes and appointments by employment equity designated group and compared to the 2006 workforce availability.

April 2009 to December 2011			
Employment Equity Designated Group	% of Applicants	% of Appointments *	2006 WFA
Visible Minorities	12.4%	28.6%	11.6%
Disabled	2.2%	5.7%	4%
Aboriginal	1.2%	2.9%	3.1%
Women	51.3%	62.9%	53.1%

\* During this period, 35 appointments were made using advertised processes.

**Recommendation 8:**

**Your subcommittee recommends that the Senate Administration review the post-employment self-identification program and develop methods to encourage participation, and include the results of the review in the performance report to the Internal Economy Committee.**

The subcommittee reviewed a proposed 2011-2014 Employment Equity/Diversity Action Plan. Through discussions it was agreed that the action plan include English and French language training for those whose first language is not English or French. The plan builds upon previous initiatives and activities, the Clerk’s annual corporate priorities and strategic objectives, as well as operational and program requirements. A review of the plan including the preparation of a new long-term plan is forecast for fiscal year 2014 – 2015.

The draft action plan is built around five strategic priorities to:

- foster a supportive work environment;
- demonstrate commitment and leadership (accountability);
- build a representative work force;
- tailored employment equity initiatives; and
- ensure accessibility to the Senate.

The successful implementation of the plan is based upon the leadership, accountability and commitment of all stakeholders. However, success can only be achieved by translating commitment into action.

- **The Clerk of the Senate and Senate executives** are accountable for ensuring the successful implementation of the plan, including the allocation of resources to achieve the plan’s objectives. They will also regularly demonstrate and communicate their commitment to diversity and accessibility.
- **Managers and supervisors** are accountable to senior management and employees for creating an inclusive work environment, for communicating and

demonstrating their commitment to diversity, for ensuring bias-free selection and promotion process, and for achieving the qualitative goals.

- **The Chairperson and the Members of the Advisory Committee on Diversity and Accessibility** are accountable for advising the Clerk on issues affecting the hiring, career development, well-being and retention of Senate Administration employees in order to foster and strengthen awareness for diversity and accessibility. Members are also encouraged to promote the benefits of a workplace where all employees are appreciated and accepted.
- **Human Resource Advisors** are responsible for providing advice, guidance and support to managers to advance diversity and employment equity; for providing information on areas of under representation; for promoting, developing and implementing tools and measures in support of employment equity; and for monitoring the overall progress and achievement of the plan.
- **All employees** are responsible for treating their colleagues in a fair and equitable manner and for contributing to a positive workplace climate where diversity is respected and valued.

As a small organization, although we do not recruit large number of candidates, we are forced to compete with both the private and public sectors to obtain our fair share of top talent.

Employment equity has and must continue to contribute to the achievement of this objective by ensuring that the Senate workforce reflects the rich diversity of Canada's population. The subcommittee reiterates the importance of working toward the equitable representation across the organization of the four designated groups to address the shortage of qualified workers and to benefit from the fresh perspective brought by employees that are diverse in origins, cultures, views, ideas, experiences and perspectives.

A communication strategy is also essential to the implementation of a successful action plan. Therefore, once the plan is finalized, the Human Resources Directorate and the Clerk's management team will communicate related activities to all staff and share best practices and key successes. The minutes of the Senate Administration Advisory Committee on Diversity and Accessibility will continue to be published on Intrasen. Employees will continue to be encouraged to participate in all diversity-related activities.

***Recommendation 9:***

**Your subcommittee recommends that special efforts and considerations be put in place to enable the hiring of persons to reflect the Canadian workforce. An updated plan for action should come forward to the Internal Economy Committee to reflect Canada's changing demographics.**

## **CONCLUSION**

Overall, the subcommittee recognizes that accountability for employment equity and diversity rests not only with the Human Resources Directorate but with the whole institution, including Senators.

Given the size of the organization, the Senate Administration and the subcommittee also recognize that addressing the gap in the representation of our workforce while offering existing employees a meaningful career will be a continuing task for well into the future. The Senate needs to implement new recruitment strategies and ensure it provides a workplace environment that will attract and retain new talents from all designated groups.

Your subcommittee would like to emphasize its recommendation that the Committee on Internal Economy, Budgets and Administration review the Senate Administration's workforce data on an annual basis rather than every three years to determine what further action must be taken, and that the performance report include a listing and assessment of the efforts made to increase diversity.

## **LIST OF RECOMMENDATIONS**

### ***Recommendation 1:***

Your subcommittee recommends that the revised *Senate Administration Policy on Employment Equity* be adopted to replace the current *Senate Administration Policy on Employment Equity and Diversity* (adopted in 2000).

### ***Recommendation 2:***

Your subcommittee recommends that a separate *Senate Administration Policy on Accommodation* be drafted for approval to complement the *Senate Administration Policy on Employment Equity*.

### ***Recommendation 3:***

Your subcommittee recommends that the Senate Administration Advisory Committee on Diversity and Accessibility prepare criteria for Senate Administration managers to consider when drafting policies to mitigate the possibility of systemic barriers in policies and procedures. Systemic barriers which are identified should be reported back to the Internal Economy Committee, along with measures taken to mitigate them.

### ***Recommendation 4:***

Your subcommittee recommends that the Senate Administration advertise in writing more broadly, including advertising in specialized publications.

### ***Recommendation 5:***

Your subcommittee recommends that the Senate Administration Advisory Committee on Diversity and Accessibility review the Senate Administration's outreach measures and recruitment practices to increase diversity. The Administration should come forward with recommendations to the Internal Economy Committee.

### ***Recommendation 6:***

Your subcommittee recommends that the advertising strategy for the Page Program be reviewed to ensure a pan-Canadian representation. Every effort should be made to attract applications from across Canada and should include but not be limited to advertising in ethnic publications, aboriginal media and within the academic environment. The Senate Administration should come forward to the Internal Economy Committee with an action plan on page recruitment with an objective of increasing the opportunities of selecting at least one page from each province and territory.

***Recommendation 7:***

Your subcommittee recommends that the Committee on Internal Economy, Budgets and Administration review the Senate Administration's workforce data on an annual basis rather than every three years to determine what further action must be taken, and that the performance report include a listing and assessment of the efforts made to increase diversity.

***Recommendation 8:***

Your subcommittee recommends that the Senate Administration review the post-employment self-identification program and develop methods to encourage participation, and include the results of the review in the performance report to the Internal Economy Committee.

***Recommendation 9:***

Your subcommittee recommends that special efforts and considerations be put in place to enable the hiring of persons to reflect the Canadian workforce. An updated plan for action should come forward to the Internal Economy Committee to reflect Canada's changing demographics.

**SENATE**

Human Resources Directorate



**SÉNAT**

Direction des ressources humaines

# **SENATE ADMINISTRATION POLICY ON EMPLOYMENT EQUITY**

**Policy Control Number:**

This policy was [adopted/approved] by [Standing Committee on  
Internal Economy/ The Clerk of the Senate] on:

[Insert official date]

(If applicable) And modified/reviewed on: [Insert date]

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## **INTRODUCTION**

### **1.1 Name**

This policy is entitled the “Senate Administration Policy on Employment Equity”.

### **1.2 Purpose**

To achieve and maintain equality in the Senate Administration workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities so that no one is denied employment opportunities, promotion or benefits for reasons unrelated to competence, and the Senate Administration can draw from a broadly based talent pool.

### **1.1 Authority**

This policy was approved by the Standing Senate Committee on Internal Economy, Budgets and Administration (the “Committee”) on (insert date). It comes into force on the repeal of the Senate Policy on Employment Equity and Diversity, which was adopted by the Committee on March 30, 2000.

### **1.2 Application**

This policy applies to the Senate Administration in its human resources management of persons applying for or occupying positions in the Senate Administration.

### **1.3 Definitions**

#### **Designated Groups**

Targeted class of individuals identified in the *Employment Equity Act*: women, Aboriginal peoples, persons with disabilities and members of visible minorities defined as:

#### **Aboriginal Peoples**

Persons who are Inuit, Métis, or members of First Nations.

#### **Members of Visible Minorities**

Persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

#### **Persons with Disabilities**

Individuals who have a long-term or recurring physical, mental, sensory, psychiatric or learning 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.

This definition also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

### **Employment Equity**

The fair representation and distribution of the four designated groups in the workforce.

## **1.4 Description**

The *Senate Administration Policy on Employment Equity* establishes the Senate Administration's commitment to equality in the Senate workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities. By identifying and removing systemic and other barriers to the employment and promotion process that may adversely affect the designated groups, and by implementing measures, the Senate Administration aims to achieve and maintain a representative workforce.

## **1.5 Enquiries**

Questions regarding this policy should be addressed to the manager responsible for employment equity in the Human Resources Directorate.

## **2. POLICY**

### **2.1 General**

2.1.1 As set out in the Senate Administrative Rules, subsection 1(1) of chapter 3:03, the Senate Administration is an equal opportunity employer: no one will be denied employment and promotion opportunities or benefits for reasons unrelated to competence. In addition, the Senate Administration is committed to the equitable representation of women, Aboriginal peoples, persons with disabilities and members of visible minorities, in all occupations and at all levels in the organization.

2.1.2 In order to ensure a representative administration:

- a) steps will be taken to provide a supportive and enabling work environment;
- b) employment systems will be monitored to identify systemic barriers and eliminate any adverse impact on any of the designated groups;
- c) the representation of women, Aboriginal peoples, persons with disabilities and members of visible minorities will be monitored through the collection and maintenance of self-identification data with an emphasis on collecting data at the appointment phase; and
- d) employment equity considerations will form an integral part of Directorate work plans.

## **2.2 Supportive and Enabling Work Environment**

- 2.2.1 The Senate Administration will promote awareness, sensitivity and respect for diversity, as well as communicate to all employees the rationale, objectives and importance of equity in the workplace.
- 2.2.2 Everyone in the workplace will be treated fairly and with dignity. Harassment of any kind will not be tolerated and will be reviewed thoroughly.
- 2.2.3 Managers are responsible for fostering a positive, respectful work environment.
- 2.2.4 Commitment to employment equity will be demonstrated at all levels by hiring, training, retaining and promoting members of designated groups.

## **2.3 Employment Systems Review**

- 2.3.1 The Senate Administration will review employment policies, procedures and practices in place to ensure they do not adversely affect or disadvantage any members of the designated groups and will take the necessary steps to eliminate any barriers to employment or promotion that are identified.
- 2.3.2 Seniority rights acquired as part of policies or collective agreements are deemed not to be barriers within the meaning of this policy. Nevertheless, if such practices have an adverse impact on any of the designated groups, management will consult with the bargaining agent to seek measures to minimize them.

## **2.4 Workforce Analysis**

- 2.4.1 To determine if the Senate Administration workforce is representative, the proportion of self-identified employees who are members of designated groups will be compared to their representation in those segments of the Canadian workforce that are identifiable by occupation, qualification and geography, and from which the Senate Administration may reasonably be expected to draw employees.
- 2.4.2 Only those employees who identify themselves or agree to be identified as Aboriginal peoples, persons with disabilities or members of visible minorities will be counted as members of those designated groups for the purposes of assessing the level of representation within the Senate Administration.
- 2.4.3 Information collected under paragraph 2.4.2 will be confidential and used only for the purpose of implementing this policy and for consultation and participation in employment equity initiatives.

## **2.5 Human Resource Planning**

- 2.5.1 In the context of directorate work plans, managers are expected to include employment equity considerations as part of their human resource plans.
- 2.5.2 Managers are expected to consider strategies aimed at ensuring a fair participation by members of the under-represented designated groups before undertaking staffing and recruitment activities.
- 2.5.3 English and French language training for employees who speak neither English nor French as a first language will be available.

## **2.6 Special Measures**

- 2.6.1 Improving the representation of designated groups is considered an organizational need. Accordingly, the area of selection may be expanded to increase the proportion of designated group members in the applicant pool.
- 2.6.2 Technical training and development activities will be implemented as necessary.

## **2.7 Monitoring and Reporting**

The Director of Human Resources will monitor compliance with the policy. Ad hoc reports will be presented to the Clerk of the Senate and the Management Committee regarding employment equity activities in the Senate Administration and application of the policy and related issues, as required. Performance and compliance in relation to this policy will be reported annually.

## **3. ROLES AND RESPONSIBILITIES**

### **3.1 Standing Senate Committee on Internal Economy, Budgets and Administration (Committee)**

The Committee is responsible for approving the policy and any amendments.

### **3.2 Clerk of the Senate**

The Clerk is responsible for:

- ensuring implementation and appropriate application of policies;
- fostering an inclusive, supportive and enabling work environment;
- holding managers accountable for the achievement of employment equity; and
- taking appropriate action in cases of non-compliance with policy requirements;

### **3.3 Director, Internal Audit and Strategic Planning**

The director responsible for strategic planning is responsible for:

- reviewing the policy and directives to ensure proper content and format; and
- ensuring consistency and coherence across the corporate policy suite.

### **3.4 Director, Human Resources**

The Director of Human Resources is responsible for:

- communicating the policy to all managers and employees, informing them of their rights and responsibilities under the policy;
- providing leadership and guidance in the overall management of the policy;
- ensuring the effectiveness of the employment equity and continuing progress towards the Senate Administration's employment equity objectives;
- ensuring that employment systems do not adversely affect or disadvantage any of the designated groups and eliminating barriers to employment or advancement;

- presenting annual reports to the Clerk of the Senate and the Management Committee on progress made in employment equity and to ensure compliance with the policy; and
- recommending policy changes or programs to the Clerk of the Senate.

### **3.5 Human Resources Manager responsible for employment equity**

The Human Resources Manager responsible for employment equity is responsible for:

- promoting employment equity;
- developing and delivering employment equity and training and other employment equity program initiatives;
- providing advice to management and human resource advisors on the employment equity policy and program and referring to the Senate Administration Duty to Accommodate Policy (in development) as required;
- ensuring that all records and information systems related to employment equity are up-to-date and kept confidential, as appropriate;
- preparing employment equity reports, as requested;
- recommending changes, as necessary, to the employment equity policy and programs to enhance their effectiveness; ensuring that all recruitment activities, appointment processes and staffing actions respect the principles of equitable participation;
- collecting self-identification data by offering new employees the opportunity to self-identify and by periodically administering a self-identification survey to all employees; and
- ensuring that personal employment equity information is kept confidential, as appropriate.

### **3.6 Human Resource Advisors**

Human Resource Advisors are responsible for:

- assisting managers in selecting staffing options aimed at achieving employment equity objectives;
- offering applicants the opportunity to self-identify; and
- informing candidates about the *Senate Administration Policy on Accommodation (currently in development)* and implementing the policy as required.

### **3.7 Managers**

Managers are responsible for:

- ensuring employment equity considerations form an integral part of directorate business planning;
- ensuring equal access to employment opportunities;
- fostering an inclusive, supportive and enabling work environment within their scope of responsibility;
- supporting and encouraging employees to participate in employment equity and diversity related training and events; and
- developing and implementing, with the assistance of Human Resource Advisors, employment equity considerations in their human resource plans as part of the directorate business planning process.

### **3.8 Employees**

Employees are responsible for:

- treating colleagues fairly and respectfully;
- participating in employment equity and related training and events;
- completing the self-identification questionnaire, on a voluntary basis.

### **4.0 REFERENCES**

*The Senate Administration Policy on Accommodation (currently in development)*

*The Senate Administration Policy on Alternative Work Arrangements*

*The Senate Administration Policy on Learning, Training and Development*

*The Senate Administration Staffing and Recruitment Policy*

*The Senate Policy on the Prevention and Resolution of Harassment in the Workplace*