

briefing notes for Maria Clarke

Notes for the WITT follow-up meeting

May 12, 1993

*Designated
Group
Policy*

2. Local and Regional Priorities and Reporting c
Designated Group Policy:

The Operations Guidelines for the Design Policy require National Headquarters (NHQ) to Chairman's Planning Guidelines (CPG's) require local targets in their local operational plans for the participation of designated group members in programs and services. For 1993-94, the CPG's request CECs to set indicators for participation of designated group members under the UI component. However, this guideline does not stipulate that designated group participation level objectives should be considered a priority for CECs. As well, there is currently no CPG requirement for CECs to set indicators for Consolidated Revenue Funds (CRF) training expenditures.

The Operations Guidelines for the DG Policy state that all EIC managers are responsible for fulfilling their commitments to the implementation of the DG Policy, and must be accountable for identifying and correcting obstacles in the effective delivery of service to designated group clients.

To this end, CECs and regional and national headquarters have a responsibility to monitor results achieved, and must assume accountability for adjusting current practices in order to better meet the objectives of the DG Policy. Related responsibilities are as follows:

CECs

- utilizing monitoring instruments including: performance appraisals, managerial contracts and operational reviews to ensure that managers are provided with accurate information that will assist in the ongoing review and adjustment to operations in order to meet DG Policy objectives

Regions

- monitoring and ensuring the accountability of contribution agreements and CEC accomplishments;
- preparing an annual Regional Report that summarizes qualitative efforts and quantitative results related to designated group members objectives set in the Summary Operational Plans (SOPs)

National

- monitoring regional program and service equity objectives based upon the content of Regional Reports

Theoretically, a structure is in place to examine national designated group member participation level results that are associated with managerial contract commitments, and to make adjustments as required.

Obstacles related to the provision of a clear planning, monitoring and evaluation framework that ensures accountability for such results will be addressed by the new DG Policy Steering Committee and Working Group. Related issues include:

- The introduction of UI developmental uses funding has shifted CEC service from traditional clientele, including designated groups, to UI clientele. As fewer designated groups are UI claimants, this shift served to reduce the program participation rate of designated groups.
- With the recent streamlining of EIC programs and services, rigid eligibility requirements were replaced by a more flexible approach to client selection for program assistance. This change resulted in a reduction in the number of training and job development projects specifically targeted for designated group clients.
- There has been a steady reduction in Consolidated Revenue Funds (CRF) for program options that are accessed largely by designated group clients, for example: project-based training under Job Development and Job Entry.
- In 1989, EIC took a policy decision to decrease funding for Job Development by 10% each year. Job Development projects were a primary means of assisting designated group clients.
- The decentralization of authority to regional and local levels has resulted in an absence of real authority and accountability for setting, achieving, monitoring and evaluating goals for the National Strategy for the Integration of Persons with Disabilities (NSIPD) and the DG Policy. For example:
 - In some cases CECs have targeted lower designated group participation in one year than the level of actual participation in the previous year. Established participation levels are often lower than the representation of that designated group in the relevant labour market.
 - Position cuts or amalgamations have resulted in diluted support for the implementation of the DG Policy and the NSIPD. In some regions Designated Group Coordinator positions do not exist, and CEC Special Needs Counsellors (used largely to serve designated groups) have been eliminated.

- Decisions to cut local programs that service designated group members continue despite functional guidance to the contrary, for example, Women's Employment Centres.
- EIC made a commitment to redeploy 10 person years regionally and redirect 10.5 million over 5 years towards the NSIPD. It cannot be determined to what extent these commitments have been met outside NHQ.
- Under the NSIPD, funds were transferred to regions in order to carry out training of front line staff. To date, only a couple of regions have fulfilled their training commitment.

3. The National Women's Employment Strategy:

Prior to the announcement of the Labour Force Development Strategy, preliminary work was done by the Employment Equity Branch, Womens's Advisor and several of the Regional Women's Employment Coordinators to develop a National Women's Employment Workplan (Strategy). The objectives of the proposed strategy were to promote women's equality through employment, with an emphasis on encouraging and motivating women to enter non-stereotypical occupations; and also to ensure that the programs and services offered by EIC could meet the employment-related needs of women.

The strategy was intended to be used as a guide for National Headquarters and the Regions to providing services to women and also to reflect EIC's commitment to the promotion of women in trades and technology and blue collar occupations.

However, with the implementation of the new EIC programs and services in 1991 and with the shift in the Planning and Accountability Process to the local level to reflect the need for flexibility to deliver locally responsive programs, the National Strategy for Women was put on hold and deemed no longer to be a national priority.

5. Equity in Apprenticeship Programs:

In Order To Obtain Better Reporting:

1. **Analysis of Raw Data:** MIS here at NHQ is able to retrieve raw data (print outs) on the numbers of designated group members in Apprenticeship registered, dropped out, income costs, supplemental costs etc.

Problem: This information could be very valuable but there is not anyone at NHQ who is analyzing all this valuable data (eg. trends in Regions and/or trades)

Suggestion: Analysis be conducted 2xs a year on particular questions. These questions should be formulated between Employment Equity Branch, Evaluation or Analysis and the Branch responsible for monitoring the LFDAs.

2. Accountability and LFDAs (Labour Force Development Agreements):

Problem: To date Employment Equity Branch has not been able to ascertain any system in place for the accountability of Equity Provisions under the LFDAs.

Suggestion: A system needs to be put in place to monitor the Agreements and decisions made as to what would happen if the Provinces do not live up to the signed provisions.

In Order To Obtain Better Results:

1. Ensure that EE Principles are adhered to in all the Apprenticeship Processes:

. Recommend that prior to the occupational analysis handled by OCI in EIC, a contractor who is experienced in the field of equity, examine the occupational entrance requirements (which are set by the Provinces) for systemic barriers.

. Recommend that the focus groups, used by the contractor hired by OCI to conduct the occupational analysis, should contain equity group members.

. Recommend the occupational analysis should be validated by representatives of the equity groups to ensure no bias.

. Recommend that the exams for Red Seal Trades are validated for gender and cultural neutrality.

2. Sectoral Initiatives: Many of the Sectoral Initiatives are looking at standards (eg Aviation Machinists). There is much discussion of having many of these occupations become apprenticeable trades.

Suggestion: Employment Equity Branch should be involved at all stages of these studies. This is even before the methodologies and questions are finalized. This is to ensure that appropriate questions are being studied.

3. Creative Uses of EIC programs:

Suggestion: Eg. Perhaps Work-Placed Based Programs could be used to subsidize employers if they would indenture a Designated Group Member. This subsidy could operate for 1 - 2 yrs. when the apprentice was at work.

Perhaps Apprenticeship Coordinating Groups could be formed to purchase courses for Designated Group Members. How could we use Job Opportunities etc?

4. **Targets in the Courses:** Reinstitute the reserved seats for Designated Group Members in the Apprenticeable trade courses.

5. **WITT Courses:** The studies that we have demonstrate a high rate of Women entering and staying in the Trades when they have completed a WITT course.

Suggestion: Ensure that most Colleges offer WITT courses. These courses should follow the standards set by the WITT National Network.

6. **Lifting the Cap**

Explanation: Under the Labour Force Development Agreements (LFDA) each Province is allotted so many dollars for Apprenticeship training. This amount is included under the total amount designated for each Province for training.

A cap or ceiling was put on this apprenticeship training amount. The only ways the cap could be lifted was for reasons of Equity or Skills in critical demand. The idea was to provide an incentive to the Provinces offer more apprenticeship training to Designated Group members.

Problem: When the cap is lifted, the amount must be taken from the total allocated per Province for training. There is no real incentive for the Provinces.

Suggestion: Have a real incentive of extra monies.