

**REMARKS**

**"EMPLOYMENT EQUITY"**

**BARBARA J. DUGGAN**

**6TH NATIONAL CROWNS MEETING  
MARCH 9 - 10, 1988**

**MEETING: MARCH 9-10  
11:30 - 12:00**

INTRODUCTION

GOOD MORNING, EVERYONE.

BEING HERE TODAY IS A DOUBLE PLEASURE.

OPPORTUNITY TO SHARE VIEWS ON MY OWN  
FIELD; COMMUNICATIONS. ALSO -  
OPPORTUNITY TO FOCUS COMMUNICATIONS  
DISCIPLINES ON AN INITIATIVE THAT IS ON  
EVERY CROWN CORPORATION'S DOOR-STEP  
RIGHT NOW.

PURPOSE/FORMAT

FROM A COMMUNICATIONS STAND-POINT,  
EMPLOYMENT EQUITY REPRESENTS AN ISSUE  
THAT HAS VERY LITTLE "MIDDLE GROUND"  
FOR MOST CROWN CORPORATIONS -  
REGARDLESS OF MANDATE OR MAKE-UP.

IN OUR STICK-HANDLING OF EMPLOYMENT  
EQUITY -- PERCEPTION WILL COUNT AS MUCH  
AS REALITY.

FIGURATIVELY - WE CAN EITHER SCORE  
DIVIDENDS -- OR PICK UP DEFICITS.  
NONE OF US CAN OPT FOR BLISSFUL  
NEUTRALITY.

MY JOB HERE TODAY IS TO OFFER SOME  
IDEAS ON SCORING DIVIDENDS THROUGH GOOD  
COMMUNICATIONS --- AND TO SUGGEST SOME  
OF THE ALLIGATORS YOU MAY ENCOUNTER IF  
YOU DECIDE TO IGNORE THE RISING WATER  
IN THE SWAMP.

PREMISE

THERE'S NOW ENOUGH EVIDENCE TO SUGGEST THAT EQUITY IN EMPLOYMENT PRACTICES IS NOT ONLY SOCIALLY AND MORALLY RIGHT - IT'S PROVEN TO BE DARN GOOD BUSINESS.

COMPANIES SUCH AS BELL CANADA, WESTINGHOUSE, THE ROYAL BANK, XEROX - AND NOTE THESE ARE ALL HIGHLY COMPETITIVE, AND VARIED ENTERPRISES - ALL REPORT POSITIVE AND TANGIBLE RETURNS TO THEIR COMPANIES BOTTOM LINES AS A RESULT OF EMPLOYMENT EQUITY POLICIES AND PROGRAMMES.

SOME CROWNS OLD HANDS AT EQUITY

COMMUNICATIONS STRATEGY SOUNDS LIKE A  
\$5.00 PHRASE WITH AN EVEN MORE  
EXPENSIVE CHARGE-BACK IN PERSONNEL,  
TIME AND MONEY.

IT DOESN'T HAVE TO BE - AND IN THE CASE  
OF MOST CROWN CORPORATIONS -- IT  
SHOULDN'T BE. THE FORMULA UPON WHICH  
WE WILL BASE OUR STRATEGY IS THIS:-

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(SLIDE #1)

PERCEPTION = ATTITUDE

ATTITUDE > HELP OR HINDRANCE

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IF I MAY DIGRESS A MINUTE - I KNOW  
THERE ARE SOME CROWNS HERE TODAY WHO  
HAVE BEEN KNEE-DEEP IN EMPLOYMENT  
EQUITY FOR SOME TIME. CORPORATIONS  
SUCH AS CN RAIL AND THE CBC HAVE BEEN

TRAIL-BLAZERS - AND I BELIEVE, HAVE MUCH TO SHARE WITH THOSE OF US JUST BEGINNING OUR EFFORTS AT DEFINING AN EFFECTIVE COMMUNICATIONS STRATEGY.

THERE IS A ROUTE MAP TO FOLLOW -- SO LET'S TAKE A LOOK AT HOW WE'RE GOING TO GET THERE - WHAT WE COULD ENCOUNTER ALONG THE WAY -- AND WHAT THE PAY-OFF SHOULD BE - IF WE DO IT RIGHT.

(SLIDE # 2) -- GET IT TOGETHER

JOB # 1 -- COMMUNICATE WITH YOUR  
COMMUNICATOR

JOB # 2 -- IDENTIFY YOUR AUDIENCES

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COMMUNICATE WITH YOUR COMMUNICATOR

JOB ONE IS COMMUNICATE WITH YOUR  
COMMUNICATOR.

BEFORE YOU SIT DOWN TO WORK OUT YOUR  
COMMUNICATIONS STRATEGY -MAKE SURE YOUR  
COMMUNICATOR IS ON YOUR IN-HOUSE EQUITY  
TEAM.

REGULAR INPUT WILL BE ESSENTIAL FROM  
YOUR ADMIN. OR PERSONNEL DEPARTMENT,  
YOUR UNION - DEPARTMENT HEADS - SENIOR  
MANAGEMENT AND BOARD OF DIRECTORS.

IF YOU HAVE AN IN-HOUSE COMMUNICATIONS SPECIALIST - GREAT! IF YOU DON'T -- PICK THE MOST LOGICAL PERSON TO TAKE ON THE JOB.

THE MAIN THING IS -- NAME THE COMMUNICATIONS BALL-CARRIER - AND STICK WITH HIM/HER.

THIS IS THE "SINGLE WINDOW" THRU WHICH YOUR CORPORATION WILL COMMUNICATE WITH YOUR AUDIENCES.

THIS PERSON SHOULD NOW BEGIN TO MAP OUT THE STRATEGY -- IN WRITING!



IDENTIFY YOUR AUDIENCES

WHICH BRINGS US TO JOB # 2 -- IDENTIFY  
YOUR AUDIENCES.

WHO NEEDS TO KNOW WHAT YOU'RE DOING  
ABOUT EMPLOYMENT EQUITY --AND WHO WANTS  
TO KNOW.

FUNDAMENTALLY -- WE'RE LOOKING AT TWO  
GROUPS -- OUR EMPLOYEES -- AND OUR  
PUBLICS.

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(SLIDE # 3) -- TARGET AUDIENCES:  
INSIDE AND OUTSIDE

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OUR EMPLOYEES - EVEN THOUGH THEY MAY BE SPREAD THROUGH MANY DEPARTMENTS - ARE A HOMOGENIOUS GROUP -- AND, ESSENTIALLY, WE WILL COMMUNICATE WITH THEM AS A SINGLE GROUP.

NOT SO OUR PUBLIC AUDIENCE. HERE'S WHERE THE NEED FOR CLEAR-EYED PLANNING IS PIVOTAL. ALL CROWN CORPORATIONS HAVE AT LEAST SEVERAL "PUBLICS" WITH WHOM WE COMMUNICATE -- OR WITH WHOM WE SHOULD BE COMMUNICATING.

THE PUBLIC AUDIENCES

IDENTIFICATION OF OUR PUBLIC AUDIENCES  
USUALLY DEPENDS ON WHAT KIND OF  
BUSINESS WE'RE IN. TAKE A FRESH LOOK  
AT YOURS.

FOR THE PORT OF VANCOUVER - OUR  
"PUBLICS" FALL INTO AT LEAST SIX  
SEPARATE AND DISTINCTIVE GROUPS -  
INCLUDING:

THE GENERAL PUBLIC  
OUR CUSTOMERS  
THE GENERAL BUSINESS COMMUNITY  
SCHOOL/EDUCATIONAL GROUPS  
GOVERNMENTS AT ALL LEVELS -  
INCLUDING BOTH BUREAUCRATS  
AND ELECTED REPRESENTATIVES  
SPECIAL INTEREST GROUPS

THE BIGGEST SINGLE GROUP, OF COURSE IS  
THE GENERAL PUBLIC -- FOR THE MOST  
PART, THEIR ATTITUDES ARE FORMED FROM  
MEDIA REPORTS. AND, AS EVERY CROWN IN

THIS ROOM KNOWS -- WE HAVE JOLLY LITTLE  
CONTROL OVER HOW WE ARE PORTRAYED BY  
THE MEDIA --SO THERE'S A FLAG DOWN ON  
THE FIELD ON THAT ONE THAT I'LL COME  
BACK TO LATER.

## THE COMMUNICATIONS IMPERATIVE

OTHER PUBLICS FOR US INCLUDE OUR CUSTOMERS.

FOR EXAMPLE, THE PORT OF VANCOUVER DOES BUSINESS WITH 90 NATIONS - AND IMMIGRANTS FROM THESE COUNTRIES MAY BE COUNTED AS "VISIBLE MINORITIES".. IT IS IMPORTANT THAT THEY PERCEIVE THAT WE ARE AN EQUAL OPPORTUNITY EMPLOYER.

THE IMAGE WE HAVE WITHIN THE GENERAL BUSINESS SECTOR, LABOUR AND KEY SOCIAL SERVICES FIELDS IS IMPORTANT, TOO.

THESE ARE THE "NEED TO KNOW" GROUPS.

GOOD COMMUNICATION ON OUR PART ABOUT JOB SKILLS REQUIRED IN OUR OWN INDUSTRY WILL ASSIST IN THE FORMULATION OF LEGAL, HEALTH, AND EDUCATIONAL PROGRAMMES, FOR EXAMPLE, - THAT CAN ULTIMATELY BENEFIT US IN THE PRODUCTIVITY AND ATTITUDES OF OUR FUTURE EMPLOYEES.

THE PUBLIC'S RIGHT TO KNOW

BY THE WAY - SOME OF US MAY QUESTION THE DEGREE - OR - HEAVEN HELP US, TINY TIM! - EVEN THE NECESSITY FOR CROWN CORPORATIONS TO "COMMUNICATE" WITH THEIR ASSORTED AUDIENCES.

IT SEEMS TO ME THAT THE VERDICT ON CORPORATE COMMUNICATIONS IN TODAY'S WORLD HAS BEEN IN FOR SOME TIME - WHETHER YOU'RE A CHRYSLER CORPORATION RE-BUILDING A BUSINESS -- OR A JOHNSON & JOHNSON OR A UNION CARBIDE TRYING TO SAVE ONE.

FOR CROWN CORPORATIONS - IT'S EVEN MORE OF AN IMPERATIVE. WE ARE - AND WE ARE PERCEIVED TO BE - THE PROPERTY OF THE CANADIAN PEOPLE. THEY HAVE EVERY RIGHT TO KNOW ABOUT US - HOW WE OPERATE - WHAT OUR POLICIES ARE - IN WHICH DIRECTIONS WE ARE MOVING WITHIN OUR MANDATE.

WE SHOULD BE ALERT TO COMMUNICATING OUR EMPLOYMENT INITIATIVES TO GOVERNMENT. NOT JUST OUR OWN -- BUT OUR PROVINCIAL - REGIONAL - AND LOCAL MUNICIPAL GOVERNMENTS. GOVERNMENTS REACT TO THE PERCEPTIONS OF THEIR CONSTITUENTS. IF THOSE CONSTITUENTS ARE UNHAPPY WITH OUR CORPORATION EMPLOYMENT POLICIES - YOU CAN BET ON IT THAT THOSE GOVERNMENTS WILL "HINDER" US IN A NUMBER OF OPERATIONAL AREAS.

THEN WE COME TO THAT "PUBLIC" THAT NEEDS THE MOST WORK UP FRONT IN IDENTIFYING IN ADVANCE.



SPECIAL INTEREST GROUPS

CLEARLY, OF COURSE, THERE ARE THE SPECIAL INTEREST GROUPS IN MANY OF THE FOUR KEY GROUPS IMPACTED BY EMPLOYMENT EQUITY.

THINK ABOUT YOUR OWN COMPANY IN TERMS OF LOCAL OR REGIONAL WOMEN'S GROUPS, IMMIGRANT GROUPS, DISABLED GROUPS, AND NATIVE GROUPS.

LOOK AT YOUR CORPORATION FROM THE OUTSIDE. WHO HAS DEALINGS WITH YOU -- WHO HAS A BEEF AGAINST YOUR CORPORATION - AND MOST PARTICULARLY - WHO MAY CHOOSE TO USE YOUR CORPORATION AND THE ISSUE OF EMPLOYMENT EQUITY TO ACHIEVE THEIR OWN OBJECTIVES.

I CALL THIS LATTER "PUBLIC" THE HIDDEN AGENDA GROUP.



## THE HIDDEN AGENDA GROUPS

HIDDEN AGENDA GROUPS MAY BELONG TO THE FOUR EQUITY GROUPS - OR THEY MAY NOT.

YOUR LOCAL CHAPTER OF THE STATUS OF WOMEN -- OR PERHAPS THE HEAD OF THE LOCAL CONSTRUCTION INDUSTRY ASSOCIATION POSES A PUBLIC VIEWPOINT ON EMPLOYMENT EQUITY.

DEPENDING ON THEIR OWN OBJECTIVES, YOUR CORPORATION MAY BE USED AS A SHINING EXAMPLE OF HOW TO DO IT RIGHT -- OR HOW TO DO IT WRONG.

A GOOD COMMUNICATIONS PROGRAMME WITH YOUR IDENTIFIED AUDIENCES CAN LESSEN THE CHANCES OF YOUR BEING A HELPLESS BY-STANDER; A VICTIM OF INCOMPLETE INFORMATION, INCORRECT IMPRESSION, OF OUTRIGHT "PIE IN THE SKY" SUPPOSITION.

ANOTHER EXAMPLE IN THE "HIDDEN AGENDA" CATEGORY MIGHT BE YOUR LOCAL INDIAN BAND - OR PERHAPS AUTISTIC GROUP, OR HEARING IMPAIRED ORGANIZATION.

THE REAL OBJECTIVE OF THE INDIAN BAND COULD BE TO PRESSURE THE PROVINCIAL OR FEDERAL GOVERNMENT TO SETTLE A LONG-STANDING LAND CLAIM - OR CREATE NATIVE LANGUAGE PROGRAMMES IN THE LOCAL SCHOOLS. THE DISABLED INTERESTS MAY REALLY BE RELATED TO A A LAWSUIT - OR THE INSTALLATION OF AN AUDIO TRAFFIC SIGNAL.

IF THESE GROUPS CAN FIND A WEAKNESS IN YOUR EQUITY PROGRAMMES - IT WILL SIMPLY BE A SPRINGBOARD TO CALLING ATTENTION TO THEIR LARGER CAUSE. IN THE MEANTIME - YOUR CORPORATION HAS BEEN DAMAGED - AND THE WAY BACK IS FURTHER - AND LONGER THAN THE WAY DOWN.

(SLIDE # 4)

MAKING THE STRATEGY PAY OFF

- \* KNOW YOUR SUBJECT!
- \* BE CURRENT
- \* LOOK FOR OPPORTUNITIES/  
ALLIGATORS
- \* BE READY

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MAKING THE STRATEGY PAY OFF

AND NOW -- HOW DO WE GO ABOUT GETTING  
THE JOB DONE?

JUST AS CROWN CORPORATIONS DIFFER FROM  
EACH OTHER IN SIZE, AND SCOPE -- SO,  
TOO, WILL OUR COMMUNICATIONS  
STRATEGIES.

MANY CHOICES ARE OFFERED ON TODAY'S  
COMMUNICATIONS MENU --THE CHOICE OF  
WHAT - AND HOW MUCH - WILL BE UP TO  
EACH OF YOU.

REACHING OUR OWN EMPLOYEES

LET'S LOOK AT STRATEGY'S FUNDAMENTALS  
IN GETTING THE MESSAGE OUT TO OUR OWN  
EMPLOYEES -- AND I DO MEAN EVERYONE;  
MANAGEMENT AND UNION. DON'T FORGET THE  
BOARD, EITHER.

KEY MESSAGE -- KNOW YOUR SUBJECT!

ENSURE THAT EVERY COMMUNICATION IS  
RELEVANT. WILL YOUR EMPLOYEE SEE YOUR  
MESSAGE AS A BENEFIT OR OPPORTUNITY?  
IF NOT - DON'T SEND IT!

USE GENERAL INFORMATION SOURCES -- SUCH  
AS :-

"EQUALITY IN EMPLOYMENT" - THE  
ROYAL COMMISSION REPORT

"EMPLOYMENT EQUITY ACT & REPORTING  
REQUIREMENTS" --  
DON'T WAIT FOR THE MOVIES--  
YOU'LL HAVE TO READ THE BOOKS!

ESSENTIAL TO BE CURRENT

SO, HOW ARE YOU DOING ON PAY EQUITY?  
HOW MANY EMPLOYEES ARE ON JOB-TRAINING  
COURSES? MADE ANY CHANGES FOR THAT  
DISABLED PERSON'S WORK ENVIRONMENT?  
CHANGED THE WORDING ON YOUR HELP WANTED  
ADS? WHAT'S THE UNION'S ATTITUDE THESE  
DAYS?

WHICH BRINGS ME TO THE SECOND LAYER OF  
PREPAREDNESS -- KEEPING YOUR  
SPOKESPERSON CURRENT.

SCHEDULED BRIEFINGS WITH YOUR IN-HOUSE  
TEAM ARE ESSENTIAL.

FROM THIS CORE GROUP - YOUR DESIGNATED  
COMMUNICATOR SHOULD BEGIN TO BUILD WHAT  
I BELIEVE CAN BE YOUR MOST EFFECTIVE  
IN-HOUSE COMMUNICATIONS TOOLS -- THE  
PRINT COLLATERAL PROGRAMME.

(SLIDE # 5) EMPLOYEES; REACHING YOUR  
INSIDE AUDIENCE  
(LISTINGS)

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PRINT COLLATERAL PROGRAMMES

CONSIDER A SERIES OF FACT SHEETS  
EXPLAINING THE WHO, WHAT, WHERE'S, WHYS  
AND HOWS OF EMPLOYMENT EQUITY WITHIN  
YOUR ORGANIZATION.

MAKE THEM SHORT - SINGLE TOPIC - EASY  
TO UNDERSTAND - INJECT A LITTLE HUMOUR  
-- A TONE OF INTEREST AND CARING.

DESCRIBE NORMS IN YOUR OWN INDUSTRY -  
CHANGING TECHNOLOGIES -  
JOB OPPORTUNITIES FORESEEN IN THE  
FUTURE.

DESCRIBE YOUR CORPORATION'S PROGRAMME  
OF TUITION REBATES - OR OTHER  
ASSISTANCE FOR JOB UPGRADING.



ISSUE SPECIAL BULLETINS ON PROGRESS IN  
EMPLOYMENT EQUITY - USE YOUR EMPLOYEE  
NEWSLETTER TO MENTION EMPLOYEES WHO  
HAVE COMPLETED EXTRA TRAINING - BEEN  
PROMOTED - ETC.

TRY FOR JOINT COMMUNICATIONS WITH YOUR  
UNION ON EMPLOYMENT EQUITY.

OTHER INFORMATION SOURCES

USE YOUR BULLETIN BOARD FOR POSTERS  
ADVERTISING SKILL UPGRADING COURSES.  
TRY TO MAKE THEM ENCOURAGING - CARING -  
AND NOT LIKE A LAST WARNING FROM  
REVENUE CANADA ABOUT TAX DEADLINES.

PRINT COLLATERAL IS USELESS SITTING IN  
YOUR SUPPLY CUPBOARD.

ASK EMPLOYEE REPS FROM THE EQUITY  
GROUPS TO DISTRIBUTE ONE TO EACH DESK.  
MAKE IT A FRIENDLY "ROUND" -- SOME WILL  
TRASH THEM -- MANY WON'T.

THINK ABOUT THE UNION - ASK TO GIVE A  
SHORT REPORT AT YOUR UNION'S MEETINGS  
ONCE IN A WHILE.

ENCOURAGE THE UNION TO REPORT TO ITS  
MEMBERS ON EMPLOYMENT EQUITY --  
INCLUDING THEIR OWN NEWSLETTERS.



(SLIDE #6): GOING PUBLIC: REACTIVE OR  
REACTIVE STRATEGY?

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REACHING YOUR OUTSIDE AUDIENCES

THE REPORTING PROCEDURES ON EMPLOYMENT  
EQUITY WILL RESULT IN ALL OF OUR  
OUTSIDE AUDIENCES FORMING A PERCEPTION  
ON YOUR PERFORMANCE AS AN EQUAL  
OPPORTUNITY EMPLOYER.

THE QUESTION FOR EACH OF US WILL BE --  
IS THAT GOOD ENOUGH?

ARE WE HAPPY TO LET OUR OUTSIDE  
AUDIENCES DRAW THEIR OWN CONCLUSIONS?

MANY CROWNS OPERATE IN EXTREMELY  
SENSITIVE AREAS -- OTHERS NOT SO MUCH.  
LOTS OF US WILL FALL SOMEWHERE IN THE  
MIDDLE.

EITHER WAY -- I THINK IT'S JUST GOOD SENSE TO PLAN AHEAD - NOT JUST TO "REACT DEFENSIVELY". PLAN TO POSITION YOUR EMPLOYMENT EQUITY PROGRAMME IN A PROACTIVE ROLE -- TO ENHANCE YOUR CORPORATE IMAGE -- AND EVEN IMPROVE YOUR BOTTOM LINE. BUT - MAYBE NOT IN EVERY CASE !

PROTECTING CONFIDENTIALITY

AND HERE'S THAT FLAG I MENTIONED AT THE OUTSET RELATIVE TO THE GENERAL PUBLIC'S FULL KNOWLEDGE OF THE MAKE-UP OF YOUR COMPANY -- AND YOUR OBLIGATION TO PROTECT THE CONFIDENTIALITY OF EMPLOYEE INFORMATION.

WITHIN CORPORATION DATA PROFILES DEALING WITH VERY LOW NUMBERS - IDENTIFICATION OF INDIVIDUALS BECOMES FAIRLY SIMPLE FOR OUTSIDE GROUPS OR INDIVIDUALS.

I HAVE NO ANSWER TO THE DILEMMA -- BUT I FLAG IT NOW TO SUGGEST THAT YOU WORK OUT A REACTIVE RESPONSE POLICY - BOTH FOR IN-HOUSE USE - AND PUBLIC USE.

COMMUNICATING - REACTIVELY OR  
PROACTIVELY?

AS A GENERAL RULE FOR CROWNS DEALING  
WITH EASILY-IDENTIFIABLE NUMBERS - OR  
EQUITY PROGRAMMES THAT MAY BE UNUSUALLY  
CHALLENGING IN CERTAIN AREAS --DON'T GO  
LOOKING FOR TROUBLE!

YOUR FIRST OBLIGATION SHOULD BE  
HONORING EMPLOYEE CONFIDENTIALITY - AND  
THEN- CONSIDER SOME CLEAR-EYED TIMING  
ON PRO-ACTIVE PUBLIC COMMUNICATIONS.

NONETHELESS - YOUR COMMUNICATOR MUST BE  
PREPARED TO RESPOND TO QUERIES -- FROM  
MEDIA, AND FROM ANY OR ALL OF THE  
OUTSIDE AUDIENCES YOU'VE IDENTIFIED.

YOU MAY RECEIVE DIRECT AND SPECIFIC ENQUIRIES - BY PHONE OR LETTER. ONE OF THOSE "HIDDEN AGENDA" GROUPS MAY ASK YOU TO PARTICIPATE IN A PUBLIC SEMINAR. THERE MAY BE MEDIA REPORTS THAT ARE INCOMPLETE - OR INCORRECT.

BASIC RULES OF COMMUNICATIONS APPLY IN REACTIVE SITUATIONS.

BE READY - BE TRUTHFUL - BE CLEAR.

FOR EXAMPLE - IF YOU KNOW YOUR COMPANY HAS NOT BEEN SUCCESSFUL IN HIRING NATIVE PEOPLE -- ACKNOWLEDGE THAT THIS IS A CONCERN - AND THAT THE CORPORATION IS TAKING TANGIBLE STEPS TO REACH THE NATIVE COMMUNITY TO MAKE THEM AWARE OF POSSIBLE OPPORTUNITIES.

THEN - YOU'D BETTER MAKE SURE YOU'VE GOT THOSE INITIATIVES UP AND MOVING.

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(SLIDE # 7) - REACHING THE OUTSIDE  
AUDIENCES

COMMUNICATIONS MENU

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WHICH BRINGS US TO THE COMMUNICATIONS  
MENU AVAILABLE TO GET THE JOB DONE FOR  
OUR OUTSIDE AUDIENCES.

AND - IN CONSIDERING THESE OPTIONS -  
I'M GOING TO THROW ANOTHER RED FLAG  
DOWN. EMPLOYMENT EQUITY HAS TO DO WITH  
PEOPLE. PEOPLE ARE NOT ALWAYS  
PREDICTABLE, LOGICAL, FAIR, OR  
REASONABLE. BE ALERT TO THE ISSUES OF  
THE DAY. WHAT'S HOT.

ARE THERE NO-WIN CONTROVERSIES RAGING  
OUT THERE?

EVEN IF YOUR EMPLOYMENT EQUITY  
PROGRAMME IS A SHINING EXAMPLE -- YOU  
MAY STILL PUT YOURSELF AT RISK IF YOU  
JUMP IN AT THE WRONG TIME - OR OVER-  
SELL.

PROACTIVE - OR REACTIVE. IT'S THINK  
FIRST -- TALK SECOND.



## THE CHOICES

HERE ARE SOME CHOICES: -

SEND A "GENERIC" RESPONSE LETTER TO WRITTEN QUERIES --ATTACHING A WELL-WRITTEN "EQUITY BACKGROUNDER" THAT DETAILS YOUR CORPORATION'S EFFORTS AND ACHIEVEMENTS TO DATE. THIS APPROACH SOMETIMES SAVES YOU FROM THE NO-WIN, WHEN DID YOU STOP BEATING YOUR WIFE QUESTIONS.

KEEP A DESK-DRAWER TAB ON KEY PROGRESS ELEMENTS -- BE READY FOR THE SUDDEN MEDIA CALL.

WHERE POSSIBLE, LOOK FOR OPPORTUNITIES IN INCLUDE STATEMENTS FROM YOUR UNION -- OR SUPPORT STATEMENTS ABOUT YOUR CORPORATION THAT MAY BE IN THE PUBLIC DOMAINE FROM EQUITY GROUPS -- SUCH AS THE DISABLED OR WOMEN'S GROUPS.

LOOK FOR LOGICAL OPPORTUNITIES TO  
CONTRIBUTE TO - OR PARTICIPATE IN  
EQUITY-RELATED SEMINARS OR WORK-  
SHOPS.

IF YOU INITIATE IMAGINATIVE  
PROGRAMMES IN SUPPORT OF EQUITY --  
SUCH AS TRAINING PROGRAMMES,  
DAYCARE, FLEX-TIME, IMPROVED WORK  
ENVIRONMENT FOR DISABLED, ETC. --  
ISSUE A SHORT, ATTRACTIVE "EQUITY  
UPDATE" -- MAKE SURE KEY PUBLIC  
AUDIENCES GET A COPY.

ENSURE THAT ALL OF YOUR 'HELP  
WANTED' ADVERTISING DECLARES THAT  
YOU ARE AN EQUAL OPPORTUNITY  
EMPLOYER.

*INCLUDE AN UPDATE IN YOUR ANNUAL REPORT*

(SLIDE #8) -- CHECK YOUR EQUITY PULSE

THE STATE OF YOUR BUSINESS  
THE STATE OF YOUR AUDIENCE  
THE STATE OF YOUR EE PROGRAMME

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### CONCLUSION

IN CONCLUSION - PLEASE ALLOW ME TO SAY  
AGAIN -- EVERY CROWN IS DIFFERENT -- SO  
EVERY COMMUNICATIONS STRATEGY WILL BE  
DIFFERENT IN FORM AND INTENSITY.

KNOW YOUR OWN BUSINESS. KNOW YOUR  
AUDIENCES. KNOW WHERE YOU ARE -- ALL  
THE TIME - WITH EMPLOYMENT EQUITY.

IF YOU HANG ON TO THESE GUIDELINES --  
THE BASIC COMMUNICATIONS MENU SHOULD  
SERVE ALL OF US VERY WELL.

TO ME, EMPLOYMENT EQUITY REPRESENTS A CIVILIZED AND INFORMED ATTITUDE IN HIRING PRACTICES. NOT ONLY WILL IT RESULT IN A FAIR AND REASONABLE CLIMATE WITHIN WHICH CANADIAN MEN AND WOMEN CAN EARN THEIR LIVING -- BUT ALSO ULTIMATELY PRODUCE A MORE LOYAL AND MORE EFFECTIVE LABOUR FORCE. IT'S NOT ONLY WORTH IMPLEMENTING -- IT'S WORTH TALKING ABOUT.

I HOPE I'VE HELPED YOU PLAN HOW TO DO THAT.

THANK YOU VERY MUCH FOR LISTENING.  
WE'LL WATCH FOR EACH OTHER ON THE 6 O'CLOCK NEWS.

\* 30 \*

PER: BARBARA J. DUGGAN  
MARCH 4, 1988  
VANCOUVER PORT CORPORATION

**PERCEPTION = ATTITUDE**

**ATTITUDE > HELP OR HINDRANCE**



## **GETTING READY**

**JOB 1. COMMUNICATE WITH YOUR  
COMMUNICATOR**

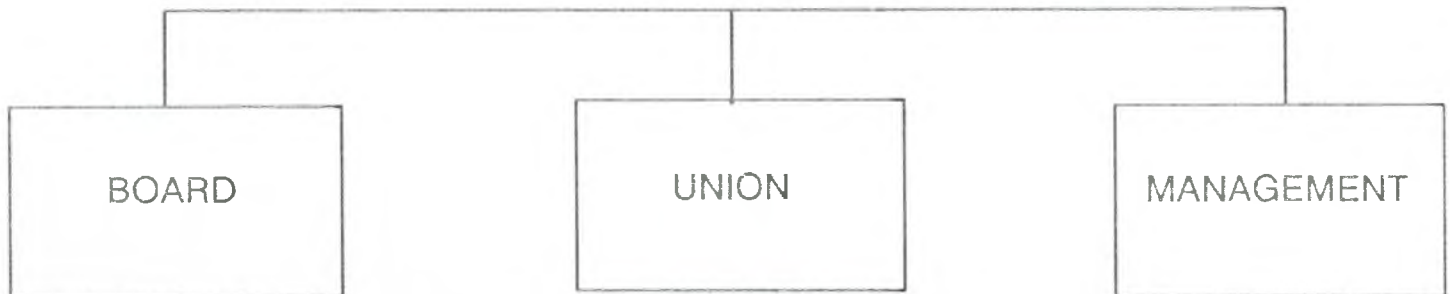
**JOB 2. IDENTIFY YOUR AUDIENCES**



# TARGET AUDIENCES

## INSIDE

### EMPLOYEES



## OUTSIDE

### PUBLICS





## **MAKE THE STRATEGY PAY OFF**

- \* KNOW YOUR SUBJECT**
- \* BE CURRENT**
- \* LOOK FOR OPPORTUNITIES/ALLIGATORS**
- \* BE READY**





# EMPLOYEES

## REACHING YOUR INSIDE AUDIENCE

### PRINT COLLATERAL

- \* **FACT SHEETS**
  - General Information
  - Industry Profile
  - Changing Technologies
  - Job Opportunities
  - Job Training
  - Tuition Rebates
  
- \* **SPECIAL BULLETINS**
  - Corporate Initiatives
  - Progress Report
  - Special Training Events, etc.
  
- \* **EMPLOYEE NEWSLETTER**
  - Promoted Employees
  - New Employees
  - Employees Completing Upgrading/Training
  - Joint Message with Union
  
- \* **UNION LIAISON**
  
- \* **BULLETIN BOARD**



# GOING PUBLIC

## PROACTIVE OR REACTIVE STRATEGY?

- \* PROTECT EMPLOYEE CONFIDENTIALITY
- \* BE PREPARED
- \* BE TRUTHFUL
- \* COMMUNICATE WITH THE NEED-TO-KNOW GROUPS
- \* IDENTIFY OPPORTUNITIES/ALLIGATORS



# REACHING THE OUTSIDE AUDIENCES

## COMMUNICATIONS MENU

- \* DIRECT, SPECIFIC RESPONSE (Reactive)
- \* GENERIC, BACKGROUND PAPER (Proactive/Reactive)
- \* DESK-DRAWER PROGRESS TAB (Reactive)
- \* UNION/INDUSTRY SUPPORT STATEMENTS (Proactive)
- \* SEMINAR PARTICIPATION (Proactive)
- \* CORPORATION'S ANNUAL REPORT (Proactive)
- \* INCLUDE IN ALL ADVERTISING, BROCHURES, A/V'S, SPEECHES (Proactive)
- \* NEWS RELEASES ON SIGNIFICANT (Reactive/Proactive) INITIATIVES OR SUCCESSES



## **CHECK YOUR EQUITY PULSE**

- \* THE STATE OF YOUR BUSINESS**
- \* THE STATE OF YOUR AUDIENCES**
- \* THE STATE OF YOUR PROGRAMME**

