

# PLANNING FOR EQUALITY AT MTS



**MANITOBA TELEPHONE SYSTEM**  
A member of Telecom Canada

# **PLANNING FOR EQUALITY AT MTS**

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## WORKPLACE EQUALITY IN MTS

The Manitoba Telephone System is a Crown Corporation providing telecommunication service to the citizens of Manitoba. As part of Telecom Canada, MTS is part of the communications link which joins Canadians coast-to-coast. MTS employs over 5,000 people in a wide variety of occupations such as Engineers, Accountants, Nurses, Teachers, Electronic Technologists, Business Administrators, Sales and Clerical Workers.

The employment equity challenge is simply one more factor influencing the day-to-day decisions which affect the livelihood of our employees. In implementing a workplace equity program, MTS has developed an organizational strategy which includes input from managers, employees and union representatives. The following represents the three-year planning framework that guides the development of our equity plan.

3-year:  
give reference to this booklet

## MANITOBA TELEPHONE SYSTEM EQUAL OPPORTUNITY PROGRAM

### PLANNING FRAMEWORK

#### PHASE I — ORGANIZATIONAL READINESS 12-15 MONTHS

##### *Step 1: Preparation*

##### **\* Establish Senior Level Commitment**

- Corporate responsibility was initially established through the reporting structure. The program and the EEO Co-ordinator were directly responsible to the CEO.
- The CEO signed a statement of commitment to EEO which was communicated to all senior and first level managers in the Company.
- The Board of Commissioners signed a statement of commitment which was circulated to all senior and first level managers. As well, it became the subject of an interview and article published in the employee newsletter.
- Most Vice-Presidents and Regional Managers undertook to write and distribute an EEO statement to all of their managers.
- Corporate Goals adopted during this time included the following:  
*“To provide equal opportunities and to develop dedicated, well-trained employees.”*

##### **\* Establish mechanism for consultation with bargaining agents**

- An EEO Advisory Committee was established with representation from Senior Management, the Board of Commissioners, and senior union officials from the three (3) unions certified at MTS: IBEW, CWC and TEAM. This committee adopted Terms of Reference during 1987 and met regularly to set policy and provide general direction to the program.
  - The Personnel Systems Review was conducted by working committees in each Vice-Presidency and Region. Union members were encouraged to participate on the working committee.
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**\* Identify Communication Resources**

- The following were identified as the key communication vehicles used to transmit information to employees:
  - Employee Newsletter
  - Orientation Program
  - Corporate Training
  - Management Flyers
  - Employee Flyers
  - Face-to-face presentations throughout the company
  - Pay-cheque stuffers
  - Posters
  - Envoy 100
  - Loudspeaker announcements

**\* Assign Senior Staff and Resources**

- CEO assumed responsibility for the EEO Program.
- VP's and Tier I's (senior management) attended a two-day training session covering awareness, law and policy and Systems Review methodology.
- Some VP's assigned dedicated staff and/or senior managers to work on the Systems Review, conducted by the working committees.

**\* Identify Organization Values and Attitudes and sources of resistance or support for Equity Program**

- This is an ongoing process that requires constant monitoring.

## *Step 2: Analysis*

### **\* Train Department Managers and Personnel Administrators in Analysis**

- A two-day course was designed and delivered to 200 employees during 1987. The training included awareness building, the legal and policy basis for program design and the practical criteria for assessing the legitimacy of policies and procedures. The core of employees who attended this intensive training included senior managers, union members and supervisors. These people were trained to work on the committees which conducted the Systems Review.

### **\* Collect Personnel Information**

- General Circulars, Union Contracts and informal practices underwent a System's audit for systemic discrimination, or barriers to employment.

### **\* Evaluate Current Workforce Information**

- Availability Data based on the most recent census will be supplied by CEIC and Statistics Canada during 1988.
- Labour reports, university and college graduation statistics and other sources of labour force data will be evaluated regularly.

### **\* Review Formal and Informal Personnel Policies and Practice**

- Eleven (11) working committees were formed in December 1987, in each Vice-Presidency and Region. Unions were encouraged to participate. The committees were assigned the specific task of reviewing policies and procedures for disparate impact. The committee agenda was to:
    - 1) Analyze policies and procedures (formal and informal) for disparate impact.
    - 2) Design solutions or special measures to both eliminate the identified barriers and remediate the effects of those barriers.
    - 3) Set goals and timetables, both qualitative and quantitative, to help build a representative workforce.
    - 4) Recommend monitoring procedures.
    - 5) Communicate with employees regarding program development.
    - 6) Develop a skill base of technical knowledge on systemic analysis in each Region and Vice-Presidency.
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**\* Identify Barriers in Policies and Practices to Employment Equity**

- See above.

**\* Collect External and Internal Availability Data**

- Extend data, based on occupational category and target group, is available from CEIC and Statistics Canada.
  - MTS occupations were coded to the four (4) digit SOC and to the twelve (12) digit Employment Equity classifications.
  - A voluntary self-identification questionnaire was distributed in June 1988, and resulted in a 77% return rate. This data will allow MTS to develop a data base to monitor employee programs over the years.
  - Maintenance questionnaires will allow MTS to monitor flow and stock data on our workforce.
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## **PHASE II — MANAGEMENT OF CHANGE — 6-12 MONTHS**

### ***Step 3: Develop Employment Equity Plan***

#### **\* Establish Goals and Timetables**

- The Corporation, each Vice-Presidency and each Region are in the process of establishing qualitative and quantitative goals and timetables.
- Quality goals are being based on Special measures. Support measures, which are permanent changes to the system, are being assigned a commencement date. Remedial measures, designed to overcome the effects of systemic discrimination, are being assigned a commencement and conclusion date.
- Quantitative goals are being based on a comparison of target group members by occupation inside the Company, and in the province of Manitoba. Goals are being set based on projected turn-over through resignations, retirements, transfers, etc.
- These goals will be established over a 10-year period.

#### **\* Design New or Modified Personnel Systems and Procedures**

- See above qualitative goals.

#### **\* Develop Special Measures and Reasonable Accommodation Policies**

- See above qualitative goals (to include development of a reasonable accommodation policy).

#### **\* Determine Monitoring and Accountability Systems**

- The EEO Advisory Committee will monitor the Corporate plan on an annual basis and prepare a report for the CEO.
  - Each Vice-Presidency and Region will also be responsible for monitoring their program and submitting reports to the EEO Co-ordinator every six (6) months.
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***Step 4: Implementation***

**\* Assign Line Management Responsibility and Accountability**

- Job Performance and Review objectives are developed in line with the six (6) Corporate Goals. Since one of those goals includes a commitment to equal opportunity, managers will be expected to develop measurable performance factors relevant to EEO.

**\* Implement Employment Equity Plan of Action**

- The Corporate plan will be finalized based on the eleven (11) working committee plans and the results of the MTS workforce analysis. This written plan is subject to approval by the EEO Advisory Committee, the Executive Committee, the MTS Board of Commissioners and the Manitoba Human Rights Commission. The anticipated implementation date is January 1989.

**\* Support With Communications Strategy**

- During 1987 Senior Management and Union officials were the communication priority (200 employees trained).
  - In January 1988, the employee newsletter started to publish a series of Question and Answer articles aimed at MTS employees.
  - From January to April 1988, the EEO Co-ordinator met with 150 - 200 employees throughout the Province to explain employment equity principles.
  - During 1988 Corporate Training has trained another 150 - 200 middle managers in employment equity and started employee sessions of one to two hours in length.
  - Public Relations designed a comprehensive promotion campaign prior to the MTS self-identification questionnaire being distributed.
  - The approved Employment Equity Plan of Action will be communicated to employees.
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### **PHASE III — MAINTENANCE OF CHANGE**

#### ***Step 5: Education and Monitoring***

##### **\* Establish Feedback and Problem Solving Mechanisms**

- During the Systems Review, problem solving meetings were held with working committee Chairs, Vice-Presidents and on occasion, the entire working committee.
- Vice-Presidents and EEO working committee Chairs will be consulted during the final design phase.
- Monitoring mechanisms will be established, in each Vice-Presidency and Region, to report every six (6) months on program progress.

##### **\* Carrying Out Regular Orientation and Training Programs for Management, Supervisors and Personnel Staff**

- Corporate Training has designed and is delivering five (5) half-day programs on EEO.
  - 1/2 day — Awareness
  - 1/2 day — Law and Policy
  - 1/2 day — Cross-Cultural Awareness
  - 1/2 day — Women
  - 1/2 day — Disability
- Corporate Training is also conducting research to monitor changes in attitudes towards and awareness of EEO in the Company.

##### **\* Follow Through in Management Performance Education**

Pursuant to Job Performance and Review process (discussed earlier).

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**\* Reward Achievements**

- Pursuant to Corporate Recognition Plan.

**\* Maintain and Upgrade Personnel Information**

- The EEO data base will be maintained and upgraded on a regular basis.
- Assessment and public relations policy has been adopted. Further policies will be developed as necessary.

**\* Make Adjustments to Program as Necessary**

- Monitoring will provide direction to refine our plan of action toward equality.

### 3-YEAR PLANNING FRAMEWORK FOR EEO

May - Oct/87    Nov/87 - Apr/88    May - Oct/88    Nov/88 - Apr/89    May - Oct89    Nov/89 - Apr/90

PHASE I 

PHASE II 

PHASE III 