

## **ONTARIO TRAINING AND ADJUSTMENT BOARD**

### **EMPLOYMENT EQUITY:**

#### **A FRAMEWORK DOCUMENT FOR DEVELOPING A PROGRAM THAT IS:**

- ◆ reflective of the principles of employment equity to enable the achievement of a workplace in which all designated groups are equitably represented;
- ◆ reflective of organizational needs;
- ◆ flexible and practical to accommodate organizational circumstances.

# ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
EE ORGANIZATIONAL STRUCTURE	<ul style="list-style-type: none"> <li>• fully dedicated EE office</li> <li>• direct reporting relationship to Deputy Minister</li> <li>• SMG1 level EE Team Leader</li> <li>• staff function in areas of data analysis, training, program implementation</li> </ul>	<ul style="list-style-type: none"> <li>• arrange for EE Office staff to meet with your staff for cross-orientation</li> <li>• ensure familiarity with and support for OTAB's EE program and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• All Branches</li> <li>• All Branches</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> <li>• ongoing</li> </ul>
WORKFORCE ANALYSIS AND DATA MANAGEMENT	<ul style="list-style-type: none"> <li>• procedures to maintain the integrity and security of workforce profile database</li> <li>• 95% documentation rate of all current and new employees</li> <li>• analyze and interpret changes in ministry workforce profile</li> </ul>	<ul style="list-style-type: none"> <li>• encourage staff to complete workforce profile survey</li> <li>• monitor changes in designated group representation at the branch level</li> <li>• determine rationale for earning disparities and take remedial action where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• All Branches</li> <li>• All Branches</li> <li>• All Branches</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> <li>• quarterly</li> <li>• ongoing</li> </ul>

**ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT**

**FISCAL YEAR 94/95**

<b>MANDATORY ELEMENTS</b>	<b>KEY MINISTRY DELIVERABLES</b>	<b>SUGGESTED BRANCH INITIATIVES</b>	<b>RESPONSIBILITY</b>	<b>TIMEFRAME</b>
GOALS AND TIMETABLES	<ul style="list-style-type: none"> <li>• using current employment equity goals review progress towards equity in all ministry occupational groups at all levels, including SMG</li> <li>• revise current ministry goals including SMG goals where warranted, to reflect present context, i.e. reorganization, relocation etc.</li> </ul>	<ul style="list-style-type: none"> <li>• set numerical goals based on opportunities for change (ie. developmental assignments, new hires, promotions, lateral moves)</li> <li>• ensure equitable representation of designated groups in all occupational groups and at all levels</li> </ul>	<ul style="list-style-type: none"> <li>• All Branches</li> <li>• All Branches</li> </ul>	<ul style="list-style-type: none"> <li>• 1994</li> <li>• ongoing</li> </ul>
EMPLOYMENT SYSTEMS REVIEW	<ul style="list-style-type: none"> <li>• apply to the ESR Fund by December 31, 1992</li> <li>• appoint taskforce and initiate ESR</li> <li>• identify designated group specific employment barriers</li> <li>• develop recommendations for change</li> <li>• develop and implement organizational change strategy</li> </ul>	<ul style="list-style-type: none"> <li>• support the Employment Systems Review project by encouraging staff to participate in focus groups interviews and an ad hoc task teams</li> <li>• implement branch-related initiatives resulting from the recommendations of the ESR project</li> </ul>	<ul style="list-style-type: none"> <li>• All Branches</li> <li>• All Branches</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> <li>• to be determined</li> </ul>
POSITIVE MEASURES	<ul style="list-style-type: none"> <li>• identify appropriate positive measures, (following analysis of current workforce data and employment barriers)</li> </ul>	<ul style="list-style-type: none"> <li>• provide pre-employment interview counselling and post-board interview counselling to increase employees' ability to successfully compete for vacancies.</li> </ul>	<ul style="list-style-type: none"> <li>• All Branches</li> </ul>	<ul style="list-style-type: none"> <li>• ongoing</li> </ul>

**ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT**

**FISCAL YEAR 94/95**

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
POSITIVE MEASURES (CONTINUED)	<ul style="list-style-type: none"> <li>as previously identified</li> </ul>	<ul style="list-style-type: none"> <li>participate in the OPS EE funded programs, such as the Internship, Accommodation &amp; EE Incentive Fund</li> <li>create and foster a work environment that respects individual differences and values diversity</li> <li>implement work and family initiatives, such as job sharing, compressed work week and flexible working arrangements</li> <li>ensure that designated group members have an equitable share of developmental opportunities (eg. secondments and special projects)</li> <li>designate a specific position(s) for bridging, job rotation and cross training on a 6-12 month rotational basis to broaden employment skills of designated group members</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>as available</li> <li>ongoing</li> <li>ongoing</li> <li>ongoing</li> <li>ongoing</li> </ul>

ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
POSITIVE MEASURES (CONTINUED)	<ul style="list-style-type: none"> <li>as previously identified</li> </ul>	<ul style="list-style-type: none"> <li>ensure that designated group members get a proportional share of the branch training dollars to facilitate career development needs</li> <li>provide designated group members with the opportunity to participate in all aspects of OTAB's operations including decision making and problem solving processes</li> <li>ensure that selection criteria and interview questions are job-related and bias free</li> <li>complete performance appraisals/contracts which include employee training and developmental plans</li> <li>facilitate the development of an OTAB mentoring program</li> <li>ensure that selection panels are comprised of a cross section of designated group members</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>annually</li> <li>ongoing</li> <li>ongoing</li> <li>annually</li> <li>ongoing</li> <li>ongoing</li> </ul>



# ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
POSITIVE MEASURES (CONTINUED)	<ul style="list-style-type: none"> <li>as previously identified</li> </ul>	<ul style="list-style-type: none"> <li>ensure that equitable consideration is given to designated group members for developmental and promotional opportunities</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>annually</li> </ul>
PARTNERSHIPS	<ul style="list-style-type: none"> <li>establish joint labour/management committee on employment equity</li> <li>develop terms of reference</li> <li>implement new collective agreement requirements (OPSEU)</li> </ul>	<ul style="list-style-type: none"> <li>identify/nominate staff to participate on the committee or on ad hoc task teams as required</li> <li>identify issues, strategies and recommendations for consideration by the joint labour/management committee</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>1994</li> <li>ongoing</li> </ul>

# ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
ACCOUNTABILITY FOR EE AT LINE MANAGERS LEVEL	<ul style="list-style-type: none"> <li>establish performance management goals for EE with all management and supervisory staff</li> <li>monitor and evaluate performance and progress</li> <li>develop and implement incentives, rewards and sanctions</li> </ul>	<ul style="list-style-type: none"> <li>ensure all management performance contracts include EE commitments</li> <li>monitor EE progress in the branch and submit quarterly/annual reports to the EE Office</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>annually</li> <li>quarterly/annually</li> </ul>

# ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
EE ACCOMMODATION FOR PERSONS WITH DISABILITIES	<ul style="list-style-type: none"> <li>provide employment accommodation for persons with disabilities in a timely and appropriate fashion</li> <li>co-ordinate individual and systemic funding requests to employment accommodation fund</li> </ul>	<ul style="list-style-type: none"> <li>ensure accessibility to workplace for persons with disabilities</li> <li>implement recommendations of Employment Accommodations Fund project on systemic barriers in Training Consultant positions/hiring</li> <li>ensure that during the recruitment and selection process, accommodation is provided for persons with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>Apprenticeship Branch</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>timely and appropriate</li> <li>ongoing</li> <li>ongoing</li> </ul>
WORKPLACE DISCRIMINATION AND HARASSMENT PREVENTION	<ul style="list-style-type: none"> <li>implement policy and program guidelines</li> <li>appoint co-ordinator, advisors and investigators</li> <li>track, monitor and report on number and disposition of cases</li> <li>develop and implement ministry specific communication and training initiatives for employees</li> </ul>	<ul style="list-style-type: none"> <li>ensure that the workplace is free from discrimination and harassment through education and information on the policy</li> <li>promptly respond to and address WDHP policy issues</li> <li>support staff during complaints/ investigation process and encourage them to file complaints and/or to be cooperative in an investigation</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>ongoing</li> <li>ongoing</li> <li>ongoing</li> </ul>



# ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
SENIOR MANAGEMENT GROUP INITIATIVES	<ul style="list-style-type: none"> <li>• implement SMG program initiatives</li> <li>• report to EDC on SMG employment equity achievements through Executive Reports</li> <li>• review developmental opportunities for designated groups</li> <li>• prepare training and developmental plans for designated groups</li> <li>• monitor/track use of Equitysource inventory for all SMG level competitions</li> <li>• assess systemic barriers at senior management level using MBS model</li> </ul>	<ul style="list-style-type: none"> <li>• increase designated group representation in feeder group position (MCP 17 and above)</li> <li>• designate SMG position(s) for 6-12 month rotational developmental assignments</li> <li>• engage in outreach/inreach recruitment initiatives as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• All Branches</li> <li>• All Branches</li> <li>• All Branches</li> </ul>	<ul style="list-style-type: none"> <li>• annually</li> <li>• to be determined</li> <li>• as appropriate</li> </ul>

# ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME
COMMUNICATIONS	<ul style="list-style-type: none"> <li>develop ministry specific employment equity communications and marketing strategy (building on corporate strategy)</li> <li>implement plan</li> <li>develop and distribute materials/tools to employees</li> </ul>	<ul style="list-style-type: none"> <li>participate in developing EE communication strategy</li> <li>discuss EE issues at staff meetings</li> <li>support EE special events (eg. Filmfest)</li> </ul>	<ul style="list-style-type: none"> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>1994</li> <li>ongoing</li> <li>ongoing</li> </ul>
TRAINING	<ul style="list-style-type: none"> <li>develop training strategy for: <ul style="list-style-type: none"> <li>- team leaders</li> <li>- non-supervisory, bargaining unit staff</li> </ul> </li> <li>deliver training using MBS core curricula</li> <li>track, monitor and evaluate training</li> <li>work in partnership with bargaining agent(s) to develop/deliver training related to bargaining unit employees</li> </ul>	<ul style="list-style-type: none"> <li>purchase cross-cultural training package to be developed by an Aboriginal consultant group</li> <li>provide sensitivity training for all staff to improve interaction with Ontario's diverse population</li> <li>encourage and release staff to attend EE and other EE related training sessions, such as Valuing Diversity and Anti-racism</li> <li>provide input on EE training needs and content of training modules and materials</li> <li>participate in EE and other workplace equity training courses</li> </ul>	<ul style="list-style-type: none"> <li>Policy Branch</li> <li>Apprenticeship Branch</li> <li>All Branches</li> <li>All Branches</li> <li>All Branches</li> </ul>	<ul style="list-style-type: none"> <li>to be determined</li> <li>ongoing</li> <li>ongoing</li> <li>ongoing</li> <li>ongoing</li> </ul>

ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME

ONTARIO TRAINING AND ADJUSTMENT BOARD EMPLOYMENT EQUITY FRAMEWORK DOCUMENT

FISCAL YEAR 94/95

MANDATORY ELEMENTS	KEY MINISTRY DELIVERABLES	SUGGESTED BRANCH INITIATIVES	RESPONSIBILITY	TIMEFRAME