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Solicitor General
Canada

Solliciteur général
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Secrétariat
du Ministère

Canada, Ministry of the Solicitor General
**GENDER EQUITY
TASK FORCE**



FINAL REPORT

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September, 1992



Solicitor General
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Mr. Joseph S. Stanford
Deputy Solicitor General
Ministry of the Solicitor General
340 Laurier Avenue West
Ottawa, Ontario
K1A 0P8

September 11, 1992

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Dear Mr. Stanford:

We are pleased to submit the *Final Report of the Gender Equity Task Force*. The two objectives of the Task Force were the identification of the principal barriers to the full participation of women in the work of the Secretariat, in all occupations and at all levels, and the development of an action-oriented approach to gender equity in the Secretariat, focusing particularly on attitude change, monitoring and evaluation, staffing and career development, gender equity and technology, and workplace adaptation.

The heart of the report is the Action Plan (pages 19 to 28), which lays out the changes we believe are necessary to give women equal access to opportunities here in the Secretariat. It identifies offices of primary responsibility and suggests suitable time-frames. Implementation of these recommendations will go a long way toward removing many of the gender inequities identified by Secretariat employees, and begin a longer-term process of attitude change.

In drafting the *Final Report*, the Task Force was greatly assisted by the five Working Groups established to examine particular aspects of gender equity in the Secretariat:

- Attitude Change
- Gender Equity and Technology
- Monitoring and Evaluation
- Staffing and Career Development
- Workplace Adaptation.

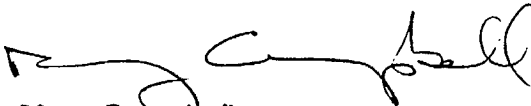
Each Working Group produced a separate report and made independent

recommendations for consideration by the Task Force and the Secretariat. These are reproduced as appendices 1 to 5 of this report.

Thirty-six people participated directly in the work of the Task Force and the Working Groups; nearly two hundred took the time to complete the *Gender Equity Survey*, and many others participated in focus groups, provided additional information, and offered their time and skills to produce this *Report*. Our thanks go to all of them.

We hope that this *Report* will be useful to you.

Yours sincerely,



Mary Campbell
Co-Chair



Ross Christensen
Co-Chair

Members

Ian Blackie
Debi Cuerrier
Anita Dagenais-Leclerc
Katri Helava
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1. INTRODUCTION

The Secretariat Gender Equity Task Force was established in March 1991 by the Deputy Solicitor General to help him develop a response to the recommendations of the Task Force on Barriers to Women in the Public Service. To do this, the Secretariat Task Force gathered information on the situation of women in the Secretariat; consulted with groups and individuals on gender equity issues; developed action plans in the areas of staffing, career development and workplace adaptation, and recommended mechanisms for monitoring and evaluating progress. The detailed action plan proposed by the Task Force may be found in part 8.

Where the issues at stake focus on attitudinal awareness and cultural change, the importance of the process itself as a catalyst cannot be overestimated. For the past 18 months, gender equity issues have had a profile that is unprecedented in the history of the Secretariat. In this report, we formally assess our current situation and sketch a framework for continuing progress.

The goal of the Task Force is not to provide a quick fix to all the social and economic consequences of gender inequity. Rather, the Task Force suggests a strategy that will -- with time and persistence -- ensure that women in the Secretariat have access to the same career opportunities as men in all the occupational groups and categories and at all the levels. This is the first priority. Given the prevalence of gender inequity in our society, the Task Force thinks it is a very good place to start.

2. GENDER EQUITY IN THE PUBLIC SERVICE

Affirmative Action programs, implemented in the 1970s, resulted in larger numbers of women being employed throughout the Public Service -- by the late 1980s, women made up almost half of the Public Service and slightly over half of the Secretariat. However, these programs were not successful in removing the barriers that prevented women from gaining access to higher level jobs. As a result, the Task Force on Barriers to Women in the Public Service was set up. Its report, *Beneath the Veneer*

(published in 1990), set the agenda for future gender equity policies and programs in the federal Public Service.

The Task Force on Barriers to Women recommended that the Government intervene more forcefully in existing Public Service patterns of employment, training and promotion practices than it had in the past.¹ Responsibility for implementing these recommendations was left primarily to individual departments. Senior managers were directed to address the issue in their own organizations:

Managing change is the job of the deputy ministers and of operational management. Gender balancing should be dealt with in the management committees and should have a bearing on a wide range of management decisions. It should not be pushed out to the margins of management concern, or down into the system to be treated mechanically.²

Simply employing large numbers of women was no longer seen as an indicator of an equitable workplace. The Task Force recommended measures for achieving a more balanced representation of women throughout all the occupational groups and levels in the Public Service. It recommended that the Government change the gender balance in the Public Service by focussing efforts on three aspects of balanced representation:

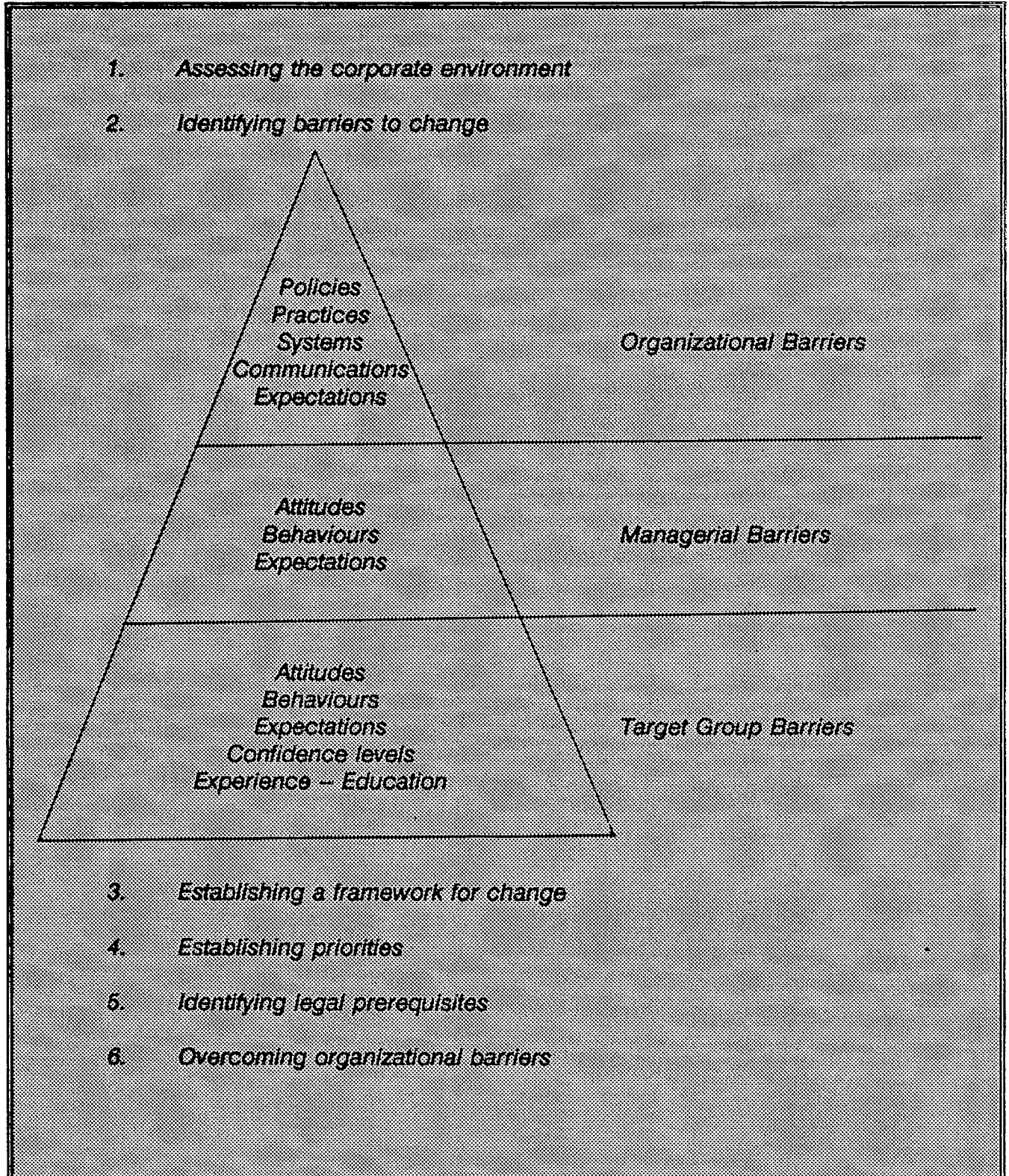
[...] eliminating the compression of women into the lower levels of the Public Service; reducing the concentration of women in a small number of occupational groups, and improving the representation of women in senior management.³

¹ The Task Force on Barriers to Women designed a simulation model to examine the distribution of men and women in eleven occupational groups. The analysis suggested that although the balance and representation of women was expected to improve slowly, none of the occupational groups surveyed was expected to achieve an equitable balance within the next twenty years. For a full discussion, see: Task Force on Barriers to Women in the Public Service, *Beneath the Veneer*. Ottawa, 1990. Volume 1, pp. 41-46.

² *ibid.*, p. 126.

³ *ibid.*, p. 125.

FIGURE 1
PLANNING AND MANAGING A CHANGE PROCESS



3. THE SECRETARIAT GENDER EQUITY TASK FORCE

The challenge to the Deputy Solicitor General and the Secretariat was to achieve a more equitable gender balance in a time of budget cuts, downsizing and organizational change. Senior management responded by establishing the Gender Equity Task Force to examine the issues, identify the problems and opportunities, and develop recommendations:

The Secretariat Gender Equity Task Force began its work by gathering and studying relevant documentation and making contact with other government departments. A statistical summary on the employment patterns of women and men in the Secretariat was prepared by Human Resources. The Task Force raised awareness of gender equity issues in the Secretariat and made contact with a wide range of groups and individuals through information and discussion sessions on gender bias in the workplace, workshops on workplace harassment, as well as various International Women's Day activities.

The number and the complexity of the issues that had to be studied increased as the work progressed. To ensure that each group of issues received a thorough examination, the Task Force established five working groups to report on specific aspects of gender equity as they affect the Secretariat: Attitude Change; Gender Equity and Technology; Monitoring and Evaluation; Staffing, Training and Development, and Work Place Adaptation. The reports of these working groups are attached as appendices.

The initial statistical summary, prepared by Human Resources Division for the Task Force, showed the same patterns described in *Beneath the Veneer*. The summary showed that women are under-represented at intermediate and senior officer levels, as well as in the management category. It also showed a concentration of women in the Administrative Support staff category and a compression of women at the lower levels of most occupational categories. In order to capture the dynamics of gender inequity in the Secretariat, the Task Force commissioned a formal survey of employee attitudes and perceptions, with a view to determining what the barriers in the Secretariat were and how they were perpetuated.

a. Employee Survey

Kennedy & de Groh Consultants Ltd. conducted a survey of Secretariat employees designed to elicit information about attitudes to gender equity, employee knowledge of relevant programs and initiatives, as well as possible ways of eliminating gender equity barriers within the Secretariat.⁴ To ensure that the general questions on gender equity were firmly anchored in actual working conditions in the Secretariat and to identify significant barriers to the fuller integration of women in the Secretariat, the survey also included questions on a wide range of departmental policies and practices applicable to all employees. Of the 264 questionnaires sent out, 194 (or 76%) were completed and returned. The *Final Report*⁵, containing both survey results and the consultants' recommendations, was released in May 1992.

b. Survey Findings

The survey showed that most respondents recognize the existence of gender inequity in the Secretariat: 72% of all respondents -- more women than men -- held this view. The survey found evidence of a need for assistance and counselling in career planning for all employees, but particularly for women, and a lack of confidence in the fairness of management decision-making, particularly in the areas of staffing and promotion. For example, only 45% of the female respondents believe that promotion decisions are made on merit; 64% believe that men are more likely to be seen as having potential, and 64.7% believe that women must be more qualified than men to advance.⁶ There was also evidence of low morale among the support staff -- a largely female group. Furthermore, the Secretariat has not yet eliminated sexism in the workplace: inappropriate cartoons and pictures are still displayed; thirteen women and

⁴ Kennedy & de Groh Consultants Ltd. *A Proposal to Conduct a Gender Equity Survey*. Ottawa, December 16, 1991. p. 7.

⁵ Kennedy & de Groh Consultants Ltd. *Gender Equity Survey -- Final Report*. Ottawa, 1992.

⁶ Kennedy & de Groh Consultants Ltd. *op. cit.*, pp. 38 & 39.

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three men reported instances of sexual harassment here in the Secretariat; 22% of the female respondents feel that they have experienced negative sexual stereotyping, and 20% feel powerless to speak out against sexist comments and behaviour.

The survey also suggested that the potential for a "gender backlash" existed. Although a majority of respondents of both sexes -- again, more women than men -- believe that special programs are needed to overcome gender inequity, consensus breaks down where remedies are concerned: women believe that special programs are needed to overcome gender equity barriers, while men are more likely to feel that inequities would fix themselves, if fair management practices were adopted. Men are more likely to believe that equity programming has already gone too far. In fact, 30% of the men who responded believe that employment equity programs have given women an unfair advantage, and 27% believe that women are frequently placed in positions beyond their expertise.⁷

The Task Force came to the conclusion that the major cause of all aspects of gender inequity in the Secretariat was the continued existence of traditional attitudes about the relative qualifications and roles of women and men. Attitudes had been identified by *Beneath the Veneer* as one of the principal barriers to gender equity in the Public Service, and the *Survey* outcome supported this.⁸ Attitude change is the biggest challenge the Secretariat will face in its effort to bring about a fuller integration of women into all levels of the Secretariat workforce.

⁷ *ibid.*, pp. 38 & 39.

⁸ Task Force on Barriers to Women in the Public Service. *Beneath the Veneer*. Volume 1. pp. 132 & 133.

4. A STRATEGIC APPROACH TO GENDER EQUITY IN THE SECRETARIAT

Gender bias is widespread in our social, legal and economic systems, and its various manifestations are interconnected and often mutually reinforcing.⁹ Improving the gender balance in the Secretariat is going to require a long-term strategic approach aimed at changing not only specific practices, but also the attitudes and preconceptions on which they are based. The Task Force recognizes that the remedy should address the symptoms documented in the employee survey and accelerate the process of changing attitudes and the corporate culture.

The Task Force further believes that an integrated response to gender inequity in the Secretariat requires the following five strategic actions:

- a. establish a framework in which change can occur
- b. increase the openness and accountability of Secretariat management practices to stimulate the dynamic of change
- c. create opportunities for employees at all levels to learn, develop and progress as the main agents of implementing and sustaining change
- d. assist employees to balance their personal and job-related responsibilities, as a direct support to change
- e. monitor and evaluate progress, and continually adjust the gender equity strategy.

The Secretariat action plan, summarized below, discusses the Task Force's recommendations in the light of these five strategic elements, describing the issues and the circumstances that gave rise to them, as well as the strategic objectives they are designed to achieve. The detailed action plan in part 8 presents the Task Force's assessment of the issues and its recommendations in table form.

⁹ Canadian Advisory Council on the Status of Women. *Re-evaluating Employment Equity: a Brief to the Special House of Commons Committee on the Review of the Employment Equity Act.* Ottawa, 1992. p. 13 & 14.

5. THE SECRETARIAT ACTION PLAN**a. Establish a framework in which change can occur**

Senior management must demonstrate its commitment to gender equity in the Secretariat as a first step toward changing the Secretariat's corporate culture: No significant change occurs in the Public Service without visible, clearly-articulated, persistent commitment from the top. Where such commitment exists, Public Service management has a very good record of accomplishing what it sets out to do.¹⁰

The Task Force recommends that the Deputy Solicitor General and the Senior Management Committee:

- issue a written gender equity policy
- appoint an officer, reporting to the DSG, to advise on gender equity issues and implement the recommendations of the Secretariat Task Force
- issue this report to all employees with an accounting of the current status of the Task Force recommendations
- issue an annual *Gender Equity Report* to all employees with an accounting of the status of the Task Force recommendation.

b. Increase openness and accountability in Secretariat management practices

The survey underscored the pronounced lack of confidence in the decision-making processes within the Secretariat, especially as they affect career opportunities. The survey showed that only 46% of the female respondents and 61% of the male respondents believe that promotion decisions are based on

¹⁰ Task Force on Barriers to Women in the Public Service. *op. cit.*, p. 125.

merit. Most respondents -- 90% of the women and 80% the of men -- believe that decisions regarding employees are made behind closed doors.

The Task Force acknowledges that management style is not, per se, a gender issue. The concern with the openness and accountability of decision-making processes within the Secretariat was shared by women and men. However, the Task Force believes that a successful gender equity program can be implemented only when employees have confidence in their managers and their staffing, training and development practices.

The strategic objective of these recommendations is to address these issues of management style, "closed door" decision-making and general management accountability by promoting a management style that will enhance employee confidence and ensure an accountability structure for managers with respect to gender equity issues.

Communication problems were also identified:

[Few] employees agreed that their supervisor informs them about their working group, and only a little more than half felt that their supervisor informs them about the Secretariat. Many also perceived that adequate information is not provided about vacancies. In all these areas, women and support staff are more likely than men to report that they are not kept as informed.¹¹

Insufficient communication about organizational goals and objectives is not a problem unique to the Secretariat. In their 1989 study of public sector management, Zussman and Jabes demonstrated that the level of awareness of goals and objectives decreased as the working level dropped.¹² Senior management should, therefore, ensure that its commitment to the Secretariat's

¹¹ *Gender Equity Survey -- Final Report*, p. 6.

¹² Zussman and Jabes. *The Vertical Solitude: Managing in the Public Sector*. The Institute for Research on Public Policy. Ottawa, 1989. p. 87.

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gender equity goals is clearly and effectively transmitted to all employees. Task Force recommendations are designed to clarify the roles of the various responsibility centres in the Secretariat and increase the amount of information available to employees about issues and decisions.

The Task Force recommends that:

- senior management formalize the mandates of the various responsibility centres in the Secretariat -- including the Senior Management Committee, the Secretariat Management Forum and the Labour-Management Committee -- and ensure that responsibility for achieving gender equity goals is explicit in these mandates
- senior management increase openness by making available records of discussions and decisions, and by inviting employee observers to all or some of their meetings
- senior management increase accountability by evaluating all managers annually on their efforts to achieve gender equity objectives
- managers institute regular meetings at the working group level and ensuring that these meetings include support staff
- the Secretariat provide mandatory gender equity training -- in the framework of employment equity training -- to all supervisors and managers
- the Secretariat promote use of the Treasury Board gender neutral language guidelines.

c. Create opportunities for employees

The strategic objective of these recommendations is to reduce the concentration of women in female-stereotyped occupations and groups, and ghettoization at lower classification levels.

The Task Force recognizes that it will not always be possible for employees to advance their careers solely within the Secretariat. However, the Task Force feel that it is possible for the Secretariat to give its employees more opportunities to prepare themselves for career opportunities wherever they may occur through career counselling, access to education and training, access to the Assignment Program, and the creation of bridging positions.

i. Career planning and professional development

Secretariat employees at most levels feel the need for more career planning to help them identify training and career goals and appropriate developmental opportunities. The survey showed that this is particularly true for women and for support staff: more men seem to have career plans in mind.

ii. Education and training

The survey showed that 59% of the female respondents described themselves as needing more training and, when employees were asked how the Secretariat could help them adjust to technological change, the reply was: "More training."

The need for increased access to education and training is felt most acutely by the Secretariat's support staff, whose jobs are being fundamentally changed by the combined forces of government downsizing and

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the introduction of new technologies in the Secretariat -- particularly personal computers and electronic mail.

The survey found that support staff already felt more isolated from their work groups than other employees, showed evidence of significantly lower morale and were more likely to see technology as a threat to their job security.

The Secretariat has an obligation to assist the support staff in adapting to the changes in the work environment, with a view to developing a highly skilled and professional support staff, capable of assuming more demanding tasks and responsibilities.

Statistics obtained by the Working Group on Gender and Technology show that the number of support personnel compared to the number of officers in the Public Service has declined by 13% in the past five years. This trend has not yet affected the Secretariat. However, as more tasks are automated, support staff will have the opportunity to take responsibility for higher level administrative services. This process has already begun in some sections of the Secretariat, where secretaries and clerks have gained skills in computer graphics, desktop publishing and budgeting.

iii. The Assignment Program

Employees also need the opportunity to exercise new skills, demonstrate abilities and gain the experience necessary to qualify for a new job. The Assignment Program, which could provide these opportunities, is massively underutilized. The reasons identified in the survey included a perceived lack of commitment on the part of managers to developing challenging assignments; limited opportunities in an organization as small as the Secretariat; the perception that participation in the program will threaten job security, and a lack of understanding of the program.

iv. Bridging positions

In *Beneath the Veneer*, the Task Force on Barriers to Women recommended the creation of bridging positions. The survey showed that the Secretariat recruits most of its intermediate level officers from the outside:

[...] while only 30.4% of the [junior] officer level came in from outside, 70.2% [...] of the intermediate officers [...] came from outside the Secretariat.¹³

The creation of bridging positions will assist in the transition to higher groups.

The Secretariat Task Force concluded that succession planning and bridging positions for members of this group will benefit employees and the Secretariat.

The Task Force recommends that:

- management provide support for career planning in the Secretariat
- management increase access to training and development, education leave and in-house language training
- management expand the Assignment Program by creating a greater number and variety of developmental opportunities in the Secretariat and in the Ministry
- management promote the acquisition of new skills by establishing bridging positions between groups

¹³ *Gender Equity Survey – Final Report*, p. 33.

- management identify the costs associated with the training and the transition period as a priority expenditure within the Secretariat operating budget
- Treasury Board be informed of the impact its current salary policy has on this aspect of its own Gender Equity Initiative across the Public Service.

d. Help employees to balance personal and job-related responsibilities

The strategic objective of these recommendations is to remove barriers to the full participation of women by providing programs to assist in balancing job-related and personal responsibilities by focussing on the need for greater flexibility in work scheduling and in accommodating family-related responsibilities.

The survey showed that achieving a balance between home and work is a goal shared by both men and women and that measures designed to achieve a better balance will benefit both.

i. Hours of work

The survey showed that a majority of Secretariat employees are interested in working either a compressed work week or in working at home, with women showing a particular interest in the former.¹⁴ However, fewer respondents among the women and the support staff believe that their managers would support alternative work schedules. This high level of interest makes it advisable to develop and to communicate to both supervisors and employees the policies governing flexible work hours, including part-time work and job sharing.

¹⁴ *ibid.*, p. 64.

ii. Working parents

The survey showed that 65% of the female respondents indicated that child care was "not applicable" to them, as opposed to only 42% of the male respondents.¹⁵ Although the Task Force did not consider that this finding established a cause-and-effect relationship, there was a concern that either women in this category are not being recruited by the Secretariat or are not remaining here.

iii. Conditions of employment

In reviewing policies affecting conditions of employment in the Government, the Working Group on Workplace Adaptation identified several Treasury Board policies that the Task Force feels need to be updated. New realities should be recognized by making provision for child care for non-custodial parents and for the care of elderly relatives not residing with the employee.

To assist employees in balancing their professional and personal responsibilities, the Task Force recommends that:

- written guidelines on hours of work -- including compressed work schedules, flex time, working at home, job-sharing and part-time employment -- be developed and circulated
- written information on the Employee Assistance Program and on maternity/paternity leave be provided
- guidelines on taxi chit usage and the parking point system be revised to accommodate family responsibilities

¹⁵ *ibid.*, p. 72.

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- the Labour-Management Committee request Treasury Board to revise the Family Leave Package, Maternity Leave policy and the Travel Policy, to better reflect the needs of employees with families.
- e. **Monitor and evaluate progress, and continually adjust the gender equity strategy**

Although Task Force recommendations require that all Secretariat employees accept responsibility for change, the responsibility for creating opportunities for change rests with managers -- especially the Deputy Solicitor General, who must hold his managers accountable.

The Task Force recommends that:

- the initial implementation period for the proposed strategy be three years
- to sustain effort over this period, management accountability be monitored and progress regularly evaluated
- individual responsibility centres draft annual gender equity work plans, and report on these work plans to the Deputy Solicitor General
- statistics on gender representation, concentration and compression statistics be collected and submitted to the Deputy Solicitor General
- employees be regularly consulted through focus groups
- another employee survey be conducted in 1995 as part of a review of the gender equity policy.

6. A SUGGESTED APPROACH TO IMPLEMENTATION

How will the Secretariat handle the implementation of the complex mix of policy changes, programs and activities outlined above? To achieve maximum impact, Task Force recommendations must form part of a coherent implementation plan. This approach acknowledges that improving the situation of women in the Secretariat is a continuing process, rather than a single event, resulting in a cycle of activities that involves all managers and employees. It is this involvement that brings about a change in attitudes and in the corporate culture in the Secretariat.

The process cannot occur unless senior management develops a clear, powerful message that the Secretariat is committed to gender equity and links this commitment to practical programs and an accountability framework.

Delivery of the message provides senior management with an opportunity to demonstrate its commitment by informing employees of the mechanisms put in place to track and report on progress and of the programs that are available to them.

Senior management commitment should be repeated and reinforced at every opportunity -- the annual *Gender Equity Report* is an obvious opportunity, but managers should be encouraged to look for others. Semi-annual reviews of progress at SMC and SMF meetings and the use of E-mail, *Tempo* and bulletin boards to publicize various events (for example, employees going on education leave or on assignments) provide opportunities to remind employees of management's commitment to the Secretariat gender equity initiative.

Each manager and employee in the Secretariat should be aware of the gender equity initiative and see it operating in the workplace. Flexible hours of work, increased access to education and training, opening up developmental positions and beefing up the Assignment Program will have a widespread impact on the daily life of the Secretariat.

Monitoring, feedback and adjustment represent the last stage of the implementation strategy. By ensuring that progress is monitored and the results are publicized, management is making a clear statement that change is not just expected -- it is required. The data will also be used by management to adjust the policy to meet changing needs and opportunities.

7. CONCLUSION

The Task Force believes that the gender balance in the Secretariat can be adjusted, and that we can do it in the next three years. It just won't be easy.

The task that lies ahead will be difficult, but there are grounds for optimism: Secretariat employees at all levels have demonstrated a lot of interest in and support for the work of the Task Force. Many participated in the working groups, attended the information meetings, responded to the survey or contributed to the focus groups. Employees are ready for change -- in fact, they expect it.

8. DETAILED PLAN OF ACTION

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
A. <i>Establish a framework in which change can occur</i>		
<i>Appoint a staff officer, reporting directly to the DSG, with ongoing responsibility for gender equity issues</i>	<i>If a dedicated position cannot be established, management could consider setting up a committee or enlarging the responsibilities of an existing position</i>	<i>TIME: short term OPR: DSG</i>
<i>Issue a written Gender Equity Policy</i>	<i>Should define the Secretariat's commitment to changing the corporate culture, with practical programs & objectives, including mechanisms for monitoring, evaluating and reporting</i>	<i>TIME: short term OPR: DSG/SMC</i>
<i>Issue an annual <u>Gender Equity Report</u> to all employees</i>	<i>Should include numerical data on representation of women in all sectors & at all level; goals for the coming year; successes and failures & be issued by the DSG</i>	<i>TIME: long term OPR: Human Resources/DSG</i>
<i>Issue this report to all employees with an accounting of the status of the recommendations</i>	<i>The accounting should make clear which recommendations have been accepted, rejected, are in process of implementation, or are being considered</i>	<i>TIME: short term OPR: DSG</i>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
B. Increase openness & accountability		
<i>Formalize the mandates of the various responsibility centres within the Secretariat -- including SMC, SMF and the Labour-Management Committee -- and ensure that responsibility for achieving gender equity goals are made explicit in these mandates</i>		TIME: immediate OPR: DSG/SMC
<i>Increase the openness of decision-making by ensuring that a record of discussions & decisions is routinely made available to all employees, and by opening all or some meetings to employee observers</i>	<i>We suggest that this process start with Senior Management Committee, the Secretariat Management Forum, and the Labour-Management Committee</i>	TIME: immediate OPR: DSG/SMC
<i>Evaluate managers annually on their achievement of gender equity goals</i>		TIME: immediate OPR: SMC
<i>Institute regular meetings at the working group level, and regularly include support staff at these meetings</i>	<i>These meetings can be used to regularly inform employees of Branch and Secretariat goals and priorities</i>	TIME: immediate OPR: individual managers
<i>Provide mandatory training for managers & supervisors on gender equity</i>	<i>Suggested areas of training include:</i> <ul style="list-style-type: none"> o <i>stereotyping of women</i> o <i>the role of managers in career development</i> o <i>supervisory skills in a diverse workplace</i> o <i>mentoring and coaching skills</i> 	TIME: short term OPR: Human Resources individual managers

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
<p><i>Provide annual training to employees to promote awareness of gender equity issues and their proper management in a work setting</i></p>	<p><i>Suggested areas for training include:</i></p> <ul style="list-style-type: none"> <i>o stereotyping of women</i> <i>o the role of secretaries</i> <i>o gender-neutral language</i> <i>o mentoring & coaching</i> <i>o career development</i> <i>o workplace harassment</i> <i>o stress management</i> <i>o assertiveness training</i> <i>o non-traditional occupations</i> 	<p><i>TIME: medium to long term</i> <i>OPR: Human Resources</i></p>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
C. <i>Create opportunities for employees</i>		
<i>Review the job descriptions of all support positions</i>	<i>Opportunities for further delegation of responsibilities should be identified. If warranted, the job descriptions should be updated & reclassified</i>	<i>TIME: short term OPR: individual managers</i>
<i>Provide more in-house support for career planning</i>	<i>Hold a workshop for SMF members to clarify the role of managers in career planning</i> <i>Hold an annual workshop for all employees on creating and implementing a personal career plan</i> <i>Hold workshops on such skills as preparing for interviews; identification of skills</i> <i>Evaluate the in-house career planning training in June 1993 to establish its effectiveness</i>	<i>TIME: short term OPR: Human Resources/managers</i>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
<p><i>Increase access to the education & training program, especially for members of the Administrative Support Group</i></p>	<p><i>Issue a policy on education leave. Women – especially support staff – should be encouraged to participate.</i></p>	<p><i>TIME: short term</i> <i>OPR: SMC/Human Resources</i></p>
	<p><i>Provide intensive computer skills training for support staff, up to 40 hours annually</i></p>	<p><i>TIME: medium term</i> <i>OPR: Human Resources/Systems Division/individual managers</i></p>
	<p><i>Guarantee incumbents of positions undergoing change due to the impact of technology full access to the training and development opportunities necessary to enable them to match their skill levels to the new requirements of their position</i></p>	
	<p><i>Expand in-house language training, with increased access for employees who wish to progress beyond the requirements of their current position</i></p>	<p><i>TIME: immediate</i> <i>OPR: SMC/Human Resources</i></p>
	<p><i>Prepare an analysis of training opportunities that includes information on developmental as well as job-related training</i></p>	<p><i>TIME: ongoing</i> <i>OPR: Human Resources</i></p>
	<p><i>Identify the costs associated with education, training & development as a priority expenditure at all levels of the Secretariat</i></p>	<p><i>TIME: short term</i> <i>OPR: Human Resources</i></p>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
<p><i>Expand the Assignment Program to ensure that it offers useful and timely development opportunities</i></p>	<p><i>Expand the program to include the agencies and other government departments</i></p> <p><i>Ask the ADSGs of each Branch to create assignments in their own areas and ensure interested employees are encouraged to participate</i></p> <p><i>Provide written guidelines for managers & employees on the program. This document should include a written assurance that the substantive positions of participants will be protected for the period of the assignment</i></p> <p><i>Evaluate the Assignment Program in 1993 to establish its effectiveness and to achieve a common understanding of its goals</i></p>	<p><i>TIME: medium term</i> <i>OPR: Human Resources</i></p> <p><i>TIME: medium term</i> <i>OPR: SMC/SMF individual managers</i></p> <p><i>TIME: short term</i> <i>OPR: Human Resources</i></p> <p><i>TIME: long term</i> <i>OPR: Management Review Committee</i></p>
<p><i>Establish bridging positions to facilitate movement between the support and officer categories, and between the junior and intermediate officer categories</i></p>	<p><i>Identify opportunities for bridging positions by analyzing junior & intermediate officer positions to identify lower level operational tasks that could be assigned to bridging positions</i></p>	<p><i>TIME: medium term</i> <i>OPR: individual managers (?)</i></p>
<p><i>Request managers who are staffing positions to review the Statement of Qualifications and allow for relevant experience to be considered in place of, or as an alternative to, formal educational requirements</i></p>		<p><i>TIME: immediate</i> <i>OPR: Human Resources/ individual managers</i></p>
<p><i>Ensure that managers hire on an indeterminate basis whenever possible</i></p>		<p><i>TIME: immediate</i> <i>OPR: Human Resources/ individual managers</i></p>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
<i>Inform Treasury Board & the Public Service Commission of the Secretariat's concerns about the impact of technology on gender equity -- ie: the role of support staff, the career development of support personnel and policy to provide guidance to departments in managing this transition</i>		<i>TIME: short term OPR: SMC</i>
<i>Endorse the Support Staff Conference as an annual event</i>	<i>An office of primary responsibility should be identified & ongoing funding assigned</i>	<i>TIME: Immediate OPR: SMC</i>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
D. Assist employees to balance personal & job-related responsibilities		
Issue policies on working at home, compressed work schedules, part time employment and job sharing to employees		TIME: medium to long term OPR: Human Resources/SMC
Provide written information to employees on maternity/paternity leave and the Employee Assistance Program	An employee reference sheet or handbook be developed on maternity/paternity leave to inform employees of entitlements & procedures	TIME: short term OPR: Human Resources
Revise guidelines on taxi chits and the parking system to better accommodate family responsibilities	Acknowledge family responsibility as a factor in the parking system Issue guidelines for taxi chits that include reasonable family-related responsibilities	TIME: short term OPR: Finance & Administration

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
<p><i>Request that Treasury Board revise Family Leave, Maternity Leave and Travel Policies to better reflect the needs of employees with families</i></p>	<p><i>The Labour-Management Committee should ask TB to extend the 93% provision for the 26 week period so as not to affect an employee's continuous employment status while on care/nurture leave. As this impacts on pension, health & dental coverage, consider continuing payment of employer's portion.</i></p> <p><i>TB should be requested to expand the family leave package to include provision for children not residing with the employee, and for care of parents and elderly relatives</i></p> <p><i>TB should be asked to change the Travel Policy to allow reimbursement of one call home each day, child care expenses at the current market rate and travel costs of returning home each weekend</i></p>	<p><i>TIME: short term</i> <i>OPR: Labour-Management Committee</i></p>

RECOMMENDATIONS	ACTIVITIES/ACTIONS	TIME/OFFICE OF PRIMARY RESPONSIBILITY
E. Monitor and evaluate progress		
<i>Ensure that individual responsibility centres draft annual gender equity workplans</i>	<i>These plans should be forwarded to the Deputy Solicitor General and the senior officer responsible for gender equity</i>	<i>TIME: long term OPR: managers/DSG/ corporate culture officer</i>
<i>Establish automated systems to routinely collect data on gender representation, concentration and compression, and female participation in education, training & developmental opportunities</i>	<i>This numerical data should be included in the <u>Gender Equity Report</u>, and distributed to the DSG and Secretariat managers</i> <i>The data will also be useful for evaluating managers on their achievement of gender equity goals</i>	<i>TIME: medium to long term OPR: Human Resources/Systems</i>
<i>Consult staff regularly through focus groups</i>		<i>TIME: short term OPR: corporate culture officer</i>
<i>Conduct a staff survey in 1995 on gender equity – to be used to adjust and update the Gender Equity Policy</i>	<i>It should be based on the original for comparison purposes and could be less extensive, focussing on changes in corporate culture and attitudes</i>	<i>TIME: long term OPR: Ad Hoc Committee/ Management Review Committee</i>

APPENDICES

1. WORKING GROUP ON ATTITUDE CHANGE
2. WORKING GROUP ON MONITORING AND EVALUATION
3. WORKING GROUP ON STAFFING AND CAREER DEVELOPMENT
4. WORKING GROUP ON GENDER EQUITY AND TECHNOLOGY
5. WORKING GROUP ON WORKPLACE ADAPTATION



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REPORT OF



THE ATTITUDE

CHANGE



WORKING GROUP

Chair: Mary Campbell

**Members: Chuck Belford
Debi Cuerrier
John Evans
Janis Gardiner
Suzanne Giroux
Katri Helava
Lyse Pallascio
Dave Whellams**

June, 1992

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I. INTRODUCTION: THE WORKING GROUP

The Working Group on Attitude Change was established to identify the changes in attitudes and corporate culture needed to support the full participation of women in the work of the Secretariat, in all occupations and at all levels.

The importance of attitude change to successful integration of women into the workplace was emphasised by the Task Force on Barriers to Women in the Public Service. Their *Report* noted that although the obstacles faced by today's female employees are considerably more subtle than those of the past, they still exist and remain powerful. The most significant of these barriers are attitudinal, based on strong preconceptions about women's role generally, and the "proper place" of women in the workforce specifically. These attitudes are still strongly reflected in the corporate culture of the public service.

Yet it is becoming increasingly apparent that a corporate culture that "excludes, undervalues or belittles the contributions of women"¹ is not serving the long-term interests of the organization. As one Deputy Minister remarked:

Brains are passed out randomly, and 50% of them land up in women's heads. Why would you limit yourself to the half the supply, and take the bottom half to fill your positions when you could have the top of the other half?²

Women are no longer a minority in either the government or the Secretariat -- they are now about 50% of the Secretariat workforce. The traditional methods of treating female workers are being challenged on many fronts and from many perspectives: Treasury Board and other central agencies require that departments implement employment equity programs for women and other target groups; women employees are more clearly articulating their dissatisfactions and are pressing for change. Managers are beginning to

¹ Canada. Task Force on Barriers to Women in the Public Service. *Beneath the Veneer: Report of the Task Force*. Ottawa, 1990, p. 3

² *op. cit.*, p. 102.

respond not only to policy directives, but also to their own changing views of the potential of women as colleagues and supervisors, as well as employees.

These changes present a challenge to the Secretariat to make the best and most effective use of its female employees. To respond successfully, the Secretariat will have to make two sets of changes. The most immediate need is to implement a number of specific services and programs to facilitate the fuller integration of women into the workplace. Many of these programs and services were identified in the *Gender Equity Survey -- Final Report* and a number of our recommendations respond to the needs articulated in that report.

In the longer term, however, program changes alone will probably not be sufficient to achieve significant improvement in the position of women in the Secretariat. The *Gender Equity Survey* showed that a large majority of both men and women recognize that gender inequality exists within the Secretariat, and a majority -- but a smaller one -- believes that special programs will be needed to change this situation.³

However, the *Survey* also showed that support for special programs to benefit women is not unanimous, nor equally shared between the sexes. About 74% of women support such programs but only 54% of men. More seriously, some employees already believe that affirmative action programs have gone too far. About 21% of the *Survey* respondents (30.4% male; 13.7% female) believe that employment equity programs have already given women an unfair advantage, and about 21% (27.8% male; 15.5% female) believe that women are frequently placed in positions beyond their expertise.

While it is understandable that there would be some opposition to equity programs from those whose interests may be hurt, the resistance documented in the *Survey* could develop into a "gender backlash" that would seriously limit the success of equity programs. The government's *Employment Equity Policy* requires departments to put in place programs that will advance women at an accelerated rate. To ensure that these

³ Canada. Ministry of the Solicitor General. Secretariat, *Gender Equity Survey: Final Report*. Ottawa, 1992. p.40

gender equity programs achieve a wider basis of support than presently exists, the Working Group believes that it is necessary to provide visible leadership, advocacy, monitoring and support at the very highest level of the organization.

To truly enlarge the opportunities open to women and to ensure that the gains made are permanent, we will have to alter some of the basic assumptions which have governed the workplace for many years:

[...] Those assumptions, over the years, have resulted in the selection of people who can work (behave as expected) within the assumptions. Over a period of time, assumptions about people and resulting behaviour tend to be selective and self-validating. At any particular point in time, they are both closely related to history, to the people, and to the type of work.

Changing long practised behaviour is no easy matter, to be done in a five-day session in a cultural retreat. If changes in the external environment require that behaviour be changed, it is a major task.⁴

II. ATTITUDE CHANGE AND CORPORATE CULTURE

The process of *attitude change* is inextricably linked to modifying the body of unspoken assumptions, values and mythologies in an organization that makes up its *corporate culture*. In the spirit of Public Service 2000 and taking up the challenge to give meaning and spirit to our *Mission Statement*, the Secretariat is attempting innovations to bring about positive change in our corporate environment. With a commitment to fairness and enhanced effectiveness, we have a vision of fully tapping the human resource potential of every member of our workforce. Accordingly, the goals and mechanisms for transforming corporate culture must reflect values in support of the full and equal participation of both women and men.

⁴ T. Earl Hawkins & Associates, *Designing and Developing a Responsive Organization*. Part 4. Montreal, 1979.

Managing change

The most successful cultural change is that which is modified and adapted in thousands of ways by the people in the culture to accommodate the unique circumstances that impinge on them day-to-day. Thus, management can show leadership by clearly articulating the concept of gender equity, and by launching a change process that involves many people and gives them significant opportunities to address the concept. In order to facilitate change in both behaviour and attitudes, it is necessary to provide tangible symbols of the new directions, and to build peer group consensus on the need for change and the direction this change should take. The leadership role in this process must be assumed by the Deputy Minister and Senior Management Committee:

No significant change occurs in the public service without visible, clearly-articulated, persistent commitment from the top. Where such commitment exists, public service management has a very good record of accomplishing what it sets out to do.⁵

The Working Group therefore recommends **that the Deputy Minister and the Senior Management Committee take the lead in developing and actively promoting gender equity in the Secretariat.**

Clarifying our vision of gender equity

The Working Group also sees a need to define the Secretariat's commitment to gender equity in more precise and comprehensible terms. Until we agree on a definition, the term "gender equity" can only be used as a value, not as a goal. Values, of course, can be debated endlessly. We have to move beyond these general discussions of values to a precise understanding of the goals to be achieved -- here -- by us -- starting now.

We need a commitment to gender equity that all employees can understand and relate to as they go about their daily routines. The definition should also provide the organizing

⁵ Canada. Task Force on Barriers to Women in the Public Service, *Beneath the Veneer*. Ottawa, 1990. p. 125.

principle that will draw a variety of new and existing activities into a coherent whole. Many of the programs identified in both *Beneath the Veneer* and the *Gender Equity Survey* as crucial to any attempt to correct gender balance are already in place in the Secretariat, but need to be related to a broader set of goals and objectives to achieve their maximum impact.

The Working Group therefore recommends **that senior management develop a policy document that will define the Secretariat's commitment to gender equity as both a part of the corporate culture of the organization, and as a set of specific programs and services available to employees.**

Identifying how concerns about corporate and managerial practices are linked to consciousness of gender equity

The first essential to changing attitudes and culture is understanding the attitudes and cultures that already exist, and their consequences. The *Gender Equity Survey* showed clearly that staff have linked issues of gender balance to the improvement of management styles, decision-making processes and general attitudes in the Secretariat. The linkage is strongest and the dissatisfaction most marked in the area of decision-making.

The *Gender Equity Survey -- Final Report* contained a strong criticism of "closed-door" decision-making. Most respondents -- 90% of women and 80% of men -- believe that decisions affecting them directly are made behind closed doors. It recommended **that management review its decision-making with a view to increasing the transparency of the process.**⁶

The Working Group agrees with this recommendation. Such a review could be not only an opportunity to remove a barrier to women's full participation, but will also benefit all members of the organization. We also suggest that Senior Management Committee set the example by increasing the information available to employees about its own work.

⁶ This was *Gender Equity Survey* recommendation 4 (b).

During the recent Upward Feedback exercise, employees were called on to evaluate the goals and effectiveness of SMC and Secretariat management. Circulating formal SMC agendas and minutes and opening least some meetings to Secretariat employees would make a strong and immediate improvement to the accountability and the openness of Secretariat management processes.

Improved communication can also play an important part in increasing employee confidence. In order to reassure both management and employees that real progress is being made, we will need to identify the four or five key indicators associated with the Secretariat's definition of gender equity, which will enable us to measure progress. Having identified the key indicators, progress or failure must be tracked and publicized. The Working Group therefore recommends that **the Deputy Minister issue an annual Gender Equity Report to all employees, outlining gender equity goals, programs, successes and failures.**

The *Gender Equity Survey -- Final Report* also recommended that **regular bi-weekly or monthly meetings involving all staff occur at the working group level in all branches⁷.** The Working Group endorses this recommendation, and suggests that SMC/SMF adopt this where it is not already the practice.

Support staff and the concept of *professionalism*

The notion of *professionalism* has many dimensions and is interpreted differently in different corporate cultures. Some would emphasize individual initiative, others team work. Some may focus on loyalty, personal drive and independence, while others may dwell on cooperation and the open sharing of information. Whatever the interpretation, it is important that the organization's stated values are consistent with its actions.

The *Secretariat Mission* commits us to a concept of professionalism that includes teamwork, participation, and the professional development of all employees. However,

⁷ This was *Gender Equity Survey* recommendation 4 (c).

the *Gender Equity Survey* showed that the Secretariat's sense of professionalism has failed one significant group of employees: the support staff.

The *Survey* showed that support staff -- the majority of whom are women -- have lower morale; are more likely to feel isolated from their working group, to feel that technology threatens their job security and to judge their career progress to date as unsatisfactory.

The *Survey* also showed that the support staff is a fairly stable group. Over 60% have been with the Secretariat for five years or more, and half are planning to remain here. In an organization that values change and progress, this stability can itself be problematic. Even support staff who actively want to remain in their jobs can experience significant levels of frustration. Some feel that they might be criticized for choosing to stay with a particular group or occupation, or that others might question their motivation or relative value to the organization. The fact that support staff are at the bottom of the government hierarchy does not help matters. Movement up through the system should not be considered the only indicator of success, and the emphasis on career development, promotion and change should be balanced by a careful attention to the professional development of our long-service employees -- including those at the support level.

The Working Group therefore recommends **that every effort be made to involve support staff in working group meetings⁸, and that involvement of support staff be included as a performance indicator in management performance appraisals.**

The Support Staff Conference has also been a useful tool in furthering the professional development of staff. The Working Group therefore recommends **that the Conference be continued⁹; that SMC show its support by ensuring that it is held annually, and that specific funding be identified for the Conference as part of the Secretariat's O&M budget.**

⁸ This was *Gender Equity Survey* recommendation 2 (a).

⁹ This was *Gender Equity Survey* recommendation 2 (b).

Dealing with the current environment of change: training, training and more training

The reality of change, reorganization and disruption creates insecurity for everyone -- women, men, support staff, managers, new staff, terms. Gender issues can be accentuated by turmoil in an organization, and management attitudes are tested in a period of restructuring. When the *Gender Equity Survey* asked employees how the Secretariat could help them to adjust to change, the reply was: "Training, more training, more in-house training, more training in specifics ... and more individual training."¹⁰

Although the Working Group on Staffing and Career Development will be developing recommendations to address the overall educational needs of the Secretariat, training specific to gender issues, harassment, and the management of the workplace diversity is also central to the mandate of our Working Group, since training plays a crucial role in any program aimed at changing workplace attitudes and the corporate culture.

The Working Group therefore endorses the recommendation of the *Gender Equity Survey -- Final Report that managers and supervisors receive training on negative sexual stereotyping and harassment*. We suggest that this training should be separated into two parts: training specific to workplace harassment, and more general training designed to increase the effectiveness of both managers and employees in an increasingly diverse workplace.

The Working Group also suggests a number of activities, such as emphasising the use of gender neutral language in all documents drafted within the Secretariat, a mentoring program and participation in International Women's Day, to broaden awareness of Secretariat managers and employees of gender equity issues.

¹⁰ Gender Equity Survey Report, p. 63.

III. THE NEXT STEPS

The creation of the Gender Equity Task Force and the commissioning of a major study of gender attitudes started the process of change. The next steps are harder. We have to translate rhetoric into reality by:

1. providing a focus for the "ongoing leadership, advocacy, accountability and support for the development and promotion of women"¹¹
2. defining, very clearly and specifically, the goal to be reached and assigning managers practical and measurable ways of achieving these goals
3. tracking and reporting on progress or failure
4. increasing the openness of management decision-making processes.

IV. RECOMMENDATIONS

The full recommendations of the Working Group are presented on the attached chart, which links them to objectives and recommended actions. They fall into three groups: those relating to changes in management style, those relating to training, and those relating specifically to changes needed to improve the morale of support staff.

In developing its recommendations, the Working Group recognized that achieving sustained change in workplace behaviour is a complex and lengthy task. If changing fundamental characteristics were easy, we would undoubtedly all be richer and thinner. Since change -- in people or organizations -- is difficult at best, any proposal for fundamental alterations in the corporate culture of the Secretariat must begin at the top.

¹¹ Bank of Montreal. Task Force on the Advancement of Women in the Bank. *Report to Employees*. Montreal, 1991. p. 22.

V. MEMBERS OF THE WORKING GROUP

Chair: Mary Campbell

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Lyse Pallascio
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APPENDIX



ISSUES	RECOMMENDATIONS	ACTION PLAN
<p>A. MANAGEMENT STYLE</p> <p>STRATEGIC OBJECTIVE:</p> <p><i>To ensure that senior management takes a leadership role in commitment to and promotion of a positive work environment in the Secretariat.</i></p> <p>SPECIFIC OBJECTIVES:</p> <ul style="list-style-type: none"> * <i>To assist management in seeking out and adopting management styles which will respond to a modern workforce and promote the achievement of work goals.</i> * <i>To assist management in promoting a management style which will instill confidence in employees.</i> * <i>To ensure an accountability structure for managers with respect to gender equity issues.</i> 	<p>WORKING GROUP RECOMMENDATION:</p> <p><i>That the Deputy Minister and the Senior Management committee accept formal responsibility for actively promoting gender equity in the Secretariat.</i></p>	<p>RECOMMENDED ACTION:</p> <p><i>Senior management should develop a policy document on gender equity that will define the Secretariat's commitment as both a part of the corporate culture of the Secretariat, and as a series of practical programs and objectives. The document should also lay out the responsibilities of managers and employees in achieving these goals.</i></p> <p>RECOMMENDED ACTION:</p> <p><i>The DSG should issue an annual <u>Gender Equity Report</u>, outlining gender equity goals, programs, success and failures. This Report could appropriately be released on International Women's Day.</i></p>

ATTITUDE CHANGE

ISSUES	RECOMMENDATION	ACTION PLAN
	<p>SURVEY RECOMMENDATION:</p> <p>RECOMMENDATION 4(b)</p> <p><i>That management review their decision-making process to identify how it can be made more transparent and open.</i></p>	<p>AGREED</p> <p>RECOMMENDED ACTION:</p> <p>SMC should consider:</p> <ul style="list-style-type: none"> . <i>making agendas available to personnel before meetings</i> . <i>making written minutes available</i> . <i>opening meetings to observers periodically</i> . <i>evaluating managers' performance on employment equity issues</i> <p>SMF should consider:</p> <ul style="list-style-type: none"> . <i>establishing a formal mandate</i> . <i>sponsoring information and discussion sessions on management styles</i> . <i>opening meetings to observers periodically</i>

ATTITUDE CHANGE

ISSUES	RECOMMENDATIONS	ACTION PLAN
	<p>SURVEY RECOMMENDATION:</p> <p>RECOMMENDATION 4(c)</p> <p><i>That regular bi-weekly or monthly meetings involving all staff be held at the working group level in all branches</i></p>	<p>AGREED</p> <p>RECOMMENDED ACTION:</p> <p><i>That SMC and SMF adopt this course of action where it is not already the practice</i></p>

ISSUES	RECOMMENDATIONS	ACTION PLAN
<p>B. TRAINING AND DEVELOPMENT</p> <p>STRATEGIC OBJECTIVE:</p> <p><i>To promote attitudes which will encourage the full participation of all employees in the work of the Secretariat, irrespective of gender.</i></p> <p>SPECIFIC OBJECTIVES:</p> <ul style="list-style-type: none"> * <i>To promote awareness of and commitment to a positive work environment.</i> * <i>To help all employees recognize existing barriers to the full participation of women in the work of the Secretariat.</i> * <i>To provide employees with mechanisms for fostering the full participation of women.</i> 	<p>SURVEY RECOMMENDATION:</p> <p>RECOMMENDATION 1(a)</p> <p><i>That training be provided to managers and supervisors on negative sexual stereotyping and sexual harassment. Emphasis should be given to the more subtle types of stereotyping and sexual harassment.</i></p>	<p>AGREED</p> <p><i>The Working Group suggests that the training should be separated into its two components: broad awareness training focussing on gender stereotyping and specific training focussing on harassment</i></p> <p>RECOMMENDED ACTION:</p> <ol style="list-style-type: none"> 1. <i>Awareness training</i> <ul style="list-style-type: none"> . <i>gender neutral language initiative</i> . <i>International Women's Day activities</i> . <i>video festivals</i> . <i>mentoring</i> . <i>manager accountability</i> . <i>management/leadership training</i> . <i>managing a diverse workplace training</i> . <i>career days focussing on non-traditional jobs</i> . <i>employee orientation kit</i> . <i>updated Secretariat Personnel Management Manual</i>

ISSUES	RECOMMENDATIONS	ACTION PLAN
	<p>SURVEY RECOMMENDATION:</p> <p>RECOMMENDATION 1(b)</p> <p><i>That sensitivity sessions be provided for employees. These could take many different forms: information sessions similar to the ones already provided or smaller sessions provided within the working group</i></p>	<p>2. <i>Harassment training</i></p> <ul style="list-style-type: none"> . <i>commitment to zero tolerance</i> . <i>introduction of policy</i> . <i>general training</i> <p>AGREED</p> <p>RECOMMENDED ACTION:</p> <p><i>As above, with the exception of management-specific recommendations</i></p>



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REPORT OF



THE MONITORING

AND EVALUATION



WORKING GROUP

Chair: Ian Blackie

**Members: Heather Moore
Harry Needham**

June, 1992

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Introduction

The review conducted by the Task Force on Gender Equity has resulted in the identification of opportunities in the Secretariat to facilitate the achievement of equity for women. The commitment to this goal is not questionable if the Secretariat is to fully utilize and benefit from the skills and talents of all staff. The implementation of steps to take advantage of these opportunities is intended to lead to a workplace that is healthy and open for all staff, that creates choices for employees in terms of their professional careers, and that facilitates a balance between personal and professional responsibilities.

The Task Force recommendations are not easy to implement. They touch all areas of our organization and all aspects of our work. Many require a change in attitudes and how we work. If we are to be successful, there must be a sustained effort, which is characterized by management accountability, ongoing monitoring and periodic, but regular, evaluation of progress. A recommended framework is set out below which will foster this sustained effort.

Background

The framework or action plan for implementing the recommendations and monitoring our progress has been designed with the following factors taken into consideration:

- * the successful achievement of the objectives of the initiative
- * the clear identification of accountability for those responsible for carrying the various activities forward

- * the need for a balance between the benefits to be gained by assessing progress and the cost to other workload pressures
- * the requirement to ensure timely results for amending activities and reporting to staff on progress.

The Secretary of the Treasury Board, in consultation with the Deputy Ministers' Advisory Committee on Employment Equity, has established a number of goals for employment equity which are relevant to gender equity. In a slightly revised format they include:

- * to increase the retention rates of women in line with the public service
- * to take measures to change the corporate culture and managerial attitudes to support efforts by individuals to achieve full and rewarding Public Service careers
- * to encourage an environment which supports the successful integration of work and family responsibilities
- * to increase significantly the participation of women in the Management Category, and in the feeder groups
- * to assist women in moving from the Administrative Support Category into officer jobs.

The review by the Task Force, including the staff attitudinal survey, has clearly indicated that these goals are important to achieving gender equity in the Secretariat and improving morale generally. They should be considered as stepping stones by which to measure our progress.

Most of the opportunities identified by the Task Force will require all staff to accept some responsibility. However, if the initiative is to succeed *formal* accountability for implementing and sustaining most of the recommendations should rest with the managers, including the Deputy Solicitor General. It is managers who will be responsible for opening up the corporate decision-making processes and informing staff about it, creating choices for staff, and ensuring that any institutional changes foster a balance for staff in their personal and professional lives.

Making progress with the gender equity initiative, monitoring the progress and evaluating the effectiveness of related programs will be difficult. The issues are very complex. A large number and variety of activities are to be pursued under the gender equity cloak. Responsibility for carrying the recommendations forward will be shared. Daily agendas reflect the importance of the Secretariat's responsibilities to the Minister and not necessarily its own inner health. However, without sustained review and comprehensive reporting, there is the very real danger of not producing an overall change in staff attitudes and the corporate culture generally. Significant changes are required to bring about gender equity. Given these pressures and the importance of achieving the gender equity goals, **it is recommended that mechanisms for monitoring, evaluating and reporting be established in policy.**

Monitoring Framework

Ad hoc Committee

It is recommended that an ad hoc committee be established to ensure that this initiative receives sustained attention by all Branches in the Secretariat. Membership in the committee should be representative of each branch, reflect the various levels (management, officer and support) and be gender balanced. The membership as well as chairperson should be rotational.

Responsibilities of the committee should include:

- general monitoring and support of the initiative
- establish reporting/work plan format for OPIs of each initiative in cooperation with OPIs
- monitor relevant government policies and initiatives
- identify key indicators of progress
- coordinate annual staff discussion groups on progress (see below)
- prepare an annual progress report to the DSG.

Coordinator

It is recommended that a position be designated with responsibility for coordinating progress on this initiative. This position could be part of a larger, "corporate culture/attitudinal change" position if one exists or gender equity could be one responsibility in a current position. What is important is that the responsibility be included in the job description.

It is recommended that the coordinator of gender equity report to the Deputy Solicitor General. This structure reflects the importance and the inter-sector nature of this initiative.

The coordinator would be the Executive Secretary of the ad hoc committee, a non-rotating position.

Workplans

It is recommended that individual OPIs be responsible for drafting workplans and reporting on those workplans to the ad hoc committee. Key indicators and measures of success would be developed by the project manager in consultation with the ad hoc committee. The requirement, if any, for an evaluation of a specific program would be the responsibility of the project manager.

Numerical data

It is recommended that data concerning gender representation, concentration and compression in the Secretariat continue to be collected and that the reports generated from this data be referred to the ad hoc committee for inclusion in an annual report. There may also be other opportunities for using numerical data to track programs.

Staff perceptions

It is recommended that the perceptions of staff be monitored, analyzed and communicated through discussion and/or focus groups. The intent of this initiative is to adjust any implementation concerns, refocus initiatives or identify other opportunities which could be added to the gender equity work plan. This could be completed on an annual basis.

Annual report

It is recommended that an annual report be prepared by the ad hoc committee assessing progress towards meeting the gender equity goals

as set out above. The report would assess progress as reflected in the numerical data and in implementing the Task Force recommendations. The report would include the results of staff perceptions as expressed through discussion groups as well as the status of work plans. The report would give special attention to demonstrable action in the area of institutional changes (e.g. creating choices, opening up corporate processes, increasing management accountability and balancing personal and professional responsibilities). The report would communicate results to staff and management.

Survey

It is recommended that a staff survey, smaller than the original survey, be conducted after 3 years. This survey would consist of questions in the previous survey which focus on drawing out information on staff attitudes and corporate culture. The results of this would be used in a policy review. The survey could be conducted internally.

Members of the Working Group

Ian Blackie

Heather Moore

Harry Needham



**Solicitor General
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**REPORT OF
THE STAFFING
AND CAREER
DEVELOPMENT
WORKING GROUP**



Chair: Deborah Thompson
Members: Anita Dagenais-Leclerc
Daryl Webber
Diane Thompson

June, 1992

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BACKGROUND

The mandate of the Working Group on Staffing and Career Development was to identify barriers in the area of recruitment, staffing, training and development and to solicit employee opinion on possible solutions.

The Working Group's first task was to identify areas of concern previously outlined by members of the Secretariat by reviewing *Beneath the Veneer* and a report produced by the Secretariat Group for PS2000's that dealt with personnel management issues. The group also examined the study of female representation in the Secretariat, undertaken by Jean Fillion, Mary Campbell, Diane Wood and Anita Dagenais-Leclerc, in response to the report.

The Gender Equity Task Force held a meeting with members of the administrative support group prior to the latter's first annual conference to outline our task and to solicit feedback. Then the Task Force met with officials from Treasury Board, Industry Science and Technology Canada, and the B.C. Telephone Company to discuss their personnel practices in terms of staffing, and training and development. We then proceeded to conduct a similar review within the Ministry by meeting with representatives of the employment equity group of each of the Ministry agencies.

With the above information in hand, and following a review of the current Secretariat staffing, and training and development practices, the Working Group was able to review gender equity questions to ensure that these were suitably reflected in the *Gender Equity Survey*.

To conclude our mandate, we studied the results of the *Survey* to assess implications for our Working Group.

The following summarizes our conclusions.

STAFFING

The staffing issues identified early on in the process dealt with such matters as the under representation of women in feeder groups to management, the compression of women in the lower echelons of the management categories and the over representation of women in the support staff category. When these issues were further examined, the Working Group agreed that, these remained important issues that needed to be addressed.

The development of bridging positions to assist members of the admin support category has been widely endorsed by many departments and recommended by *Beneath the Veneer* as an effective way to address the concerns of over representation of women in the support group.

The *Gender Equity Survey -- Final Report* recommended that organizational structures be reviewed to identify areas where bridging positions would be appropriate.

The Working Group supports this recommendation and further recommends that the **Secretariat analyze intermediate and senior officer level positions to identify lower level operational tasks that could be assigned to one or two newly created bridging positions.**

Where possible, positions should be created to bridge the gap between administrative support and junior officer positions.

To ensure the success of such a program, it is necessary to have the understanding and support from management, many of whom currently do not perceive bridging positions as appropriate.

With the advent of single operating budgets, managers may see the benefits of developing organizations that include a mix of junior and senior officer positions.

Even in organizations where bridging positions are not deemed appropriate, the Working Group recommends that **managers look at the possibility of grouping junior functions and establishing rotational developmental opportunities.**

The *Gender Equity Survey -- Final Report* identified that the majority of Secretariat employees also agreed that there was a need for special programs to overcome gender barriers within the Secretariat.

In response to the fact that nearly one-third of men felt that employment equity programs have given women an unfair advantage, the *Gender Equity Survey -- Final Report* recommended that further review be taken to assess whether special programs to overcome gender barriers are needed within the Secretariat.

As Treasury Board's employment equity policy stipulates that special programs must be undertaken to correct gender inequities and taking into consideration the staffing principles adopted by the Secretariat as a result of the report on Personnel Management Issues of the Secretariat Group for PS2000, which encompass employment equity, **the Working Group rejects the recommendation that a further review of the need for special programs to overcome gender barriers is required.**

Issue

A majority of Survey respondents reported that limited job opportunities had interfered with career advancement. Gender differences were observed with more women than men endorsing this issue as the primary interference with career advancement.

The *Gender Equity Survey -- Final Report* recommend that the Secretariat review the organization's future needs to incorporate existing employees into these plans. Succession planning also needs to be reviewed.

The Working Group agrees that there is a fundamental need to develop long-term strategic human resources management planning with succession planning being one of its key factors.

Long-range planning will identify job opportunities that would allow interested employees time in which to train and develop.

Issue

The *Gender Equity Survey -- Final Report* noted that a comparatively large percentage of women at the intermediate level are brought in as terms and recommended further review to determine whether there is differential treatment of the genders with respect to "status" of entry.

After careful review of this issue, it is the Working Group's opinion that there is no differential treatment of the genders with respect to "status" of entry.

What is reflected in this percentage is not a gender issue, but rather a statement of the staffing practices of Government over the past few years. It must be remembered that the majority of employees at the intermediate level (79%) have been with the Secretariat 5 years or less.

However, the Working Group recommends that **managers be encouraged to carefully review their staffing needs, with a view to hiring on an indeterminate basis whenever possible.**

The Working Group believes that no further review of this issue is required.

TRAINING AND DEVELOPMENT

The *Gender Equity Survey -- Final Report* identified that a large percentage of employees believe they require training to advance in their careers. Three out of seven identified interferences for career advancement are related to training.

The *Gender Equity Survey -- Final Report* recommended a comprehensive approach to improving training in the Secretariat by providing:

- training to management so that they can aid employees in career management
- training and development plans linked to career plans and specific goals
- seminars and workshops on key career and training topics.

The Working Group agrees that training opportunities could reduce the reported interferences with career advancement but also recognizes that upward mobility within the Public Service has been greatly reduced in the past few years. Care must be given to ensure employees realize that career opportunities could mean movement up, across and sometimes even down.

The Working Group endorses the Survey recommendation that **the Secretariat provide a workshop for the Secretariat Management Forum members to clarify the manager's role in career planning.**

Managers should have career planning discussions with employees, taking into consideration their career objectives before completing appraisals, sponsoring assignments and approving training. It should be stressed, however, that while the manager can facilitate career plans, individuals remain responsible for their own career development.

The Working Group notes that the Secretariat has recently implemented a training program on career planning for all employees. In addition to this in-house program, the Secretariat continues to have access to on-going career planning services with Health and Welfare.

The Working Group recommends that **the Health and Welfare service along with the in-house career planning training be evaluated in June 1993 to assess its effectiveness.**

Issue

Some employees report they are not able to meet the language requirements of the "advancement" positions.

The Working Group reviewed the current language profiles of the positions in the Secretariat and determined the language levels are realistic and in accordance with Public Service Commission standards and guidelines. Notwithstanding, the Working Group recommends that **the Secretariat continue to provide developmental, in-house language training.**

The Working Group would remind managers to ensure that the support staff is not overlooked in approving language training.

Issue

Employees, in particular women and support staff, report they are not given an opportunity to gain experience. Some employees, support staff in particular, have concerns that their job security will be threatened if they pursue developmental opportunities.

The Secretariat Assignment Program was designed to provide employees with opportunities to gain experience to which they would not normally be exposed. Additionally, the Assignment Program affords management an opportunity to respond to new demands and/or new projects in a creative and timely fashion. Given that the program is so underused for developmental purposes, it is apparent to the Working Group that the departmental assignment program is not well understood by managers and employees alike.

The Working Group recommends that the **Deputy Solicitor General stress the importance of senior management participation in developing assignments and encouraging employees to take part in the program.**

The Deputy Solicitor General reaffirm his commitment to protecting employees' substantive positions while on assignment.

The Secretariat Assignment Program be reviewed, the goals underlined and a commitment be undertaken by every branch to create/develop assignment opportunities for employees. The Assignment Program must be reassessed in this fiscal year to achieve a common understanding of the goals.

The Secretariat should improve assignment opportunities with the agencies and efforts should also be made to contact other departments and investigate the possibility of making this a program of interchange between departments.

Issue

There is a perception that training is distributed unfairly. Support staff believe officers and managers receive more training and women believe men receive more training.

Although the *Gender Equity Survey -- Final Report* did not necessarily identify this perception as a gender issue, other studies, such as *Beneath the Veneer*, noted that

"training opportunities offered to women in the public service are limited and seem chiefly confined to making them better at their existing jobs -- when what is really needed is to give them the marketable skills to break into other areas."

The Working Group recommends that **the Secretariat undertake a trends/distribution analysis of training opportunities. The analysis should include a review of the distribution of the number of training days and relative costs, technical versus developmental training, etc. The findings of this analysis and the subsequent action plan of this analysis should be reviewed by SMC with a view to managing the implementation of corrective action where required.**

The Working Group also recommends that **senior management continue to provide support and encouragement for the annual professional development conference for support personnel.**

Issue

Managers and employees have remarked that managers have responsibilities that they are not prepared to handle due to lack of knowledge and training -- especially in the area of human resource management.

The *Gender Equity Survey -- Final Report* recommends that managers should attend seminars and training sessions on personnel management. The Working Group whole-heartedly endorses this recommendation.

The Working Group also recommends that **the Secretariat develop a training program on management and supervisory skills which would highlight mandatory training for all Secretariat staff in supervisory positions.**

SMC commit to this program and ensure its implementation for its management team.

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REPORT OF



THE GENDER EQUITY

AND TECHNOLOGY



WORKING GROUP

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Members: Cal Becker
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June, 1992

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INTRODUCTION

The Working Group on Gender Equity and Technology examined the implications for gender equity of the implementation and continuing enhancement of technology in the workplace. Specifically, the issue was whether the introduction of such technologies as personal computers, E-mail and voice messaging carried implications for gender equity in the Ministry Secretariat.

In preparing its report, the Working Group had access to the *Gender Equity Survey -- Final Report* (Kennedy and de Groh Consultants, April 21, 1992), as well as to the various reports prepared in connection with the PS2000 initiative, including the report of the Task Force on Barriers to Women in the Public Service, *Beneath the Veneer*, 1990, volume 1 and the PS2000 compendium "Task Force Recommendations and Employment Equity", August 30, 1990. The Working Group also consulted with organizations that had developed some expertise on the impact of technological change in the workplace, including the Department of Industry, Science and Technology (ISTC), the Department of Labour, Treasury Board and the Canadian Workplace Automation Research Centre. As well, the Working Group was briefed by consultants from Coopers and Lybrand, who did a related study at ISTC. With assistance from the Secretariat's Human Resources Division, the Working Group also examined the Secretariat's employment profile in order to obtain the ration of support personnel to officers between 1987 and 1991. Finally, the Working Group relied upon its own observations regarding the impact of automation in the Secretariat and on informal consultations with colleagues, including officers and support personnel.

Although virtually all jobs have changed as a result of technology, one of the Working Group's orienting premises was that the consequences of automation would be most directly experienced by members of the support staff, whose typing and communications tasks had been absorbed by officers and managers following the introduction of personal computers, electronic mail and voice messaging. Since women comprise approximately 80% of that group, the effects of automation, whether positive or negative, entail gender equity implications.

THE IMPACT OF AUTOMATION UPON THE ADMINISTRATIVE SUPPORT ROLE

The effect of these technologies, then, is to virtually eliminate a significant portion of the tasks traditionally performed by the support staff -- particularly by those within the secretarial, stenographic and typing category.

There is some evidence of an appreciation of this effect among the support group in the *Gender Equity Survey -- Final Report*. Some 60% of support staff reported that automation had changed the way they did their jobs "somewhat" to "a great deal". Although 70% of the support staff and officers apparently found their work "somewhat" to "a great deal" more interesting, 30% of support staff perceived at least some threat to their job security from technology (compared to 20% of officers and 10% of those at other levels). As well, some 51% of support staff perceived automation as having decreased their traditional workload.

The ISTC Working Group on Technology reported that their secretarial staff had more time available as a result of their changing environment and many of them had taken on new responsibilities. But this change in the nature of their jobs had not generally "led to a change in status, job or salary".

According to ISTC, studies of private sector experiences reveal that the key to successfully implementing changes rests on assuring job security and training during the transition. While our experience in the Public Service seems to be sufficiently diversified and incremental to make it quite different from the private sector experience, it may still warrant having policy that promotes the development and training of employees, so that they participate fully in the evolution of the workplace.

Therefore, if automation reduces a significant portion of the tasks traditionally performed by support staff, and these are not replaced by other tasks, a corresponding reduction in the ratio of support personnel to officers and management in the Secretariat can be expected. One of the most obvious gender equity implications of

automation, then, would be the elimination of at least some positions within a group that is mostly composed of women.

However, this is not what has happened. A review of the Ministry Secretariat's personnel data from 1987-91 reveals that there has been virtually no change in the proportion of administrative support staff to officers and management (see attachment A). Instead, automation has been one of the key factors in enabling a change in the nature of the support staff role.

On the one hand, some support personnel have been freed up to perform other administrative support functions involving decision-making responsibilities and to assume more complex responsibilities within their working group -- e.g. maintaining the group's administrative, financial and other support systems. This transformation of responsibilities was evident in a recent classification review of support positions where five of the nine support positions reviewed were reclassified from the administrative support to the junior officer category.

On the other hand, automation has not eliminated the need for some of the more routine components of the traditional secretarial role -- e.g. photocopying, filing, faxing, making travel arrangements and preparing travel claims, etc. Although these routine tasks continue to figure in secretarial job descriptions, they are increasingly being performed by officers.

GENDER EQUITY IMPLICATIONS OF AUTOMATION ON THE SECRETARIAL SUPPORT ROLE

If part of the traditional secretarial role evolved in this manner, then clearly, automation presents a challenge to secretaries as an occupational group.

Some secretaries will manage to move on to the more complex set of responsibilities normally found within the officer categories. Others will find positions where secretarial skills are still in demand. But the majority will find that, with or without a formal conversion of their job descriptions, their responsibilities will become increasingly routine and clerical in nature.

Without intervention, the Secretariat's support group can be expected to experience diminished job satisfaction levels when the latter trends materialise. The *Gender Equity Survey -- Final Report* has already identified what were referred to as "indicators of general morale problems at the support levels", with 58% of support personnel citing as reasons why they wanted to leave that their jobs were "not challenging enough", and a further 23% saying that they "can't stand [their] job".

While the ratio of support staff has remained stable to date, we relate it to the fact that, in the first instance, we were simply automating the existing functions. There is a strong likelihood that we may see a change in the ratio once we start automating the processes. Should the change in the nature of jobs result in a decrease in the workload, it is possible that fewer secretarial positions might be required. To the degree that women occupy the majority of secretarial positions, they are disproportionately at risk of being affected by the changes enabled by technology.

RECOMMENDATIONS AND THEIR RATIONALE

The following recommendations are made by the Working Group on Gender Equity and Technology to ensure that the support staff, and particularly those providing a secretarial support role, is not adversely affected by the changes taking place as a result of automation.

Recommendation #1: Endorse recommendation of Support Staff Classification Review Committee that managers review support staff positions in the Secretariat.

Rationale: A recent review of support staff positions resulted in five of nine positions being re-classified as administrative services rather than administrative support. A more comprehensive review could help identify the current trends and provide the Secretariat with the opportunity to review existing requirements.

Recommendation #2: If justified by the results of the review of support staff positions, promote the creation of developmental opportunities, combined with specific training suited to the position, in order to facilitate the transition of administrative support personnel to officer level positions.

Rationale: This recommendation is consistent with several of the recommendations of the Task Force on Work Force Adaptiveness (PS2000 Secretariat, August 30, 1990), e.g.:

19. Special entry pools offering accelerated developmental opportunities should be set up for the new Administration and Analysis Group (now known as the GE group). (Creates bridges out of the female dominated pink ghettos.)
20. Applications to these developmental positions should be accepted on a competitive basis from persons now in the Public Service.

(Permits access for those employees in the pink ghettos who have appropriate qualifications.)

26. Access to developmental opportunities is a cornerstone of employment equity, which means that preferential access should be given on the basis of the employee's adaptiveness and future value to the Public Service, as opposed to specific work experience.

In the absence of programs of this nature being made available within the government at large, the Secretariat will presumably have to finance these developmental or "bridging" opportunities. However they are financed, programs of this character are essential to promote the interests of support staff where they have a demonstrated capacity for assuming more complex responsibilities.

Recommendation #3: Support education leave to facilitate the transition of motivated support staff to officer level positions within the Secretariat.

Rationale: There are a great many employees whose personal circumstances obliged them to join the workforce at entry-level administrative support positions, but who manifestly have the ability to take on more challenging work as administrative or policy officers. Post-secondary educational qualifications are and will remain a fact of life for these positions in a competitive job market, whether inside or outside government. Those whose personal circumstances permit them, and whose motivation commends them, should be provided with the opportunity to obtain education leave, with the measure of support and financial allowance from the Secretariat to be determined in individual cases. A Secretariat scholarship program could be considered as a means of promoting paid education leave within the support group.

Recommendation #4: The Secretariat when listing the educational requirements of certain officer level positions should also indicate "or relevant work experience".

Rationale: Job profiles that do not allow for a combination of education, experience and training may unnecessarily prevent qualified personnel from competing for those jobs.

Recommendation #5: The Secretariat should promote intensive technical training for support staff.

Rationale: This would provide support staff with valuable skills that take advantage of the relatively advanced state of technology in the Secretariat. The technical areas could include use of the SEN noticeboards, telecommunications and project management software, graphics and in-house systems such as PARMS.

Recommendation #6: The Secretariat's senior management should consider allowing some people to work part of their time from home.

Rationale: Given that technology permits remote access to the Secretariat's unclassified local area network (LAN), it might be possible to implement a "work-at-home" program. This could be quite useful to a number of employees, especially to those with special family responsibilities. Before implementing such a program, however, it might be useful to test it as a pilot project.

Recommendation #7: The Secretariat should implement an awareness program aimed at breaking the stereotype regarding the role of secretaries.

Rationale: Given that some secretaries in the Secretariat are often viewed and used as typists and receptionists, it should be emphasized that their primary role is not typing, but to carry out a number of administrative support functions. Since the misconceptions and connotations are often linked to the word

"secretary", it might be appropriate to consider assigning titles which more accurately reflect the duties of the position.

Recommendation #8: The Secretariat's senior management should apprise central agencies (Treasury Board, Public Service Commission) of its conclusions about the impact of technology on gender equity concerns and the need to facilitate the career development of support personnel. They should be apprised of the desirability of a policy that guides circumstances where technological changes lead to a reclassification of support positions to the officer level, and more specifically the training of employees for the new qualifications. In the meantime, the Secretariat should proceed with its initiatives on the assumption that they would have to be financed from within the general Secretariat budget.

Rationale: Given the observations of the *Gender Equity Survey*, the level of morale among support personnel is already low. It seems imperative, therefore, that the Secretariat provide what reassurance it can that problems have been identified and that solutions, within the scope of Secretariat management, have been implemented. There is an opportunity here, and perhaps an obligation, for the Secretariat, as a relatively small, personal and, for the most part, technologically sophisticated organisation, to take a leadership role on these issues.

MEMBERS OF THE WORKING GROUP ON GENDER EQUITY AND TECHNOLOGY

Chairperson Ross Christensen National Security Coordination Centre

Secretary Murielle Fong National Security Coordination Centre

Members

Cal Becker	RCMP Contract Policing
Lyne Landriault	Human Resources Division
Carol Leach	Records Operations (Minister's Office)
Gerry Leger	Systems
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Laurie Storsater	DSG's Office
Scott Taylor	Minister's Office
Deborah Thompson	ADSG's Office, PMB
Claire Watters	Financial Services

ATTACHMENTS

Attachment A Review of Secretariat Personnel by Occupational Group, 1987-91.

Attachment B Terms of Reference

GENDER EQUITY AND TECHNOLOGY -- APPENDIX 4

ATTACHMENT A

COMPARISON OF PERSON-YEAR STRENGTH
BY OCCUPATIONAL CATEGORY/GROUP - 1987-1991Prepared for the Gender Equity &
Technology Working Group

(figures are approximate)

	Jan 1987	% of total	Jan 1988	% of total	Nov 1990	% of total	Oct 1991	% of total
Management Category (EX & SM)	28	11.57%	22	11.64%	31	11.79%	30	11.58%
Economics, Sociology & Statistics (ES)	22	9.09%	13	6.88%	15	5.70%	18	6.95%
Library Science (LS)	3	1.24%	2	1.06%	3	1.14%	3	1.16%
Administrative Services (AS)	24	9.92%	17	8.99%	17	6.46%	19	7.34%
Financial Services (FI)	5	2.07%	7	3.70%	5	1.90%	7	2.70%
Personnel Administration (PE)	7	2.89%	3	1.59%	5	1.90%	4	1.54%
Welfare Programs (WP)	18	7.44%	8	4.23%	0	0.00%	0	0.00%
Program Administration (PM)	36	14.88%	28	14.81%	73	27.76%	75	28.96%
Information Services (IS)	6	2.48%	6	3.17%	8	3.04%	9	3.47%
Computer Science (CS)	2	0.83%	2	1.06%	2	0.76%	2	0.77%
Social Science Support (SI)	5	2.07%	2	1.06%	2	0.76%	1	0.39%
Clerical (CR)	42	17.36%	38	20.11%	49	18.63%	44	16.99%
Secretarial (SCY/OCE)	44	18.18%	41	21.69%	53	20.15%	47	18.15%
TOTAL	242	100.00%	189	100.00%	263	100.00%	259	100.00%

FOR DISCUSSION

TENTATIVE OBSERVATIONS

1. There appears to be general stability within the administrative support category; comparison of 1987 and 1991 figures indicates little change in the proportion of administrative support staff despite changes which may have occurred organizationally
2. Automation does not appear to have resulted in any person-year savings; if savings have not been realised yet, there may be potential for action
3. Based on review of Secretariat employees' classifications, there does not appear to be any incremental movement from the administrative support category to the junior level officer level or from the secretarial to the clerical level.

ATTACHMENT B

November 14, 1991

**TERMS OF REFERENCE
GENDER EQUITY AND TECHNOLOGY WORKING GROUP**

Objective

Under the auspices of the Gender Equity Task Force, and in collaboration with the PS2000 initiative:

- to examine the gender equity implications of technology in the work place
- to recommend appropriate action within the Secretariat.

Members

Chairperson: Ross Christensen

Members:	Cal Becker	Murielle Fong
	Carol Leach	Gerry Leger
	Richelle Léonard	Johanne St-Denis
	Laurie Storsater	Scott Taylor
	Deborah Thompson	Claire Watters

Background

As a result of the introduction of technology in the work place, many of the tasks performed by the support staff have been streamlined or eliminated, freeing them to take on different responsibilities. Recognizing that approximately 80% of the support staff in the Secretariat are women and that many have demonstrated that they could be placed in other job classifications or in positions of higher responsibility, it might be beneficial to consider ways and means by which technology-based changes could be used to allow support staff to vary and increase their career opportunities.

Action Plan

1. To review ISTC initiative
2. To establish direct links with other Secretariat groups
3. To develop plan of action for identifying "opportunities" for initiatives afforded by office automation (may use survey being developed by the Gender Equity Task Force)
4. To develop recommendations to address findings (eg career development, job enrichment)
5. To report findings to the Deputy Solicitor General through the Task Force on Gender Equity.



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REPORT OF



THE WORKPLACE

ADAPTATION



WORKING GROUP

Chair: Gisèle Parent
Cochair: Eva Plunkett

Members: Kim Courie
Rachael Donovan
Jane Vallentyne
Nancy Warner

June, 1992

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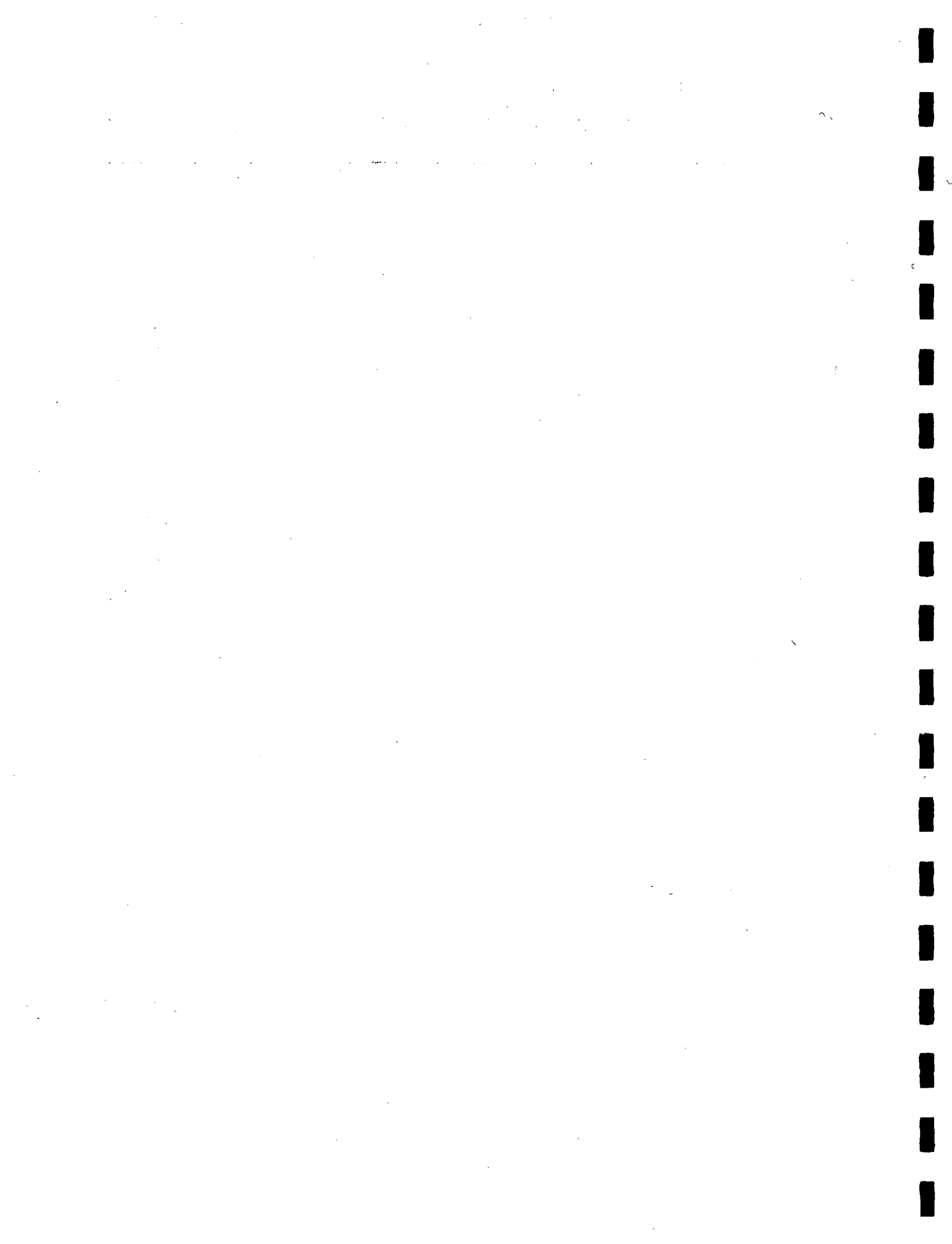
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INTRODUCTION

Following the establishment of the Gender Equity Task Force in March of 1991, a number of working groups were formed to advise the Task Force regarding specific areas of review.

The Working Group on Workplace Adaptation is one of these advisory groups and its objectives are the following:

1. Identify conditions of employment in the Secretariat through the use of a survey of all employees.
2. Review policies, rules and regulations applied in the Secretariat that impact on women employees and, in particular those which hinder or distract from their full participation in working to achieve the Secretariat's Mission.
3. Review and report on the adequacy of current communication mechanisms regarding available programs and options in the Secretariat to facilitate workplace adaptation of women employees.
4. Report on the status of workplace adaptation of women in the Secretariat, including recommendations regarding activities or initiatives to achieve further progress.

In the following report, each objective in turn is discussed and the Working Group's conclusions are presented.

CONDITIONS OF EMPLOYMENT IN THE SECRETARIAT AS IDENTIFIED THROUGH THE *GENDER EQUITY SURVEY*

In support of a general review of various employment policies, rules and regulations, that might disadvantage women working in the Secretariat, the Gender Equity Task Force sought the views of the employee population through the *Gender Equity Survey*.

While workplace adaptation covers a wide field, the *Survey* questions specific to our review touched on perception of the work environment, work schedules, overtime and balancing work life with personal needs and responsibilities.

The *Survey* findings regarding these matters were both interesting and useful. The survey revealed that:

- a) women employees appear to feel less included as part of a working team and less informed about the Secretariat generally, this is particularly so for support staff
- b) women employees indicated a greater interest in modifying their work schedules, particularly in considering a compressed work week
- c) women employees are indicating that they have fewer child care responsibilities than their male colleagues.

The first of these findings confirms, as was noted during the *Mission Statement* and PS2000 consultations, that a communication problem exists in the Secretariat. This *Survey* also reveals that the support staff, which is primarily women, experiences this problem more so than other groups of employees. The Working Group has, therefore, taken this into consideration in its review of policies.

The second finding was also useful in focussing the Working Group's attention on the hours-of-work policies, and the perception of lack of support for more diversity and flexibility in this area.

Of all the *Survey* findings relevant to workplace adaptation, the fact that women in the Secretariat reported family-related and home responsibilities as being relatively insignificant in balancing their work and home life intrigued the Working Group most. At a time when this particular issue receives considerable attention in both the public and the private sector, it appears the Secretariat's employee population is non-representative in this area. In fact, when one studies the demographics of the Secretariat employee population, some of the reasons for this anomaly become evident. A detailed analysis will not be presented here; however, it should be noted that the Working Group is concerned that career advancement for employees with family-related and home responsibilities is difficult in the present corporate culture of the Secretariat. As a result, policies that could impact on this aspect of employment in the Secretariat were reviewed by the Working Group.

REVIEW OF POLICIES, RULES AND REGULATIONS APPLIED IN THE SECRETARIAT

Following a number of meetings for general discussion, the Working Group decided to focus on the following policies:

1. Accommodation
2. Care and nurture leave
3. Employee assistance
4. Family-related leave
5. Hours of work
6. Job sharing
7. Maternity leave - Parental leave
8. Office equipment and supplies
9. Office furniture and furnishings
10. Overtime
11. Parking
12. Relocation
13. Taxi usage
14. Travel

The above policies were reviewed using criteria that included flexibility, adaptability, cost, source (e.g. central agency, departmental), problems, positive aspects and expressed needs of employees.

The results of this policy review are presented in the appendix.

ADEQUACY OF CURRENT COMMUNICATION MECHANISMS REGARDING AVAILABLE PROGRAMS AND OPTIONS AVAILABLE IN THE SECRETARIAT TO FACILITATE WORKPLACE ADAPTATION OF FEMALE EMPLOYEES

As mentioned earlier in this report, the results of the *Gender Equity Survey* indicated that, despite the efforts of senior management to address the communication problems identified in previous employee consultations, the problems persist and are significant to women in the Secretariat.

In reviewing some of the possible reasons for this situation, the Working Group has noted that many of the formal information channels, which existed prior to 1987-1988, have either been abandoned or been replaced by ineffective mechanisms.

Continuous management policy review by the Management Advisory Committee and dissemination by the responsible policy centres has been abandoned. The result is that very little Secretariat policy information in writing is available to staff. High staff turnover in the Human Resources Division, combined with overloading of these resources has resulted in an incapacity by personnel officers to maintain a relationship with employees that facilitates recognition of their needs, career aspirations or general interests as employees of the Secretariat. The lack of such a relationship hinders the ability of personnel officers to represent employee interests and to advise management generally on programs or services required. Other areas of central services are similarly affected and suffer the same relationship difficulties. It is also clear that reliance on electronic communication mechanisms have led to a system of informal information exchanges, which are hit and miss -- apparently mostly miss, as the quality of these communications is unchecked.

The message conveyed to staff by the present system of employee communications does not appear to support the *Mission Statement* that the Secretariat's employees are its most important resource. The Working Group recommends that formal communication channels be re-established in the Secretariat and that senior management reconsider its management and communication approach to redress the information imbalance that currently exists in the Secretariat.

STATUS OF WORKPLACE ADAPTATION OF WOMEN IN THE SECRETARIAT

The Working Group finds that, in general, women fare well as employees in the Secretariat. There are systemic and organizational difficulties that can be addressed only by working cooperatively with other departments. We include the identification of bridging positions and training/educational opportunities in these solutions.

The policy review also identified a number of areas where some modifications or adjustments are required to better meet the needs of employees generally. These impact on women employees to varying degrees.

The corporate culture of the Secretariat remains male dominated and -- without prejudice to particular members of the management team -- it is unlikely to change unless new management approaches are attempted.

If the saying "Information is power" is true, then the information disparities in the Secretariat will continue to leave women more or less powerless. The challenge facing senior management is that of being innovative and creative, experimenting with management styles and structures that facilitate the full participation of women at all levels of the Secretariat.

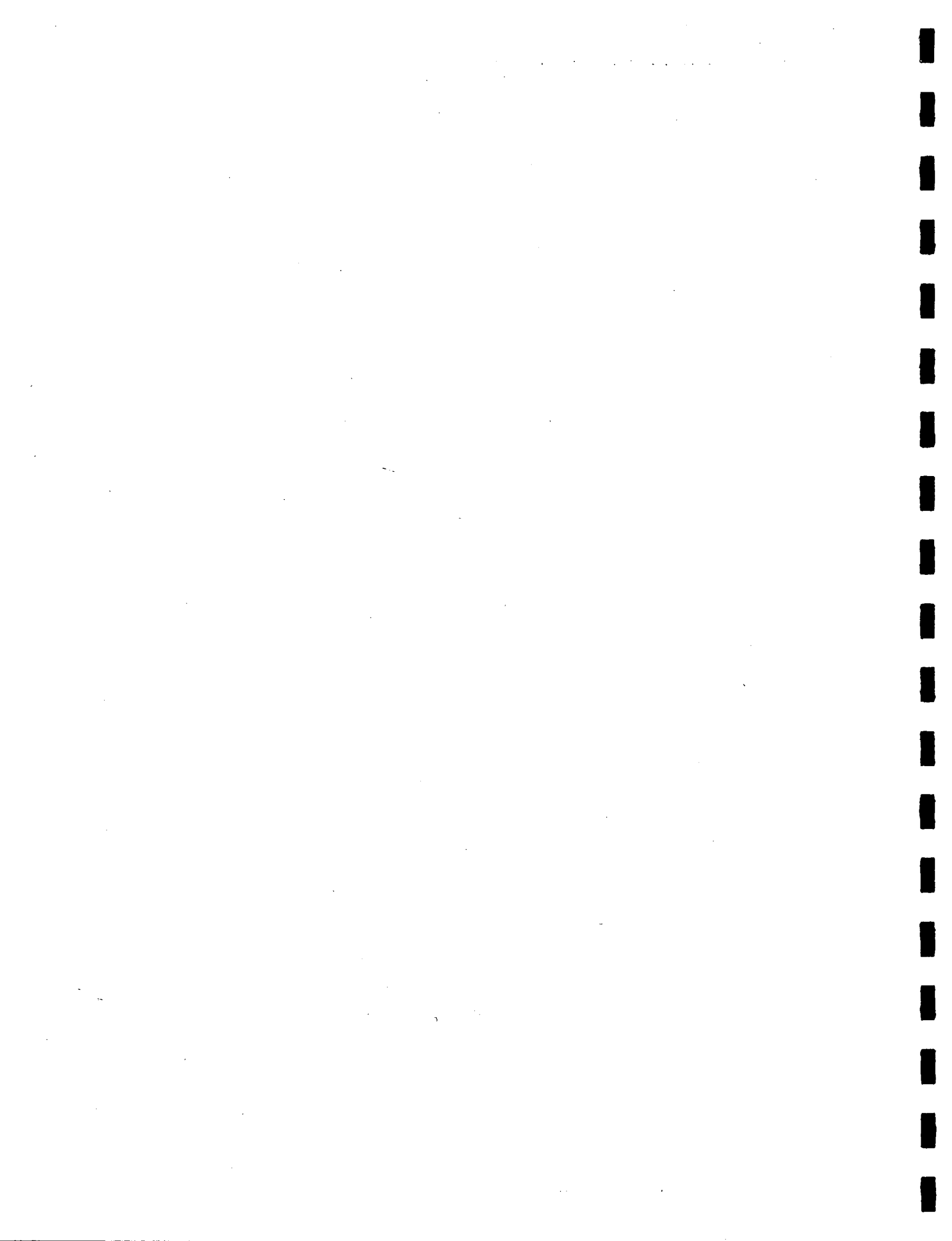
MEMBERS OF THE WORKING GROUP

Chairperson: Gisèle Parent

Co-chairperson: Eva Plunkett

Members: Kim Courie
Rachael Donovan
Jane Vallentyne
Nancy Warner

APPENDIX



SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Accommodation and Accommodation Services</i></p>	<p><i>Treasury Board Chapter 120</i></p> <p><i>Treasury Board Circular 1988-18</i></p> <p><i>Admin. Manual, Chapter 5</i></p> <p><i>Gender Equity Survey Draft Report</i></p>	<p><i>Services & accommodations are based on salary levels.</i></p> <p><i>There is flexibility for enlarging support staff areas, and generally in the Secretariat this option is exercised.</i></p> <p><i>There is usually no cost involved in enlarging work areas for support staff, as it is just a matter of moving the screens surrounding the area.</i></p> <p><i>The draft report of the Gender Equity Survey shows that, of the 76% respondents, 85% considered that the accommodations they were using were appropriate for their job.</i></p>	<p><i>Space entitlement should be based on job functions, rather than salary, as the support person usually has material, equipment, and filing cabinets needed for reference purposes.</i></p> <p><u><i>Comment:</i></u> <i>Limitations in accommodation imposed by Treasury Board Policy. Secretariat Administrative Services have demonstrated flexibility and common sense in dealing with Secretariat employee needs. This practice should continue and be encouraged by Senior Management.</i></p>

WORKPLACE ADAPTATION

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p>Care and Nurture Leave</p>	<p>Master Agreement (PSAC) M-21.06 Leave without Pay for the Care and Nurture of Pre-School Age Children</p> <p>PMM Vol. 8, Chap. 2-1, App. B and C; PMM Vol. 2, Chap. 4-2</p>	<p>(iv) leave granted under this clause for a period of more than three months shall be deducted from the calculation of "continuous employment" for the purposes of calculating severance pay and from the calculation of "service" for the purposes of calculating vacation leave.</p>	<p>Bargaining group should look at continuous employment status.</p> <p>As this impacts on pension, health and dental insurance coverage, bargaining group should look at fact that employer portion should be paid.</p>

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Employee Assistance Program</i></p>	<p><i>TB Manual - Personnel Management - Vol. 12</i></p> <p><i>Secretariat Administration Bulletin 1991-23</i></p>	<p><i>While the TB policy appears to place an emphasis on the detection and treatment of alcoholism, the policy is intended to be much wider in scope. The Administration Bulletin of the Secretariat is informative on this point, widening the scope to address issues such as daycare, budgeting, aging parents, single parent families, stress, etc.</i></p> <p><i>The broader application of employee assistance helps to ensure that women employees are not excluded from this program.</i></p> <p><i>The Secretariat's arrangement with Health & Welfare Canada to provide an Employee Assistance Program for Secretariat employees is an effective approach to resource utilization, and the use of outside counsellors is a positive step in ensuring a greater measure of confidence among Secretariat employees that confidentiality will be respected.</i></p>	<p><i>This program does not appear to have any biases which would hinder the full participation of women employees in the Secretariat.</i></p> <p><i>It is recommended that the communication of the Secretariat's internal policy be more explicit, identifying the program administrator/coordinator as well as other aspects required by the TB policy. Training sessions should also be evaluated to determine if any bias exists in the focus of employee problems—do women have the same problems as men, how are they being dealt with by the professionals and the counsellors, is the funding available equitable in dealing with these problems?</i></p>

WORKPLACE ADAPTATION

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Employee Assistance Program (cont'd)</i></p>		<p><i>Training is being provided at intervals.</i></p> <p><i>The TB policy requires that Departments:</i></p> <ul style="list-style-type: none"> <i>o develop, establish and maintain an active and comprehensive program for the early identification and referral for treatment of employees whose work performance is impaired as a consequence of the misuse of alcohol or another health/behavioural problem;</i> <i>o develop and issue a detailed directive to guide all employees in the operation of an responsibilities respecting the program;</i> <i>o ensure that employee representatives are encouraged to participate in the development and administration of the departmental program; and</i> <i>o conduct a program of continuing education aimed at advising employees and supervisors on matters relating to the program.</i> 	

WORKPLACE ADAPTATION

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
Hours of Work	Secretarial, Stenographic and Typing Collective Agreement. Program Administration Group Collective Agreement.	<p><i>Flexible Hours: Scheduled work week is 37.5 hours from Monday to Friday and scheduled work day is 7.5 consecutive hours exclusive of a lunch period between the hours of 7:00 a.m. and 6:00 p.m. Subject to operational requirements as determined by the employer, employees have the right to select and request flexible hours between 7:00 a.m. and 6:00 p.m. and such requests will not be unreasonably denied.</i></p> <p><i>Compressed Hours: At the request of an employee and with the concurrence of the employer, an employee may complete the weekly hours of employment in a period other than five full days provided that over a period of fourteen, twenty-one or twenty-eight calendar days</i></p>	<p><u>Comment:</u> The secretarial group in the Secretariat is predominately female and flexible hours as defined in the collective agreements may not necessarily be as available to employees in this group as it is in others ie PM, CR, etc. given that most managers require (prefer) that their support staff be available to them during their chosen working hours in which the norm is 8:30 a.m. to 5:00 p.m.</p> <p><u>Recommendation:</u> Human Resources develop general guidelines regarding alternate hours of work, to be given to managers for consideration of employee requests for specific hours of work between hours specified in Hours of Work policy.</p>

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Hours of Work (cont'd)</i></p>	<p><i>Sol. Gen. Personnel Manual, Chapter 7, Staff Relations</i></p>	<p><i>the employee works an average of thirty-seven and one-half hours per week. Attendance reporting shall be mutually agreed between the employee and the employer. In every fourteen, twenty-one or twenty-eight day period such an employee shall be granted days of rest on such days as are not scheduled as a normal work day for the employee.</i></p> <p><i>Derived from Collective Agreement.</i></p>	

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<i>Job-Sharing</i>	<p><i>TB Manual, Personnel Management, Chapter 2-1</i></p> <p><i>Administration Bulletin 1991-11</i></p>	<p><i>Both the TB and Secretariat policy regarding part-time work and job-sharing arrangements are supportive of these initiatives.</i></p> <p><i>The Secretariat survey indicates that women employees are particularly interested in these options but do not expect a favourable response on the part of their supervisors/managers.</i></p>	<p><i>It is recommended that more information be made available to Secretariat employees regarding these options, how they work, and their advantages and disadvantages for both employees and managers. A booklet of anecdotes and cases giving examples would be useful in giving employees perspective regarding job-sharing options. The Labour Canada publications "Work Life and Personal Needs: The Job-Sharing Option" is a useful document in this regard and should be more widely distributed or circulated in the Secretariat.</i></p>

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Office equipment and supplies</i></p>	<p><i>Treasury Board Canada Administrative Policy Manual, Chapter 235 Office equipment and supplies, March 80</i></p> <p><i>Treasury Board Canada Administrative Policy Manual Chapter 240 Office furniture and furnishings, June 87</i></p> <p><i>Admin Manual, Chapter 6 Materiel Management (includes Office Supplies, Office Furniture, Furnishings and Equipment).</i></p> <p><i>Gender Equity Survey -- Draft Report.</i></p>	<p><i>To identify responsibilities and to provide guidelines for acquisition, use and disposal of equipment, furniture and supplies.</i></p> <p><i>Achievement of economy through reduction in variety of equipment.</i></p> <p><i>Directives instituted to reduce spending in a number of areas including office equipment.</i></p> <p><i>Variety reduction necessary because of number of different makes and models presently on the market.</i></p> <p><i>Range of equipment selected by Supply and Services includes: photocopiers, text editing, word processing, central dictation and microfilm equipment, as well as service contracts contemplated by departments for services using such equipment.</i></p>	<p><i>Departments have the flexibility to choose equipment to meet their individual requirements.</i></p> <p><i>In order to best utilize available space, Secretariat offices are designed lengthwise, therefore scale of entitlement is not applied.</i></p> <p><i>Admin Services has used flexibility in most areas of the Secretariat to ensure employees, be they support staff or management, have enough space regardless of entitlement to effectively perform their duties.</i></p> <p><i>There is no record of internal moves performed by Admin kept, and the paper burden involved would be too time consuming to be effective.</i></p>

WORKPLACE ADAPTATION

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<i>Office equipment and supplies (cont'd)</i>		<i>The draft report of the Gender Equity Survey shows that, of the 76% respondents, 85% considered that the furnishings and equipment they were using were appropriate for their job.</i>	

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Taxi Usage</i></p>	<p><i>T.B. Information Bulletin effective January 1991 (Personnel Management Manual, Vol. 13 Chap. 371)</i></p> <p><i>Sol. Gen. Secretariat Finance Manual Chapter 5.06</i></p>	<p><i>Departments and Agencies are expected to develop the type of controls that are best suited to their individual requirements.</i></p> <p><i>Indicates procedures for use of taxi vouchers, e.g. how to complete chit, who retains what copy of chit.</i></p>	<p><i>There does not appear to be any costing control.</i></p> <p><i>General guidelines should be developed to assist managers in determining what is allowable. Areas of concern would be after work hours, emergencies and health-related matters.</i></p>

WORKPLACE ADAPTATION

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
Travel	T.B. Personnel Policy Manual Chapter 370	<p>Provisions of policy considered significant</p> <p>(1) <u>Telephone calls</u></p> <p>One 10-minute call after 5 days of travel.</p> <p>One 5-minute call after 3 days of travel.</p> <p>(2) <u>Child care assistance</u></p> <p>Only available if the parent has the "sole responsibility" for care of the children under the age of 16. Rates provided for vary from \$10 a night up to \$40 a night. The \$40 amount is only available if care is provided through a bonded babysitting service. Receipts must be provided.</p>	<p><u>Comment:</u></p> <p>The policy is very restrictive with respect to reimbursement for telephone calls home. This could be particularly difficult for a single parent in travel status.</p> <p><u>Recommendation:</u></p> <p>Representation be made to Treasury Board for changes to the policy to allow for one call home each day in travel status.</p> <p><u>Comment:</u></p> <p>The policy is inadequate in that many two-parent families still would require babysitting services (eg. other responsibilities, shift work, etc.). Rate provisions are unrealistic.</p> <p><u>Recommendation:</u></p> <p>Representation be made to Treasury Board for changes to the policy to allow any one to claim child care expenses and to be reimbursed at the current market rate.</p>

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p><i>Travel (cont'd)</i></p>		<p>(3) <u><i>Extended Travel</i></u></p> <p><i>Provision to travel home every third or fifth weekend when in a period of extended travel status.</i></p>	<p><u><i>Comment:</i></u></p> <p><i>This does not appear to be an adequate provision, in particular, for individuals with family responsibilities.</i></p> <p><u><i>Recommendation:</i></u></p> <p><i>Representation should be made to Treasury Board for change to allow for trips home each weekend.</i></p>

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<p>Maternity Leave/Parental Leave</p>	<p>Master Agreement (PSAC) M-21.03 M-21.04 M-21.05 M-21.06</p>	<p>Leave provision articulated to cover a variety of situations.</p> <p>Maternity leave: 26 wks, 17 wks at 93%</p> <p>Pension difficulties regarding care & nurture leave. These to be addressed in the Pension Reform Bill C-55.</p> <p>Care and nurture leave affects continuous employment status.</p>	<p><u>Comments:</u> Representation should be made to extend the 93% provision for the 26-week period. Employer's continuous employment should not be adversely affected by this type of leave.</p> <p><u>Recommendation:</u> An employee reference sheet or handbook be developed to articulate to employees their entitlements and the procedures to follow to avail themselves of these types of leave.</p>

SUBJECT	SOURCE	ANALYSIS	COMMENTS/RECOMMENDATIONS
<i>Parking</i>	<i>Treasury Board Personnel Management Manual Vol. 13, Chap. 170 Guidelines</i>	<i>Parking allocation: It is the responsibility of each department and agency to develop an appropriate system to determine how the available parking spaces will be allocated.</i>	<i>Departments and agencies have flexibility to allocate parking spaces.</i>
<i>Uniform Parking Policy</i>	<i>Sol. Gen. Administration Manual Policy 3.01</i>	<p><i>To provide equitable treatment to all government employees.</i></p> <p><i>Sol. Gen. uses parking allocation point system.</i></p> <p><i>No provision/acknowledgement of parking needs based on child care or family responsibilities.</i></p>	<p><i>Consideration should be given to provide some category in the point rating structure to acknowledge parking needs based on child care/family responsibilities.</i></p> <p><i>Point system for salary not based on equality.</i></p> <p><i>Not enough available parking for people in Secretariat.</i></p> <p><i>Senior Managers allowed 50% discount on parking; this should be reversed.</i></p> <p><i>Safety & security more than adequate for 340 Laurier W.</i></p>

