

6. **FACTORS LIMITING CHANGE**

Several factors limit the ability to progress towards our objectives.

RESOURCE CUT-BACKS: The PY cut-backs over the past several years and the major budget cuts required by Cabinet over the next four years will require extensive resource adjustments. These will continue to slow recruitment thereby directly impeding our efforts to achieve employment equity objectives by positive means. There may, however, be some scope for relative improvements by managed downsizing.

More particularly, the Government's decision to reduce the ranks of the Management Category by 12% by March 31, 1993 will seriously jeopardize the Department's chances of raising the recruitment rate of women to the Management Category to projected levels.

Other restraint measures contained in the February 26, 1991 federal budget may result in lay-offs or at the very least freeze or slow recruitment, complicating efforts to achieve employment equity objectives.

To minimize the impact on designated group members, the Department has already put in place a strategy which excludes certain designated groups from staffing freezes (appendix 4).

OTHER FACTORS: The new target setting strategy for employment equity designated groups proposed by the Treasury Board implies a radical change from a stock-based methodology to a flow-model alternative. The new model focuses on recruitment, promotion and separation flows; whereas, the past strategy was based on representation rates in the workforce. Representation rates will still remain an important component of the new strategy in that recruitment, promotion and separation targets are set with a view to attain improved representation rates.

A major weakness of any employment equity program is its reliance on self-identification surveys to establish its designated group member data bank. Self-identification data has often under or overestimated the true numbers of designated group employees, because of the need for a voluntary response and a general lack of knowledge regarding the definitions of each designated groups.