

2. conduct an analysis of the workforce against external workforce data to determine under-representation in each occupational group;
3. conduct a review of employment systems, policies and practices to identify employment barriers;
4. prepare an employment equity plan, driven by the results of the workforce analysis and employment systems review, and incorporating three-year numerical goals;
5. consult with employees' representatives and bargaining agents who shall collaborate in the planning and implementation of employment equity plan;
6. implement the plan, monitor its implementation and revise as needed; and
7. provide information to employees about employment equity.

These obligations are now enforceable through the Canadian Human Rights Commission (CHRC) which has an audit and enforcement role. The CHRC is empowered to audit us every five years.

#### **4.3.2.2.2 Proposed Strategy**

In 1998, we will develop and implement an Organisational Framework that includes:

- a senior Employment Equity Champion (ADM level) for direct access to the Executive Committee and for the promotion of diversity principles throughout the Department;
- a formal departmental Advisory Committee made up of designated group members to advise on employment equity matters;
- a managerial accountability regime to encourage the systematic reporting of all departmental initiatives related to employment equity for the purposes of sharing best practices internally and providing more comprehensive and accurate reports to central agencies and other organisations such as the Assembly of Manitoba Chiefs; and
- our expectations of individuals for promoting employment equity and a description of the benefits of self-identification both for themselves and the organisation.

In 1998 we will also develop and implement a new Policy Framework that includes:

- a departmental employment equity policy to assist managers and employees in meeting their employment equity responsibility (accommodation of differences, flexible work arrangements, exit interviews, etc.);
- delivery of training to acquire the skills needed for effective management of diversity as part of our management development program; and
- implementation of special measures or programs to expedite achievement of employment equity goals