
SASKATCHEWAN



HUMAN
RIGHTS
COMMISSION

EQUITY INITIATIVES

Employment Equity Best Practices

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INTRODUCTION

This resource explains strategies used to build a representative workforce. These innovative methods have been compiled through monitoring Saskatchewan Equity Sponsor reports. The Saskatchewan Human Rights Commission would like to congratulate Saskatchewan's Equity Sponsors for their dedication and innovation in creating equitable workplaces in our province. For more information contact an SHRC Education & Equity Advisor at shrc@shrc.gov.sk.ca .



MANAGEMENT LEADERSHIP

Executive Incentive Program

Crown Investments Corporation measures each Director or CEO on the success of the organization achieving its equity group targets.

Strategic Planning

Parkland Regional College has a five year strategic plan to become an “Employer of Choice,” which includes strengthening its commitment to a representative workforce. Inclusion within the Strategic Plan is a focus on access and innovation by focusing on the College’s Aboriginal Strategy.

Devoted Marketing & Financial Resources

Saskatchewan Apprenticeship and Trade Certification Commission devotes significant marketing and financial resources to special initiatives based on equity. The Representative Workforce Committee addresses barriers that face disadvantaged individuals and what employers can do to counteract those barriers, as well as attracting and retaining the identified groups in the apprentice and trade system.

Aboriginal Advisor

SaskWater created the position of Aboriginal Advisor to the President with the responsibility for making recommendations on the development of strategy and policy related to Aboriginal people. Initial focus for the position has been on business development actively including advising on and participating in strategies to develop SaskWater’s Aboriginal business relationships and projects. The Aboriginal Advisor also makes recommendations on business and recruitment initiatives helping SaskWater to build relationships with Aboriginal educational institutions and communities.

Representative Workforce Consultant:

SIAST hired a full-time Representative Workforce Consultant who works in human

resources with the strategic recruitment and retention team. The consultant is engaged with the Institute's *Representative Workforce: Strategy for Aboriginal Initiatives* and brings ongoing updates to the SIAST Board of Directors and the SIAST Aboriginal Council. It has made significant progress on this strategy with a few highlights noted below:

- It has significantly raised its profile in the Aboriginal community by promoting itself as an employer through attendance and sponsorship of events like the University of Saskatchewan Aboriginal Honours Ceremony, the Dakota Dunes annual golf tournament, and the University of Saskatchewan fall powwow.
- Through increased exposure it has made significant progress in creating a large contact base for the distribution of information on employment opportunities to the Aboriginal community.

Saskatchewan Liquor and Gaming Corporation hired one full-time equivalent position which is dedicated to representative workforce initiatives and is supported by two committees:

- Aboriginal Partnership Agreement (APA) Committee
- Employment Equity Committee

Annual Performance Appraisal

Saskatchewan Transportation Corporation has all managers complete an annual performance appraisal form which requires them to assess their individual contributions to the advancement of employment equity and to plan their goals and objectives with respect to equity initiatives. Executive Short-Term incentive payments are tied to the achievement of Balanced Scorecard objectives.

Employment Equity & Diversity Review Project:

Saskatchewan Teachers' Federation's Employment Practices Committee was given the mandate to draft a three-year plan that includes:

- beliefs and values of the STF
- budget
- people resources
- education and awareness
- mentorship program
- indicators of success



RECRUITMENT

Employees with Disabilities Recruiter

Government of Saskatchewan has a recruiter focused on recruitment and retention of persons with disabilities. Consultation services, skills assessment, and placement into public service jobs are provided. The PSC works with community-based agencies that provide services to persons with disabilities and provides medical accommodation advice and support to individual ministries.

EQUITY Promotional Material

Saskatchewan Apprenticeship and Trade Certification Commission produces apprenticeship communications material promoting women and Aboriginal people in the trades.

Women in Underrepresented Roles Strategy

SaskTel creates training, development and retention initiatives that will promote internal movement throughout the organization for all equity employees. SaskTel will seek to increase representation through external recruitment and internal development programs that will gradually improve opportunities for women already within SaskTel's employee base.

Aboriginal Career Connections Program

Government of Saskatchewan provides focused work experience for qualified recent Aboriginal graduates.

Designated Positions

Saskatchewan Apprenticeship and Trade Certification Commission evaluates each internal staffing request on a case-by-case basis to determine if the posting should be designated for equity hiring and under which categories. Equity hiring gives preference to qualified individuals who are in the identified category. If the position is

under-represented in any of the identified categories, the hiring manager must provide bona fide rationale if it is not posted with equity preference.

Aboriginal Initiatives Program

Saskatchewan Apprenticeship and Trade Certification Commission has an ongoing program created and solely dedicated to increasing the involvement of Saskatchewan's Aboriginal population in the labour force through training and related activities.

Aboriginal Recruiting Committee

Saskatoon Police Service holds recruiting sessions aimed at attracting Aboriginal people from North Battleford, Prince Albert, Regina, Lloydminster, Yorkton, and Saskatoon. In addition Saskatoon Police Service has a 'Recruiting our Communities Program' that travels to different locations and reserves to provide applications and lifestyle information.

Training Programs

Two Cultural Resource Officers from *Saskatoon Police Service* assisted in a two-week Mini-Police Training Academy held at the Saskatchewan Police College. This unique mentorship opportunity was aimed at providing Aboriginal youth with the opportunity to experience police training. Selected candidates are involved in lectures, scenario training and learn the skills that are important to policing.

Multicultural Infomercials

Multicultural Infomercials highlighting the diversity of the *Saskatoon Police Service* with an emphasis on First Nations and Métis recruitment. They aired on television stations in Calgary, Edmonton, Winnipeg, Regina, and Saskatoon.

Community Presence

Saskatoon Police Service maintains a presence at the First Nations University of Canada & the Aboriginal Students' Centre at the University of Saskatchewan by delivering recruitment information to other Aboriginal learning institutes, Aboriginal career fairs, Aboriginal specific venues and surrounding First Nations and Métis communities. The Saskatoon Police Service also attends high school career fairs in Saskatoon and surrounding communities. Aboriginal officers are assigned to schools with a high population of Aboriginal students.

Representative Workforce Aboriginal Initiatives

SIAST's goal is to build a workforce in which Aboriginal employees are represented in all divisions and departments, and at all levels of the organization, in proportion to the Saskatchewan demographic. To achieve this goal SIAST is focusing its efforts in three main areas:

- Determining strategies to address identified barriers to recruitment and retention;
- Developing strong relationships with the Aboriginal community;
- Continuing to negotiate and partner with the union for support in achieving a representative workforce.

Work Experience Programs

Saskatchewan Liquor and Gaming Authority provided a one work experience placement for an Aboriginal individual in a job readiness program.

Saskatchewan Legal Aid Commission hired a second-year law student of Aboriginal ancestry

Targeted Recruitment Events

In addition to *SaskPower* including diversity in general career fair presentations and overall recruitment strategies, SaskPower participated in or facilitated approximately 50 strategically targeted recruitment events including:

- Cowessess First Nation, OceanMan First Nation, Whitebear First Nation, Carry the Kettle First Nation, Kawacatoose First Nation, Pheasant Rump, Piapot, Red Pheasant
- Gabriel Dumont Technical Institute
- First Nation University of Canada
- Saskatchewan Indian Institution of Technology
- Southeast Regional College
- Saskatoon Open Door Society
- Dakota Tribal Days
- Meadow Lake Tribal Council
- Regina Friendship Centre
- SaskAbilities – Partners in Employment

Self-Declaration

Saskatchewan Liquor & Gaming Authority implemented a web-based voluntary self declaration process for online applicants to enhance Saskatchewan Liquor & Gaming Authority's ability to capture equity group statistics.

Information Services Corporation developed a new recruitment brochure entitled, “Recognizing Differences and Building Diversity.” They also implemented an auto-responder which sends a self-identification form to all individuals who submit their resumes via e-mail to their human resources e-mail address.

Leadership Development for Aboriginal Youth

Crown Investments Corporation is focused on assisting youth/Aboriginal youth to contribute as leaders in organizations and communities. The program provides development and mentorship opportunities for youth participation on Crown Corporation Boards of Directors (Leaders of Tomorrow Program) and development and mentorship opportunities for Aboriginal youth through placement in management positions in the Crowns (Aboriginal Management Placement Program). The goal of the program is to increase the pool of youth leaders in the Crowns. According to SaskWater, the program has been very beneficial and successful for them.

Workplace Mentorship

Crown Investments Corporation’s Career Development Program invests in mentorship initiatives to develop youth and Aboriginal students (the future workforce) through partnerships at the secondary and community level.

- Funding was provided to Skills Canada to host the Canadian Skills Competition for the Trades (introduces students to employment possibilities in the trades).
- INROADS (a leadership training and employment program for post-secondary Aboriginal students), recruited 20 interns with 19 completing their term.
- The HRII Program also supported the DreamCatching Conference which offers support to educators who teach or want to teach Aboriginal students in the math and sciences area.

Internship Programs

Gradworks Intern Development is an internship program funded by *Crown Investments Corporation* that provides 12-month professional development internships with the Saskatchewan Crown Corporations to recent post-secondary graduates to assist graduates with gaining work-related skills and relevant experience in their field of study and to retain young talent in the province. Gradworks targets placement of 75 interns each year in the Crown sector.

Information Services Corporation continues to participate in the Gradworks internship program and most recently has focused on placing diversity candidates.

SaskWater Corporation provides internship placements for recent graduates.

Government of Saskatchewan hires students with disabilities, Aboriginal and visible minority students through various student employment programs. In addition, the Ministry of the Environment has created the *Youth and Diversity Target Employment Program*.

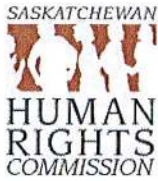
Saskatchewan Government Insurance (SGI) Summer Student Program is successful in hiring summer students, from equity groups. As well, SGI's Internship Program creates opportunities by offering training opportunities in various SGI divisions for up to one year. This program is designed to support the Aboriginal and Youth Strategy and is a mechanism for potential advancement within the corporation.



PARTNERSHIPS

Crown Investments Corporation / Saskatchewan Chamber of Commerce / Saskatchewan Industry and Resources entered into a Youth Friendly Workplace Designation Agreement which encourages the participation of young people in the workplace, including youth of Aboriginal descent, visible minority youth, and youth with disabilities.

Saskatchewan Transportation Company / Partners in Employment/ Saskatchewan Abilities Council signed on to have a work placement individual at STC for a six-week term to work in the garage. This work term was extended by mutual agreement between the company, the union and Partners in Employment.



RETENTION & CAREER DEVELOPMENT

Goal Setting

Crown Investments Corporation sets retention of their diversity workforce at 80%.

Retention & Learning Funds

Information Services Corporation keeps a minimum 3% straight-time payroll committed for “employee development, learning and succession planning.”

Parkland Regional College has a Professional Development fund and policy that is available to assist employees in obtaining additional qualifications, or in attending workshops and conferences that are beneficial to their career development.

Exit Interviews

Information Services Corporation's exit interview form was revised to include questions that specifically address diversity and the culture within ISC.

Leadership Training

Saskatchewan Liquor & Gaming Authority offers an in-house 5-day Introduction to Leadership workshop.

Saskatchewan Teacher's Federation encourages continuous learning to increase staff effectiveness in present jobs and prepare for future opportunities. Internal Bulletins are sent to each employee to make them aware of job vacancies within the organization.

Supporting Employee Success Program

Saskatchewan Teacher's Federation aims to strengthen their employee's commitment to their job and the organization through diverse learning opportunities. They provide support, coaching and mentoring for personal, career and leadership development as well as relationship and teamwork building training.

Return to Work

Government of Saskatchewan guides the “return to work” for employees recovering from prolonged illness or disability. The Public Services Commission provides coordination and consultation to executive government, working with ministries to explore opportunities for employees who are unable to return to their own positions due to medical restrictions, and developing accommodations and return-to-work plans for specific employees. They facilitate the Accommodation Forum, an education and awareness resource for human resource professionals across government.

Accommodation

The Government of Saskatchewan has an Employment Accommodation policy that states, in part:

The Saskatchewan Government is committed to removing barriers to employment for people with disabilities and will provide accommodations up to the point of undue hardship. This includes workplace accommodations, return-to-work programs and other placement options that enable employees to perform to the full extent of their abilities, in accordance with The Saskatchewan Human Rights Code.

Prince Albert Cooperative Health Centre reviewed the job description of an employee diagnosed with a disabling condition to see if she would be capable of performing her required duties. The committee reviewed all job descriptions mating her knowledge, skills and abilities.

SaskTel is able to include employees with visual impairments with technologies such as zoom text and text to speech applications.



WORKING ENVIRONMENT

Health & Wellness Programs

- ✓ Encourage employee participation
- ✓ Use support, education, and awareness to assist healthy lifestyle choices
- ✓ Align health and wellness program initiatives with employee needs
- ✓ Provide ergonomic assessments.

Workers Compensation Board supports a ‘Healthy Lifestyles Committee’ comprised of union/management members. This group focuses on mind/body/spirit initiatives including exercise, nutrition, smoking cessation, etc.

Awards Programs

Information Services Corporation has a “Making a Difference” Awards ceremony at the annual employee conference. The “Diversity Leadership Award” recognizes an individual, team or business unit that promotes ISC’s value of ‘Commitment to People’ by demonstrating outstanding best practices and commitment to diversity within ISC resulting in the enrichment of the work environment.

Employee Rewards Program

Information Services Corporation introduced “*ISCompliments*” as the newest program to reward the little things employees do everyday that have a positive impact on the workplace. It allows managers and supervisors to recognize their staff for excellence with a gift valued from \$25 to \$100. The program celebrates customer service, innovation, business excellence, and promotes great people practices including diversity.

Affinity Groups

SaskPower has established four Affinity groups:

1. *The Aboriginal Employees Network* - holds an annual gathering and AGM.
2. *The Women’s Resource Group* - In recognition of the International Day for the Elimination of Violence Against Women, the WRG held a very successful gently used-clothing campaign at 10 locations throughout the province. The group also hosted four lunch-and-learn events at various locations. Because of the campaign, the WRG donated approximately 180 bags of clothing and over \$1,200 worth of new items to various women’s shelters.
3. *The Network of Employees with Disabilities* - in their efforts to create awareness of the mobility of people with disabilities, hosted meetings and lunch and learn events at various locations throughout the province. The affinity group also hosted lunch and learn events, sponsored by an internal business unit, where the money raised at lunch was donated to the Saskatchewan Deaf and Hard of Hearing Services and the Canadian Cancer Society.
4. *The Visible Minorities Network* - Members participated in the Saskatchewan Visible Minority Employees Association employee development day.

Government of Saskatchewan

Interconnect is the knowledge network for public servants with less than five years of experience and offers learning events, discussion forums, and networking opportunities.

Elders

Parkland Regional College has Aboriginal Elders available to staff and students.

Workplace Policy

Prince Albert Cooperative Health Centre has policies for employment equity and to support the process. Issues such as accommodation, respect at work, conflict resolution, anti-discrimination, anti-racism, and anti-harassment are addressed in the policy manual.



STAFF TRAINING & AWARENESS

Women's Issues

Saskatchewan Apprenticeship & Trade Certification Commission staff members are notified of events around International Women's Day and National Aboriginal Day. The SATCC provides ongoing support of equity activities such as:

- Indian and Métis Girls Exploring Trades and Technology (IMGETT) summer camps;
- Apprenticeship training delivered by Saskatchewan Women in Trades & Technology

Aboriginal Awareness

SaskTel's Aboriginal Employee Network (SAEN) connects Aboriginal employees across the organization dedicated to creating awareness of Aboriginal people, their culture and representation within SaskTel. SAEN uses 'Lunch & Learn' sessions to increase awareness of issues such as the legacy of the residential school system. Members also volunteer at events such as National Aboriginal Day festivities in Saskatoon.

Crown Investments Corporation (CIC) new employees are required to participate in an online Aboriginal Awareness Training Program. Development has begun on a customized online (disk format), *Harassment Awareness & Prevention Program* which will be included in CIC's mandatory training. *Workplace Preparation & Development*

and *Aboriginal Cultural Awareness* Programming are offered through the First Nations University of Canada and traditional Aboriginal healing ceremonies.

Saskatchewan Apprenticeship & Trade Certification Commission sponsors “Seeds of Success”, a series of radio spots that promote recruitment of Aboriginal and Métis individuals in the trades and the Native Trades Symposium.

Saskatoon Police Services Officers receive mandatory training annually where an Aboriginal Elder speaks about her experiences and explains how Elders can be a resource to the Police when dealing with Aboriginal youth. Cultural Resource Officers discuss hate, racially motivated crimes and stereotyping. Members are provided resources they can access.

Saskatchewan Teachers Federation focused on Aboriginal education and awareness by working with Clayton Desjarlais to develop workshops for all staff. Specific objectives of these two-day workshops were to:

- provide an opportunity for participants to examine how assumptions, values and stereotypes affect perceptions
- discuss historical impacts affecting Aboriginal culture(s) today
- explore current trends affecting Aboriginal people
- create an environment where issues and questions can be freely addressed
- develop a personal action plan to enhance the work environment.

SIAST offered Interactive Aboriginal Awareness sessions to employees including:

- presentation of historical events;
- group discussion on myths and misconceptions;
- Saskatchewan demographics;
- Aboriginal learning styles.
- participant roundtable

Employees with Disabilities

Saskatchewan Teacher’s Federation funded three staff members to attend ‘*Assigning Work to Disabled Employees*’ at the Centre for Labour Management Development, an organization which assists unions and employers to stay informed and up-to-date on the law and its impact on the unionized workplace in Canada.

Sasktel’s Employee Network on Disability (SEND) challenged SaskTel to consider the disability community by developing marketing strategies, promoting employment opportunities and creating workspaces that accommodate people of varying abilities. SEND participates in community events that promote SaskTel as a community partner and employer of choice in the disability community. Examples include a ‘Glowball’

demonstration at Bedford Road Collegiate Institute, featuring paralympic athletes from Saskatchewan, and the 'SaskTel Challenge Cup', a downhill ski competition benefiting the Regina Ski Club Alpine Adaptive Ski Program.

SaskPower developed a *Persons with Disabilities Awareness* workshop for managers and hiring supervisors. The workshop focused on the benefits of hiring employees with disabilities, accommodation and performance management.

Government of Saskatchewan supports employee attendance at the South Saskatchewan Independent Living Centre's monthly Breakfast Club meeting in Regina to discuss relevant issues for employing people with disabilities.

Diversity

Government of Saskatchewan working with Martrain Consulting, provided the training program "*Diversity and Respect in the Workplace*". It was developed after a need for diversity training was identified through the employee survey.

Information Services Corporation updated their visual displays and developed a new recruitment brochure titled "Recognizing Differences and Building Diversity" that better depicts the diversity of their existing workforce in order to attract candidates.

Respect in the Workplace

SaskWater delivered a workshop, entitled "Respect in the Workplace," to help employees:

- understand how changes in society and workplaces impact communication
- understand the ways we are different
- understand how beliefs, values, and generalization creates stereotypes that drive behaviour
- learn communication strategies to bridge differences in the workplace.

Saskatchewan Legal Aid Commission provides all permanent staff with Aboriginal awareness training. Speakers covered topics such as:

- Power, Privilege & Justice
- Stories of the Road Allowance People.