

WORKFORCE DIVERSITY COMMITTEE  
REPORT

TO

PARKS MANAGEMENT COMMITTEE

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GOVERNMENT OF BRITISH COLUMBIA  
VICTORIA, B.C.  
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August 10, 1992

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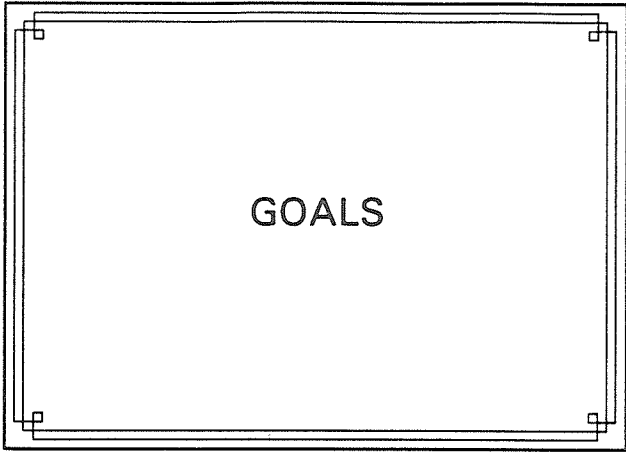
**EXECUTIVE SUMMARY**

## EXECUTIVE SUMMARY

The Workforce Diversity Committee convened in June to review the current strategy and implementation practices of B.C. Parks for workforce diversity. The committee took a broad approach in examining different aspects of workforce diversity within B.C. Parks, including senior management support, corporate culture, education and training needs, selection and recruitment processes, outreach process, working environment, identification and elimination of barriers, monitoring and reporting needs, and targeted hiring.

The committee also made broad recommendations without reference to B.C. Parks' current vision and strategy for workforce diversity. These recommendations can be summarized as followed:

1. Demonstrate and communicate senior level commitment and support for the principles of Employment Equity and workforce diversity.
2. Create a favourable corporate culture to attract and retain a diversified workforce.
3. Cultivate a work environment that understands and values diversity.
4. Monitor progress of Employment Equity initiatives and take corrective actions when necessary to meet diversity objectives.
5. Take direct action to address the under-representation of aboriginal people within B.C. Parks.
6. Set time-targeted goals for Employment Equity initiatives.
7. Implement targeted hiring when the above initiatives do not achieve diversity goals within a targeted timeframe.



## LONG TERM

To establish, nurture and sustain a workforce that is representative, at all levels of the organization, the diverse population of British Columbia.

## SHORT TERM

To reflect the desired long term goal in our hiring practices and if necessary progressively increase targeted hiring over a ten-year period to achieve this goal.



**RECOMMENDATIONS**

- 1.0 Demonstrate and communicate senior level commitment and support for the principles of Employment Equity and workforce diversity, and ensure appropriate policy and procedures are implemented to meet this commitment.
- 1.1 Communicate to all staff by way of memorandum senior level commitment to Employment Equity and workforce diversity, what is required, why it is required, how and by when the issues will be addressed.
- 1.2 Revise B.C. Parks Management Principles to reflect our goal to establish and sustain a workforce that at all levels is representative of the population of British Columbia. The Workforce Diversity Committee specifically recommends the insertion of the following principles:
- "This organization will actively cultivate a workforce that values diversity and will make whatever changes necessary to eliminate any barriers that keep qualified people from accessing employment and reaching their potential within BC Parks."
- "We are committed to provide a work environment that maintains a high standard of conduct and behaviour and one which respects all employees values, beliefs and backgrounds."
- 1.3 Develop an Employment Equity action plan for B.C. Parks that recognizes and addresses the needs of local communities throughout the Province.
- 1.4 Incorporate Employment Equity initiatives into the performance plan and review process.
- 1.5 Allocate appropriate resources to support Employment Equity initiatives such as divisional coordinator of Employment Equity, community outreach programs to attract qualified members from the designated groups, training for managers and staff.
- 1.6 Provide ongoing communication to all BC Parks staff regarding policy, procedures and diversity initiatives to be implemented.

## 2.0

**Create a corporate culture that attracts and retains the best candidates from a more diversified and wider pool of qualified individuals.**

2.1 Strengthen existing outreach practices in the recruitment process.

2.1.1 Research, develop and implement recruitment techniques which will encourage applications from designated group members for all available positions. Examples include advertising the availability of provincial "Postings" in local newspapers and advertising of BC Parks positions in ethnic newspapers.

2.2 Develop and implement outreach programs of career information.

2.2.1 Facilitate activities that promote awareness of career choices within B.C. Parks particularly for the designated groups. Examples include promotional visits to schools, colleges.

2.3 Examine and revise existing selection and recruitment practices and policies to eliminate attitudinal, cultural, information, systemic and physical barriers.

2.3.1 Provide Diversity training to all managers to promote good understanding of the value of workforce diversity.

2.3.2 Identify competency based staffing process as the only hiring process acceptable to B.C. Parks. Implement policy to ensure job analysis is performed before any vacancy is posted. Provide training on competency based staffing process to all managers and supervisors.

2.3.3 Implement policy to include at least one member from outside of the operating unit to participate in the interview panel and short listing process for all positions. Promote representation of designated groups on all committees and interview panels.

2.3.4 Identify, demonstrate and communicate preparedness to reasonably accommodate specific needs due to disability, religions, cultural differences, gender or personal needs in order that employees are attracted to the workforce and can achieve their potential at work.

2.3.5 Implement policy to communicate to all staff the merit and success factors of any new hires.

2.3.6 Develop and implement a process for feedback from unsuccessful applicants regarding any concern of systemic barriers in the competition process.



- 3.0 Cultivate a work environment that understands and values diversity, one in which all individuals have the same opportunity to access employment with BC Parks and to reach their full potential.**
- 3.1 Deliver diversity awareness training workshops to all B.C. Parks employees, preferably to be delivered by Program/District Managers to their own operating unit.
  - 3.2 Develop and conduct an intensive residential training program on Employment Equity and workforce diversity.
  - 3.3 Update orientation manual to include section on Employment Equity and workplace diversity. Develop or use existing video presentations to raise awareness.
  - 3.4 Develop and implement a process by which an employee can request management review to examine the availability of reasonable accommodation of the employee's specific needs due to disability, religious differences, gender or personal needs.
  - 3.5 Develop and implement an exit interview process to determine employee's reason for leaving in order to identify any factors contributing to an adverse working environment.
  - 3.6 Ensure career planning and counselling is discussed as part of the performance planning and review process.
  - 3.7 Examine the needs to create bridging positions that will enable members of the designated groups to access positions in which they are under-represented.

- 4.0 Monitor and report on the results of Employment Equity initiatives, and take corrective actions or implement new initiatives to meet diversity objectives.**
- 4.1 Monitor success of outreach practices. Assign sub-code to postings for each outreach destination and monitor application volume from each destination.
  - 4.2 Monitor internal advancements of employees from the designated groups.
  - 4.3 Compile data on B.C. Parks current workforce composition. Monitor annual changes in workforce composition at all levels.
  - 4.4 Monitor Employment Equity initiatives identified in management plans and performance plans and reviews.
  - 4.5 Monitor interview panel composition to ensure independent member(s) is always included and members of designated groups are represented.
  - 4.6 Assemble and monitor exit interview data.
  - 4.7 Compile annual report and communicate to all staff the results of Employment Equity initiatives and senior management's planned actions for the following year.

**5.0 Take direct action to address the under-representation of aboriginal people within B.C. Parks.**

5.1 Examine the feasibility of establishing an ongoing, minimum two-year "Native Bridging Program" to provide opportunities for work experience and training for native people.

5.1.1 Examine the feasibility of incorporating the "Native Bridging Program" with Technical School Diploma.

5.2 Establish a career information outreach program specifically designed for the native population.



Province of  
British Columbia

Ministry of  
Environment,  
Lands and Parks  
VICTORIA, B.C.

# MEMORANDUM

TO: All Staff  
BC Parks

Date: 92-09-24  
File: 3-6-2-5

Re: Diversity and Employment Equity

In May Parks Management Committee (PMC) asked eight BC Parks' staff (the Workforce Diversity Committee) to review the issue of the diversity of our BC Parks' workforce and make recommendations to PMC at our meeting on August 28. PMC accepted the recommendations in principle and decided to send the report to all BC Parks staff.

All actions of BC Parks must fit within the goals and action plans of government and the ministry. As the goals, timing and resource requirements of the government and supporting ministry action plans become clear, they will be implemented within BC Parks.

On August 31 the Executive Committee of our ministry approved the "Employment Equity Integration" 1992/93 action plan. The corporate steering committee includes two members from BC Parks, Cheryl Livingstone and myself. The committee developed the action plan to benefit all staff throughout the ministry, and sent the three goals of the plan to all staff earlier this month. The initiatives recommended by the Workforce Diversity Committee fit within the framework of the ministry plan.

It is clear that government expects that the diversity of British Columbia be reflected in the civil service that serves British Columbia. The ministry action plan and the report of the Committee are important steps towards that goal.

  
Wally Eamer  
Director  
Parks Division Services

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**6.0 Set time-targeted goals for Employment Equity initiatives.**

- 6.1 For each initiative, identify target date for implementation, responsibility, evaluation and monitoring techniques, and target date for reporting.
- 6.2 The workforce diversity committee has developed time-targeted goals for the recommendations presented (see attachment).

7.0 Progressively increase targeted hiring over a ten-year period until long term goal is reflected in our hiring practices.

7.1 Every effort will be made to accomplish long term goal through implementation of preceding recommendations making targeted hiring unnecessary.

7.2 If improved hiring practices do not result in sufficient change to meet annual goals, targeted hiring will be used to address shortfalls.

7.2.1 Annual goals for hiring of designated group members will be established as a percentage of vacancies to be filled. Any shortfall will be achieved in the following year through targeted hiring.

Examples:

1992/93 Normal hiring to achieve 20%	1993/94 Target shortfall
1994/95 Normal hiring to achieve 30%	1995/96 Target shortfall
1996/97 Normal hiring to achieve 40%	1997/98 Target shortfall
1998/99 Normal hiring to achieve 50%	1999/2000 Target shortfall
2000/01 Normal hiring to achieve 60%	2001/2002 Target shortfall

7.2.2 Staffing of vacant positions will be reviewed annually to determine composition. Auxiliary positions and administrative positions filled by female caucasians will not be included in determination of designated group representation.

7.2.3 Only qualified people will be considered for targeted positions. If such applicants are not available, a review must be made to ensure systemic barriers have been effectively removed from the hiring process before position can be reposted for open competition.