
Appendix 4B

Sustaining employment equity when a formal plan is not required

Implementing employment equity does not always mean that you have to have an employment equity plan in place and in use.

An employment equity plan is an action plan to remove gaps in representation and barriers to employment within your organization to achieve and maintain full representation. If you have neither minor nor significant gaps in representation in your workforce and you have determined that no barriers to the employment of designated group members exists within your workplace employment systems, you are not required to have a formal employment equity plan. However, you are required to continue to implement certain requirements established by the *Employment Equity Act*, the Regulations and the Federal Contractors Program Requirements.

- Have an active senior official responsible for employment equity.
- Have a functioning accountability mechanism for employment equity activities.
- Communicate regularly with employees (recommended at least twice each year) and ensure that the communications inform them periodically:
 - of the purpose of employment equity;
 - of completed employment equity measures;
 - of planned employment equity measures;
 - of progress made in implementing employment equity;
 - of senior management's commitment to employment equity; and
 - that self-identification as a member of a designated group is voluntary and that each employee may change or update his or her self-identification questionnaire answers at any time.
- Consult with employee representatives and bargaining agents on employment equity issues, and find out their opinions about how they can help the organization:
 - implement employment equity; and
 - communicate employment equity matters to employees.
- Maintain up-to-date workforce information by updating your information system (e.g., the Workplace Equity Information Management System). This includes:
 - 1) providing a blank self-identification questionnaire to:
 - new employees;
 - employees who want to update a previously submitted self-identification questionnaire;
 - employees who request one;

2) updating the employment equity information system to reflect all:

- hires;
 - promotions;
 - terminations;
 - salaries and salary changes;
 - new and updated self-identification questionnaire answers.
- Update your workforce analysis on the following occasions:
 - the release of new Census data;
 - the release of new Participation and Activities Limitation Survey data;
 - when major changes in the organization's workforce have occurred (e.g., downsizing, mergers); and
 - three years after the previous workforce analysis update.

If your workforce analysis update reveals one or more gaps in representation, you must determine if each gap is minor or significant, as per the instructions in Step 2.

- a. *If the gap is minor, you must develop and implement an employment equity plan (see Step 3) that contains goals to address and close the gap within a specified time frame.*
- b. *If the gap is significant, you must address and close it by:*
 - i. *undertaking an employment systems review to identify the barriers that are causing the gap (see Step 2); and*
 - ii. *developing an employment equity plan that outlines short- and long-term goals, measures to remove the barriers and special measures to correct the negative effects of the barriers (see Step 3).*

- Monitor previously reviewed employment systems to ensure that they do not develop employment barriers.
- Review all new employment systems to ensure that they do not constitute employment barriers.

If a review of an employment system that is already in place and in use reveals a barrier, you must develop an employment equity plan that outlines measures to address the barrier and special measures to correct the negative effects of the barrier (see Step 3).

If a review of a new employment system that has not been implemented reveals a barrier, the system is not to be put in place until the barrier has been removed.