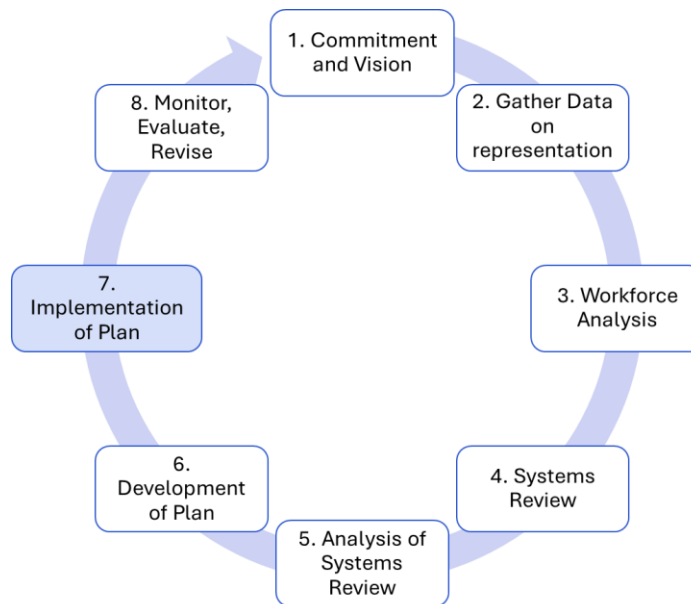




# Employment and Human Resources Toolkit

## Tool 10: HR Cycle – Implementation of Plan



As already stated, the equity plan should outline who is responsible for implementing the plan with specific timeframes.

There should be a communication and stakeholder engagement strategy. The messaging about the equity plan to stakeholders will be crucial to its success. At this stage, the equity plan should not be a surprise and there should be buy-in from most stakeholders.

The equity plan should be accessible to any stakeholder. The systems review report should also be accessible with one caveat: if information could identify individuals, then that information should be summarized in a way that does not reveal any identities. It is important to be transparent about the equity plan and answer questions that may arise to address any misconceptions or rumours about it. Information and training sessions about the systems review and equity plan should be provided to all stakeholders. Regular update sessions should also be provided on the progress of the equity plan.

It should not be assumed that, once the equity plan has been developed, those who are mostly responsible for implementing it have the skills, knowledge, and ability to

implement it. Ongoing, in-depth training and regular check-ins must be provided to these individuals (e.g., leadership, managers, human resources, etc.).

For example, when there is a job posting, hiring managers will have to decide about whether to make a position “designated” or “preferred”. Managers will need to understand the difference and when to do one or the other. Designated hiring means that only applicants from the under-represented designated group will be considered for the position. If there is no suitable applicant, then it will be reposted after being reviewed to examine and review barriers that may exist for that equity group. On the other hand, a preferred position means that candidates from the under-represented designated group will be considered first and only if there is no successful applicant from that group will others be considered. Preferred positions are used in succession planning, and when there may be a small under-representation gap.

Every individual that has a role to play in the equity plan must understand that role and that they are accountable for achieving the goals and implementation of the equity plan. For example, performance evaluations for managers can be tied to outcomes in the equity plan. The onus should be on those individuals to raise challenges that may arise as soon as possible so that the equity plan can be adjusted.

The CHRC has learned that the most effective equity plans are supported by equity committees that meet regularly (e.g. quarterly), include representation from equity groups, senior management and bargaining agents, and regularly prepare activity and performance reports which are available to stakeholders<sup>1</sup>

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<sup>1</sup> Canadian Human Rights Commission: Factsheet 2 ([employmentequitychrc.ca](http://employmentequitychrc.ca))