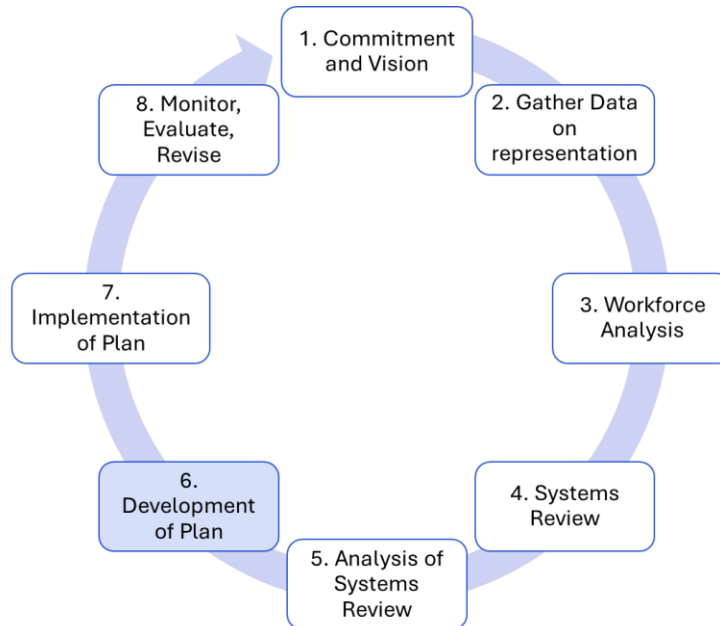




Employment and Human Resources Toolkit

Tool 9: HR Cycle – Development of a Plan



Once the analysis of gaps and barriers has been completed, the next step is to develop an equity plan that outlines the representation gaps and barriers as well as the measures and actions to remove those barriers.

The plan should consist of:

- Introduction with an overview of how the plan was developed (e.g. who prepared the plan, consultation process, who is responsible for implementation and monitoring it, etc.)
- findings of the workforce analysis and systems review (representation gaps and barriers)
- short-term (within 1 year) and long-term (3 years or longer) goals, measures, and actions to address specific under-representation of equity groups, increase representation generally and remove barriers
- roles and responsibilities of individuals responsible for implementing the equity plan
- clear accountability framework



- policies, practices, and measures to ensure an equitable workplace and environment dealing with hiring, training, promotion, retention, etc.
- communication strategy on the equity plan with actions and timeframes, and
- a system for monitoring, reviewing, and revising the equity plan

The plan should be developed in consultation and collaboration with leadership, management, staff, and bargaining agents. The consultation and collaboration are not only important to get the buy-in but also find creative measures to address the gaps and barriers.

It is important to remember that gaps and systemic barriers may have existed for a very long time. Therefore, not all corrections can be rectified immediately on the one hand, and yet, corrections should occur within an expected timeframe. Any plan should have short-term, mid-term and long-term goals to address barriers and gaps.

Questions to ask when drafting an equity plan:

- Are there positive policies, procedures, and practices to be implemented in the short-term for hiring, training, promotion, and retention with the goal to correct the under-representation gaps as identified by the workforce analysis?
- Are there special measures or actions with the goal of correcting specific under-representation gaps (e.g., senior management levels, board members, supervisors, etc.)?
- Are there short-term numerical goals for hiring and promotions of under-represented equity groups?
- Are there long-term goals for increasing the representation of under-represented groups?
- Are there measures for the elimination of any barriers identified in the systems review (attitudinal, systemic, etc.)?
- Are there measures for making reasonable accommodations for under-represented equity groups?
- Is there a timetable for implementation of each measure identified in the plan?



Sample Equity Plan¹: Workforce Analysis – Gaps

Employment Equity Occupational Group (EEOG)	Under- representation		Numerical Goal	Timetable	Responsibilities	Achievement Progress
	#	%				
Senior Manager						
Middle Manager						
Professionals						
Etc.						

¹ Adapted from ESDC's Employment Equity Template: [Employment Equity Tasks \(esdc.gc.ca\)](http://esdc.gc.ca)



Sample Equity Plan – Employment Systems Review – Barriers

Positive Policies and Practices	Barriers Identified	Specific Measures (including resources needed)	Timetable	Responsibilities	Achievement Progress
Recruitment					
Selection					
Hiring					
Training and Development					
Promotions					
Retention					
Termination					
Accommodation					
Organization culture					
Communication					

It should be noted that the term “goals’ does not mean quotas. Quota requires that there should be a fixed number of persons hired or promoted or represented. Unlike quota, short- and long-term numerical goals provide guidance to assist with increasing representation of equity groups.

Lastly, equity plans are “special programs” under the *Ontario Human Rights Code*. It may be useful to check in with the Ontario Human Rights Commission to confirm that your equity plan falls within “special programs” so that it can withstand challenges of discrimination by non-equity groups.