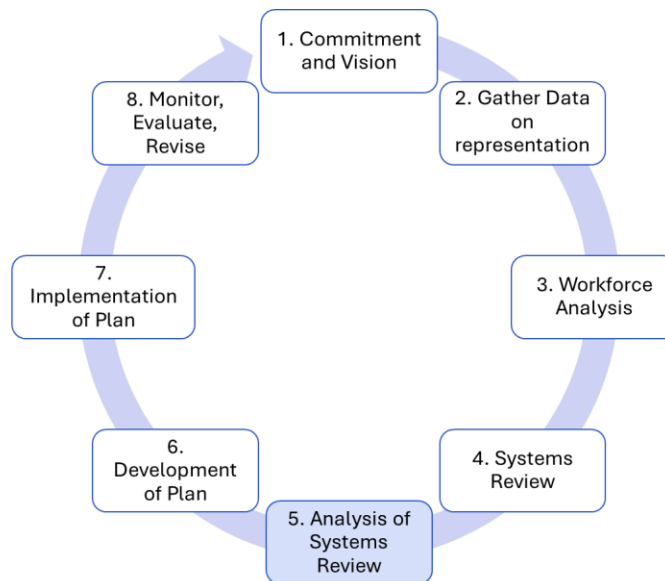




Employment and Human Resources Toolkit

Tool 8: HR Cycle – Analysis of Systems Review



Systems review is time consuming and requires specialized expertise in employment systems and being able to review policies, processes, and practices for equity-related barriers. Consequently, organizations may use external consultants to conduct a systems review.

Regardless of who leads the systems review, it will need to be supported by management, human resources, DEI / committees, bargaining agents and staff. Having diverse perspectives during the systems review is important. One individual alone cannot have a complete equity lens.

The systems review should be linked to the gaps identified. For example, if there was under-representation of an equity group in hiring, then the review should focus on recruitment, selection, and hiring policies and practices. Likewise, if there is a gap in promotions then the focus should be on training, development and promotion policies and practices. If there is a higher number of equity groups leaving the workplace then the focus should be on retention, organizational culture and termination policies and practices.



Each policy, practice, and process are reviewed with an equity lens to find the barriers for the equity groups where gaps were identified. A barrier means that the policy, practice, or process has a disproportionate negative impact on a particular equity group. Barriers should be identified in the following areas (but not limited to):

- recruitment
- selection
- hiring (includes appointments, competitions, assignments, transfers, etc.)
- training and development
- promotion
- retention
- termination
- compensation
- accommodations
- organizational culture and environment and
- recourse processes.

To identify barriers, the following questions should be considered:

- Is the system, policy, practice, or procedure consistent with human rights, accessibility, labour, employment, and other applicable laws?
- Does it negatively impact equity group members compared to the impact on non-equity group members?
- Has it been applied consistently, fairly, and transparently to everyone?
- Is it necessary for the safe and efficient operation of the organization?
- Is (reasonable) accommodation possible to reduce the negative impact?
- Are there alternative ways to achieve the desired outcome?

The above can be used when drafting new policies, practices, or practices to prevent future employment barriers.

Example of barriers include:

- job requirements that are not necessary for the performance of the job
- physical or technological barriers
- lack of access to training
- negative work culture and environment
- lack of access to informal networks
- unconscious bias of selection boards; etc.

How the findings are captured is important and should be shared with all stakeholders. There should be a summary report of the review that consists of the following:

- 1) Introduction about why the system review was conducted, history of reviews and findings, and any challenges or limitations with the review
- 2) Description of methodology used to do the review including who conducted the review; the consultation process; the list of who was consulted; and the barriers identification process
- 3) Summary of the representation gaps
- 4) List of employment systems, policies, procedures, and practices that were examined (and ones that were not examined, if any)

Results of the review including identifying barriers and ways to remove them.