

STATEMENT OF WORK

E1.0 Scope

E1.1 Title

Employment Systems Review (ESR) for Infrastructure Canada (INFC)

E1.2 Introduction

The *Employment Equity Act* (EEA) and its Regulations require that employers perform an in-depth assessment of their workforce, and conduct a review of their employment systems, policies and practices where under-representation of persons in designated groups is identified.

The review will help to determine whether any employment systems, policies, and practices are an employment barrier against persons in designated groups. The audit process and expected outcomes are outlined by the [Canadian Human Rights Commission \(CHRC\)](#).

There are no records of INFC conducting an ESR since the creation of the department. An ESR is considered the most powerful force for corporate cultural change; it searches for the causes of underrepresentation and gaps in all employment systems both formal and informal.

INFC recognizes that having a diverse workforce on its own is not enough. It needs to be paired with inclusion practices to further improve organizational performance as well as to attract and retain the best talent. Consequently, fostering inclusion is the central driver of INFC's Employment Equity, Diversity and Inclusion Action Plan 2020-2022.

The Plan responds to the statutory requirements identified as per the Act and its regulations, and outlines the ongoing and new commitments that INFC intends to undertake to ensure it continues to build an inclusive workplace that welcomes a diverse, representative and capable workforce.

E1.4 Objectives

The ESR will:

1. Identify, examine and address systemic and attitudinal barriers including those entrenched in current employment systems, policies, and practices that may impede employment opportunities of the four designated groups: women, Indigenous persons, members of visible minorities and persons with disabilities. As outlined by the Treasury Board Secretariat, a comprehensive review must examine employment systems in the following areas: recruitment, selection, hiring or appointments, assignments, deployments and transfer, training and development, promotion, retention, termination of employment, and reasonable accommodations for persons with disabilities.
2. Make recommendations to address identified gaps.

E1.5 Scope of Work

The review will identify where policies and practices contribute to the under-representation of designated groups and identify any barriers, formal or informal, written or not, that have an adverse impact on their employment opportunities.

The ESR will be carried out in a six-month period and will include the following activities:

- a. review of INFC's workforce analysis and employment systems, data, policies, and practices;
- b. consultations with relevant members of the department;
- c. analyze qualitative and quantitative data to determine the causes of any gaps in the representation of designated groups compared to the workforce availability; and
- d. draft reports and identify recommendations to eliminate any identified barriers.

The ESR method used must align with the Canadian Human Rights Commission (CHRC) guide. The Contractor will follow the INFC standard for determining when a review is warranted based on the size of the gap. The results of the review must be thoroughly documented and provide a reasonable basis for corrective action to be taken by the Department.

E2.0 Requirements

E2.1 Tasks to be performed

The Contractor will conduct an ESR by undertaking the following:

- a. finalize the project plan to meet INFC's objectives, including the scope, methodology, activities, deliverables and timeframes;
- b. discuss the project plan and its progress as well as the contractor's needs, with the Project Authority;
- c. review and analyze INFC's 2018-19 workforce analysis and clustering analysis and determine specific occupational groups and areas where under-representation exists;
- d. review and analyze INFC's systems, policies and practices which would impact employees in the following areas:
 - i. recruitment;
 - ii. selection and hiring;
 - iii. development and training;
 - iv. promotion;
 - v. retention; and
 - vi. accommodation.
- e. plan and conduct consultations in both official languages (e.g. HR, employees, managers, employees from designated groups) through interviews, focus groups and/or questionnaires where under-representation exists in order to identify barriers to equitable employment;
 - i. for example, selection tools premised on aggressive, forceful behavior may tend to exclude certain cultures where such behavior is not considered appropriate;
 - ii. or strict requirements for random shift or overtime work may adversely affect women who continue to bear primary responsibility for child care.
- f. conduct analysis following consultations;
- g. identify any barriers to equal employment with specific focus on women and persons with disabilities.
 - i. When a system, policy or practice is found to have an adverse impact, the employer is required to determine whether or not it is valid, that is: whether or not it is necessary for the safe and efficient operation of the business and there is no reasonable accommodation possible short of undue hardship.
- h. prepare draft and final ESR reports, in Word format, with recommendations based on observations and findings;
 - i. present the ESR final report to HR management;
 - j. provide any advice and possible corrective measures within the ESR context.

E2.2 Client Support

INFC will provide the Contractor with access to the following for the purposes of completing the work requirements of the contract:

- a. INFC's documents and data provided digitally (the Department recognizes the potential inaccessibility to facilities, documents or resources caused by COVID-19 regulations);
- b. feedback on required tasks, comments on work products, and discussion of issues as required, in a timely manner;
- c. logistics required for consultations (e.g. interviews, focus groups) including invitation to participants, booking meeting rooms and ensuring rooms are equipped with appropriate aid facilitations; and

The Project Authority, with HR Management, will:

- a. consult and coordinate with the vendor's lead;
- b. coordinate and develop a communication strategy;
- c. develop a management action plan to address ESR recommendations;
- d. present results to INFC senior management.

E2.3 Change management procedures

Any necessary changes will be made in accordance to the terms and agreement of the contract.

E2.4 Deliverables

The Contractor must ensure that INFC is kept updated on any emerging issues and advise the INFC on what action can be taken immediately, rather than wait until the ESR is completed.

The Contractor will review and come to agreement on estimated due dates with the Project Authority at contract award and then during the contract period as required.

The Contractor must provide the following deliverables to the Project Authority:

Milestones and Basis of Payment Percentage		Deliverables
Work Plan and Methodology 15%	1	Final work plan detailing proposed scope, methodology, activities, deliverables and timelines.
	2	Regular progress updates, outlining activities completed and progression on the work planned (ongoing monthly status updates required but not tied to this milestone payment)
Organizational Review 30%	3	Preliminary summary of observations/findings following review of the workforce analysis and clustering analysis.
	4	Preliminary summary of observations/findings following review of INFC's systems, policies and practices.

	5	Recommendations for consultation methodology based on findings of the above reviews.
	6	Consultation material content (e.g. questionnaires for interview and/or focus groups with different groups) and schedule.
	7	Organizational Review
	8	Preliminary summary of observations/findings following consultations.
ESR Report 5%	9	Draft ESR Report for INFC feedback, including (at a minimum): <ul style="list-style-type: none"> a. an executive summary (for senior management); b. description of the methodology; c. summary of observations and findings for each of the area reviewed (workforce analysis/systems, policies and practices/consultations); and d. identification of barriers to equal employment or other factors; e. recommendations for positive measures or strategies for elimination of barriers.
	10	Updated Draft ESR Report incorporating INFC feedback, including (at a minimum): <ul style="list-style-type: none"> f. an executive summary (for senior management); g. description of the methodology; h. summary of observations and findings for each of the area reviewed (workforce analysis/systems, policies and practices/consultations); and i. identification of barriers to equal employment or other factors; j. recommendations for positive measures or strategies for elimination of barriers.
	11	Final ESR report. (The contractor will finalize the draft report, based on feedback from INFC)
	12	Organizational Briefings
Recommendations, Strategy and Execution Support 40%	13	Employment systems, policies and processes rebuild (recommendations, strategy and execution support)

Closeout 10%	14	Final Recommendations Report (Next Steps)
	15	Final Organizational Briefings

Additional unforeseen work will be agreed upon by all parties in advance.

E2.5 Language of work

All deliverables to be submitted to the Project Authority in English. However, the Contractor must be able to conduct consultations with members of INFC in both official languages.

All documents must be produced using Microsoft Office software compatible.

E2.6 Location of work

The Work will take place remotely.

E3.0 Project dates

Project timelines will be estimated for the Request for Procurement (RFP) based on feedback received through the Request for Information process.

All deliverables and services rendered under any contract are subject to inspection by the Project Authority. The Project Authority retains the right to reject any deliverables that are not considered satisfactory, or require correction by the Contractor before payment will be authorized.