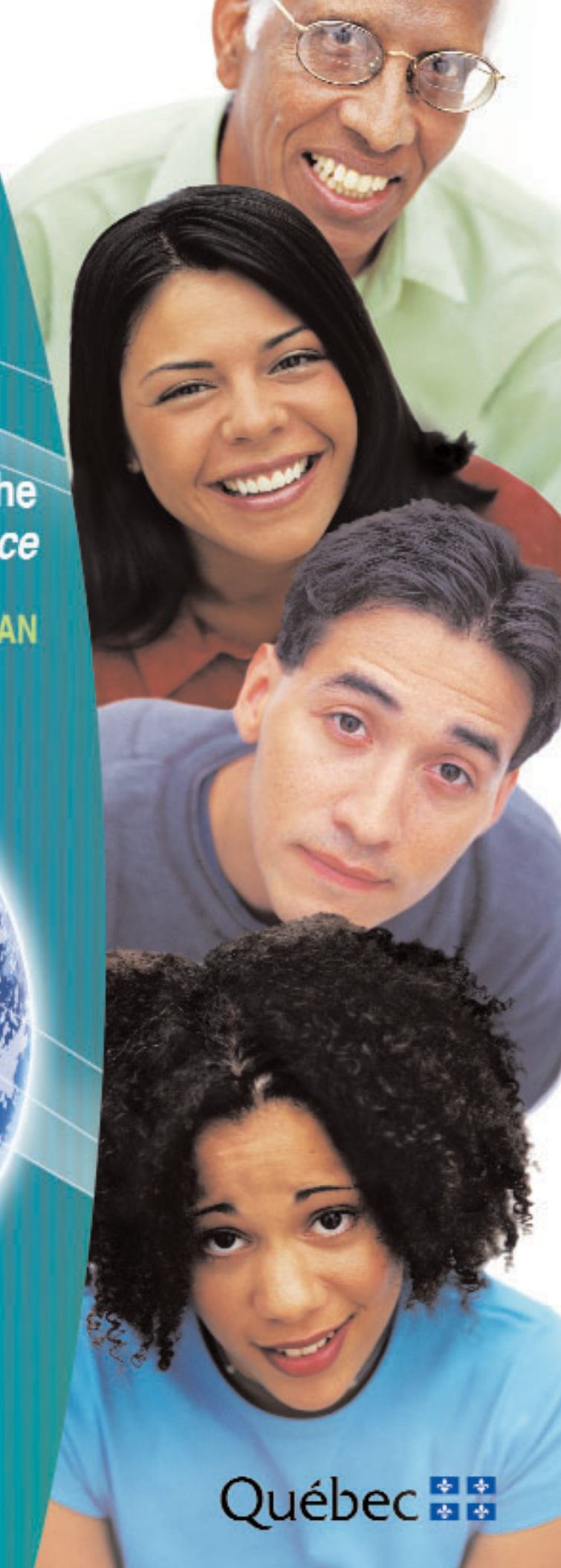


Members of cultural communities,  
native persons and anglophones

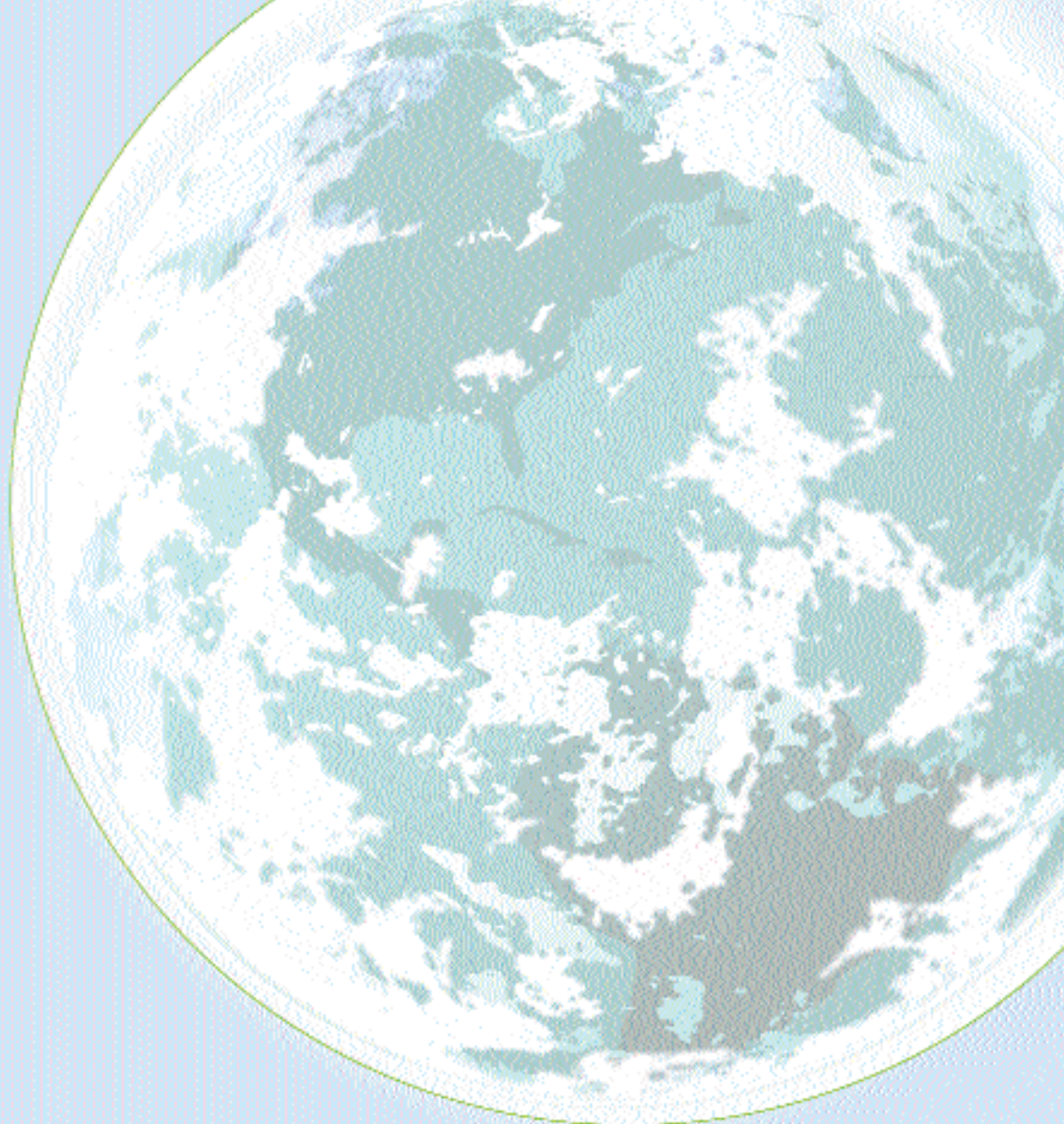
## **Diversity in the *Québec Public Service***

**ACTION PLAN**



Québec 

**Members of cultural  
communities, Native persons  
and Anglophones**



**Diversity** in the  
*Québec public service*  
**ACTION PLAN**

Gouvernement du Québec  
Secrétariat du Conseil du trésor  
Sous-secrétariat au personnel de la fonction publique

Legal deposit 2003  
Bibliothèque nationale du Québec  
Bibliothèque nationale du Canada  
ISBN: 2-550-40512-9

Photos : • Bernard Vallée,  
Secrétariat du Conseil du trésor  
• Paul Labelle



# MESSAGE

The Québec public service has considerably evolved over the years. This has involved modernisation of management practices, technological conversion, as well as changes that have become essential if we are to continue meeting public needs effectively. The public service must also take full advantage of the wealth that may be procured from the great diversity of cultures, visions and experience present in Québec society.

This philosophy is emphasized in the ten measures of our action plan for diversity. It involves a process of social equity, which involves striving towards a public service that reflects our society in all its diversity, and is increasingly open to the world.

We believe the public service renewal currently underway, the highlights of which were unveiled in 2002, is an ideal opportunity to attain our objectives. The previously-announced measures intended for youth have already produced results.

Attaining our objectives regarding diversity is only possible by favouring the integration of members of groups currently under-represented in the Québec public service. We must implement all necessary measures to ensure the public service is considered by them as a welcoming environment conducive to pursuing a career.

We have made every effort to conduct a concerted process with the communities concerned. Therefore, we wish to extend our well deserved thanks to those who made this action plan possible. Society as a whole stands to gain from their efforts.

Our public service is a major social development tool. It is incumbent upon us to ensure that it reflects all citizens of Québec; the men and women who together constitute an invaluable wealth of resources.

Minister of State for Administration  
and the Public Service

Joseph Facal

Secretary of State for the renewal of the  
public service

Stéphane Bédard





# TABLE OF CONTENTS

MESSAGE .....	3
INTRODUCTION .....	6
<b>I MEMBERS OF CULTURAL COMMUNITIES, NATIVE PEOPLE AND ANGLOPHONES IN THE QUÉBEC PUBLIC SERVICE: THE CURRENT SITUATION</b> .....	<b>8</b>
<b>II RESULTS OBTAINED</b> .....	<b>12</b>
1. Attracting and evaluating candidates .....	13
2. Hiring .....	16
<b>III DIVERSIFYING PERSONNEL: THREE ORIENTATIONS, TEN ACTIONS</b> .....	<b>20</b>
<b>INCREASING HIRING</b> .....	<b>22</b>
1. Setting annual hiring objectives .....	22
2. Ensuring that candidate lists, which include members of groups targeted by the action plan, are made available to all departments and agencies .....	23
<b>INFORMING AND PROMOTING AWARENESS</b> .....	<b>24</b>
3. Offering information sessions on candidate evaluation and hiring procedures .....	24
4. Accompanying candidates in the hiring process .....	24
5. Making the public service known by creating an awareness-raising program .....	24
<b>FACILITATING WORK-PLACE INTEGRATION</b> .....	<b>25</b>
6. Promoting awareness among personnel and managers regarding the importance of diversity .....	25
7. Creating a sponsorship program .....	25
8. Offering support for French language proficiency .....	25
9. Facilitating access to management-level positions .....	25
10. Implementing a recognition program of initiatives, efforts and results .....	25
<b>IV THE ACTION PLAN: ITS IMPLEMENTATION</b> .....	<b>26</b>
<b>CONCLUSION</b> .....	<b>28</b>



Kim Vu, from Vietnamese family  
Human resource management advisor  
Ministère des Relations avec les citoyens  
et de l'Immigration

## INTRODUCTION

In recent decades, Québec society has undergone a number of transformations. Economic growth and a high demand for skilled labour are among the factors that have shaped present-day Québec as a modern society exemplifying openness to the world and diversity.

This cultural mosaic is a rich resource whose full potential Québec has not yet managed to tap. This reality falls into the scope of the public service, which is actively striving to integrate a representative proportion of members of cultural communities, Native people and Anglophones, into its ranks.




Employment equity policies intended for members of cultural communities have existed within the public service since the 1980's. Numerous efforts have also been made to lay the groundwork for a public service that is cognizant of the skills, experience and invaluable contribution made by members of cultural communities, Native people and Anglophones. Yet it must be admitted the expected results have not materialised; only 3.4% of public service positions are filled by groups targeted within this action plan, despite the fact they represent more than 20% of the labour force.

The various periods of employment freeze during the 1990's partially explain the difficulty of attaining the desired results. However, this alone does not justify the under-representation of members of these groups in the Québec public service. The time has come to remedy the situation.

The ten measures contained in this action plan result from a collection of ideas contributed by various organizations representing members of cultural communities, Native people and Anglophones. Their efforts have made it possible to identify problems confronted by members of these groups that will serve as the basis to propose measures more specifically adapted to their reality.

The diversity action plan aims at increasing the presence and favouring job integration and retention of members of cultural communities, Native people and Anglophones in the public service. It introduces a set of measures that are more specifically adapted to the needs of members of these groups within an integrated personnel renewal strategy. With these measures, the government service intends to take full advantage of the wealth that may be procured from a greater diversity of cultures, visions and working methods, reflecting a Québec society that is open to the world.



Fidèle Medzo, from Cameroon  
Specialist in education science  
Ministère de l'Éducation

# I MEMBERS OF CULTURAL COMMUNITIES, NATIVE PEOPLE AND ANGLOPHONES IN THE QUÉBEC PUBLIC SERVICE: THE CURRENT SITUATION



Since the early 1980's, numerous employment equity measures have been implemented. Some of these initiatives are still in effect today, such as the Affirmative Action Program for members of cultural communities.

### A favourable context

Since the resumption of hiring in the Québec public service in 1999, the situation has become more conducive to making the public service personnel representative of all groups. Various measures have been taken to increase the presence and favour the hiring of members of cultural communities, Native people and Anglophones.

- In May 1999, an annual hiring objective was set for departments and agencies: 25% of persons hired for regular or casual positions, or even internships must be members of cultural communities, Native people or Anglophones.
- Since September 1999, the government has held minimal-requirement competitive examinations, i.e. no experience required, which draw a greater number of applications from candidates in these groups.
- Since November 1999, under the provisions of the Public Service Act, managers may hire a person whose name appears on a list (qualifications list) of all individuals having successfully completed the same competitive examinations irrespective of score results.
- Under the provisions of the Public Service Act and the Public Administration Act, departments and agencies must now include in their annual report a section bearing on the results they obtained regarding affirmative action and must give an account of these results before the appropriate parliamentary committee.



Kouadio-Antoine N'Zué, from Ivory Coast  
Economist  
Ministère de l'Éducation

This action plan involves three separate groups: members of cultural communities, Native people and Anglophones.

- The members of cultural communities are visible minorities and individuals whose mother tongue (first language learned and still understood) is other than French or English.
- Native people are Amerindian and/or Inuit of origin.
- Anglophones are individuals with English as their mother tongue.

### Promising partnerships

- In the fall of 2000, a first work group comprised of representatives of cultural communities looked into means of inciting members of this group to participate in the competitive recruitment examinations. Among the measures put forth, we note:
  - Transmitting calls for candidate applications to organizations representing members of cultural communities on a bi-weekly basis
  - Calls for candidate applications published in more than forty ethnic media.

- The conclusive experience of the work group with representatives from cultural communities led to the creation of a work group with representatives of Native people. This new partnership has made it possible thus far to ensure better coordination between the needs of members of this group and the proposed recommendations and measures. The principle mandates assumed were: choosing means to attract and motivating these group members to sign up for public service competitive examinations, identifying hiring barriers, and proposing measures for facilitating their access to the public service.
- New institutional linkages were also developed with government partners, such as the Secrétariat aux affaires autochtones (SAA) and the ministère des Relations avec les citoyens et de l'Immigration (MRCI).

## Incentive tools and measures

- During the winter of 1999, members of cultural communities, Native people and Anglophones who had signed up for competitive examinations were sent pamphlets containing a brief explanation of the examinations to be administered.
- In December 2000, the Secrétariat du Conseil du trésor web site was upgraded in an effort to heighten public awareness regarding recruitment in the Québec public service and to promote affirmative action by presenting policies, programs and measures intended for members of cultural communities, Native people and Anglophones.
- A toll-free number, in operation since April 2001, (1 (866) 672-3460) allows members of the public to obtain information related to employment opportunities in the public service, the selection process, programs, affirmative action measures, etc.
- Since July 2001, members of cultural communities have been able to apply for all competitive recruitment examinations or candidate databanks, regardless of whether they live in the geographical area indicated in the eligibility requirements for the competitive examinations or databank. Thus, these persons may apply for job openings in any region throughout Québec.
- During the summer of 2002, a pamphlet/brochure containing information on candidate evaluation was transmitted to organizations representing members of cultural communities, Native people and Anglophones as well as to candidates invited to sit for exams.
- Taking into account the fact that members of cultural communities generally have a lower success rate on selection tests than other individuals, the Secrétariat du Conseil du trésor mandated universities, in July 2002, to get to the core of this situation, better situate the causes and propose appropriate measures, where necessary.

### Adapted regulation

- Since 1982, the Charter of Human Rights and Freedoms recognises that the personnel of all organizations must equally represent those of the available human resources on the labour market, thereby establishing requirement for the government to implement affirmative action programs (sect. 92).
- Under the provisions of the Public Administration Act, the Conseil du trésor must establish affirmative action programs to remedy the situation of individuals belonging to groups that are victims of employment discrimination (sects. 35 and 24).
- Under the provisions of the Public Service Act and the Public Administration Act, two accountability requirements are established regarding employment equity, i.e. the annual management report and giving an account of the results before the appropriate parliamentary committee.
- The Affirmative Action Program for members of cultural communities has been in force since 1990 and aims at increasing hiring among this group and facilitating integration and job retention.



Maria-Christina Jiménez, from Latin American family  
Communications advisor  
Secrétariat du Conseil du trésor

## II RESULTS OBTAINED

The various means implemented have made it possible to achieve encouraging results with respect to attracting, evaluating and hiring.



## 1. ATTRACTING AND EVALUATING CANDIDATES

### Significant increase, in Montréal, among members of cultural communities signing up for competitive recruitment examinations intended for the general public

The means implemented and particularly the actions of the work group formed with cultural community representatives have produced positive results. So, in the Montréal region, registrations by members of cultural communities for competitive recruitment examinations intended for the general public increased significantly.

### Increased number of candidates having successfully completed competitive examinations

Positive, concrete results related to attraction and evaluation efforts were also achieved. The data<sup>1</sup> presented in Table 1 shows the progression in the number targeted group members who successfully completed a competitive examination. As the figures indicate, the number of members of cultural communities, Native people and Anglophones having passed a competitive examination rose from 1,731 in 2001 to 4,160 in 2002. The vast majority of these individuals are from the greater Montréal region, as shown in Table 2.

	Greater Montréal region <sup>2</sup>	Greater Québec City region <sup>3</sup>	Other regions	Total
Number	3,124	602	435	4,160
Percentage	75 %	14 %	11 %	100 %

Table 1  
Number of member of cultural communities, Native people and Anglophones having successfully completed competitive examinations in 2001 and 2002.

Date	Number of members of cultural communities, Native people and Anglophones
August 2001	1731
August 2002	4160

Table 2  
Number of member of cultural communities, Native people and Anglophones having successfully completed competitive examinations in 2001 and 2002, by region.

1-Information taken from the qualification list management system.

2-The greater Montréal region includes the following areas: Montréal, Montérégie, Laval, Lanaudière and Laurentides.

3-The greater Québec region includes the following areas: Capitale-Nationale and Chaudière-Appalaches.



### Performance of members of cultural communities on selection tests

Despite the efforts invested, the number of members of cultural communities registered on the lists is lower than expected. In point of fact, it appears that one cultural community member out of four successfully completes the test compared to one out of two in other groups.

Identifying the possible underlying causes for such deviation requires a multi-factor analysis: test content and wording of each question; type and number of tests used in an evaluation process; duration of the test; compensatory or eliminatory nature of each; level of familiarity and preparation of candidates for the various tests; their knowledge of the French language; degree of integration into Québec culture; etc.

It appears that the situation observed in Québec is not singular; on the contrary, even greater discrepancies are found in other countries, including the United States.

In terms of theory and results, the majority of scientific studies have not yet uncovered evidence suggesting a bias generated by the type of tests used by the Secrétariat du Conseil du trésor.

A far-reaching research project is currently ongoing, in tandem with experts, to get to the core of this situation, better locate the causes and propose appropriate measures, where necessary.

Nevertheless, without presuming the research results, it already appears from discussions with researchers and comments from representatives of cultural communities that better preparation by candidates for the tests may be one avenue worth exploring. .

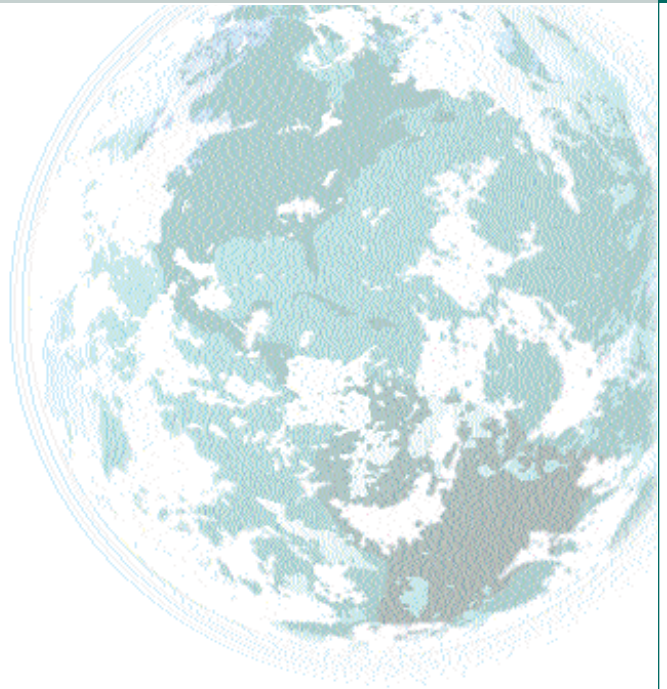
### Collaboration of representatives of cultural communities, Native people and Anglophones

The fact of involving each under-represented group in the various ongoing efforts has made it possible to establish a true collaboration between their representatives and those of the Secrétariat du Conseil du trésor.

The meetings have made it possible:

- to select means that will interest and incite members of these groups to sign up for public service competitive examinations;
- to identify their employment barriers;
- to propose measures to facilitate their access to the public service.

Moreover, job retention and integration of people with disabilities were also discussed during these meetings.



## 2. HIRING

### Hiring members of cultural communities, Native people and Anglophones

Since the adoption of 25% as the annual hiring target for members of cultural communities, Native people and Anglophones, the number of members from these three groups appointed to regular positions falls short of expectations.

Tables 3 and 4 present, respectively, the overall and regional hiring results. Table 5 shows the number of members of cultural communities, Native people and Anglophones who obtained a post in the period spanning 2001-2002 in relation to the total number of individuals who, in April 2002, had successfully completed competitive examinations.

Year	Members of cultural communities, Native people and Anglophones hired	Total no. of individuals hired	Percentage
June <sup>5</sup> 1999 to March 2000	87	1,061	8,2 %
April 2000 to March 2001	195	3,864	5,05 %
April 2001 to March 2002	483	6,602	7,32 %

**Table 3**  
Hiring levels for members of cultural communities, Native people and Anglophones for regular employment from 1999 to 2002 <sup>4</sup>.

Region	Members of cultural communities, Native people and Anglophones hired <sup>6</sup>	Total no. of individuals hired <sup>7</sup>	Percentage
Greater Montréal region <sup>8</sup>	351	2,489	14,1 %
Greater Québec City region <sup>9</sup>	100	3,072	3,3 %
Other regions	32	1,041	3,1 %
<b>TOTAL</b>	<b>483</b>	<b>6,602</b>	<b>7,32 %</b>

**Table 4**  
Hiring levels for members of cultural communities, Native people and Anglophones by region in 2001-2002 for regular positions.



Thomas Sutherland, Cree  
Wildlife protection officer  
Société de la faune et des parcs

**Table 5**  
Number of members of cultural communities, Native people and Anglophones who obtained a job in 2001-2002 in relation to the number of individuals who had successfully completed a competitive examination in april 2002.

Region	Members of cultural communities, Native people and Anglophones hired	Members of cultural communities, Native people and Anglophones who has successfully completed a competitive examination <sup>10</sup>	Percentage
Greater Montréal region <sup>8</sup>	351	2,501	14,0 %
Greater Québec City region <sup>9</sup>	100	485	20,6 %
Other regions	32	368	8,7 %
<b>TOTAL</b>	<b>483</b>	<b>3,354</b>	<b>14,4 %</b>

4-Information from departments and agencies.

5-The 25 % hiring objective was adopted in May 1999. Therefore, the data are cumulative starting in the month of June.

6- Information from departments and agencies.

7- Information from departments and agencies.

8- The greater Montréal region includes the following areas: Montréal, Montérégie, Laval, Lanaudière and Laurentides.

9- The greater Quebec region includes the following areas: Capitale-Nationale and Chaudière-Appalaches.

10- Information taken from qualification list management system on 5 April 2002.

Despite the poor hiring results obtained, the balance between the number of men and women from these groups in the public service is worth noting. On 31 March 2002, the gender distribution of members of cultural communities, Native people and Anglophones was the following:

- Members of cultural communities: 611 women (46%) and 717 men (54%) for a total of 1,328 individuals. This number represents 2.3% of public service personnel.
- Native people: 95 women (49%) and 100 men (51%) for a total of 195 individuals. This number represents 0.4% of public service personnel.
- Anglophones: 181 women (46%) and 213 men (54%) for a total of 394 individuals. This number represents 0.7% of public service personnel.



### Contextual elements: plausible explanations for poor hiring results

Various reasons may explain these poor hiring results. To formalize the situation of casual personnel who accumulate contracts year after year, an agreement between the government and labour organizations enabled competitive examinations reserved for more than 9,000 persons to be held and qualifications lists issued; 4,700 of these persons have obtained regular employment. This situation led to a decrease, for that period, of external recruitment and consequently, hiring members of cultural communities, Native people and Anglophones

Moreover, little effort has been devoted thus far to the importance of promoting the perception among management that hiring members of cultural communities, Native people and Anglophones is not a constraint, but a way of enriching the Québec public service.

Lastly, it is reasonable to believe the fact that most members of the groups targeted by this action plan live in Montréal and the majority of Québec public service jobs are in Québec City, may have a direct impact on hiring as well as on the level of interest manifested by members of these groups.



Pierre Chebou, from Cameroon  
Research officer  
Ministere des Transports

### III DIVERSIFYING PERSONNEL: THREE ORIENTATIONS, TEN ACTIONS



Diversifying the public service personnel requires action in several areas. If indeed the recruiting of members of cultural communities, Native people and Anglophones is to be included among priorities, then the positive aspects of the public service must be continually promoted as a transparent, working environment willing to accommodate them. It is important to show members of cultural communities, Native people and Anglophones that all means will be implemented to facilitate their job integration and retention

In light of the preceding,  
**three orientations** aimed at members of cultural communities, Native people and Anglophones have been adopted:

1. Increasing hiring
2. Informing and promoting awareness
3. Facilitating work-place integration

These orientations serve to inspire concerted actions in order to achieve the expected results. The following measures aim to increase hiring members of cultural communities, Native people and Anglophones in the public service, better inform them regarding the various steps involved in the hiring process and facilitate their integration.



Sheilla Van Norman, Anglophone  
Human resource management advisor  
Secrétariat du Conseil du trésor

## INCREASING HIRING

### 1. Setting annual hiring objectives

The overall hiring objectives were confirmed at their current rate, i.e. 25%. However, for regular positions, the hiring rate was adjusted taking into account the regional concentration and availability of qualified individuals.

#### Regular Employment

For the greater Québec City region<sup>11</sup>

- Confirming 25% as the regular employment hiring objective for members of cultural communities, Native people and Anglophones.

For the greater Montréal region<sup>12</sup>

- Setting 33% as the regular employment hiring objective for members of cultural communities, Native people and Anglophones.

For other regions

- Setting 8% as the regular employment hiring objective for members of cultural communities, Native people and Anglophones.

To enable the government to attain these objectives, a minimal annual target will be set for each department and agency, based on their own hiring projections, in the three above-mentioned regions. Therefore, each department and agency will have its own target to attain in order to meet the hiring objectives.

### Encourage mobility of candidates from the greater Montréal region

Considering the number of qualified candidates living in the greater Québec City region could be insufficient to attain the objective, it is necessary to expand hiring potential starting with candidates living in the greater Montréal region.

This will require encouraging the relocation of qualified candidates living in the greater Montréal region primarily to the greater Québec City region.

Therefore, conditions favouring the relocation of Montréal candidates having successfully completed a competitive examination primarily to Québec will be proposed. So, it will be possible to partially assume moving costs of individuals who have accepted a job in another region. Moreover, an agreement will be entered into with the City of Québec and the ministère des Relations avec les citoyens et de l'Immigration to offer members of cultural communities, services facilitating the relocation, such as promoting Québec City, seeking living accommodations and integrating into the area.

### Casual Employment, Student Jobs and Internships

Confirming 25% as the hiring objective for casual positions, student jobs and internships for members of cultural communities, Native people and Anglophones.

11-The greater Québec region includes the following areas:  
Capitale-Nationale and Chaudière-Appalaches

12-The greater Montréal region includes the following areas:  
Montréal, Montérégie, Laval, Lanaudière and the Laurentians

2. Ensuring that candidate lists, which include members of cultural communities, Native people and Anglophones, are made available to all departments and agencies

By making qualifications lists interdepartmental, all departments and agencies will have access to all members of cultural communities, Native people or Anglophones who successfully complete competitive examinations, thereby expanding hiring possibilities. Moreover, the validity period of the lists, which is normally one year, will be extended and remain in effect as long as the members of the groups targeted by this action plan appear on them.



Pie Landry Lloud, from the Republic of the Congo  
Economist  
Ministère de l'Éducation

### 3. Offering information sessions on candidate evaluation and hiring procedures

By organizing information sessions on evaluation methods and hiring procedures, candidates will be better prepared for tests and more familiar with the various types of evaluation used in the public service.

These information sessions will also be offered to organizations representing members of cultural communities, Native people or Anglophones, whose close contact with the milieu makes them an ideal communications channel.

Web site content on candidate evaluation will be upgraded for groups targeted by this action plan. It will include information regarding tests, sample questions and, in some cases, tools presenting practical examples.

### 4. Accompanying candidates in the hiring process

Each qualified candidate will be contacted and offered information on the hiring procedure. An employment profile will be established as a complement to information accessible to departments and agencies. These measures should contribute to favour their hiring. The availability of qualified candidates living in the greater Montréal region for a position primarily in the greater Québec City region will be confirmed as part of this process.

Considering the number of persons to meet, priority will be given to individuals qualified for employment classes with the best hiring prospects.



Andrée Mailloux, Innu  
Administrative technician  
Ministère de l'Emploi et de la Solidarité sociale

### 5. Making the public service known via an awareness-raising program

A program intended to stimulate interest in the public service among members of groups targeted by the action plan, will be implemented. By highlighting the public service as a vast employment network in Québec that offers stimulating career prospects, promotion possibilities and exciting challenges, it will be more attractive to these target groups as a career choice. This program could involve visits to workplaces within departments and agencies.

### 6. Promoting awareness among personnel and managers regarding the importance of diversity

Managers will be invited to attend an awareness session on managing diversity. The objectives of this session will be to value the skills of members of cultural communities, Native people and Anglophones and to offer better human relation management and comprehension tools in a context of diversity.

Punctual awareness-raising activities intended for employees will also be organized. These meetings will make it possible to underscore the importance of the role they must play with respect to induction, integration and promotion of loyalty among members of cultural communities, Native people and Anglophones.

A diversity-awareness component will also be integrated into manager training programs, to foster familiarity with the concept of diversity as well as opportunities for exchange to cultivate open-minded attitudes. This component will also be included in the public service induction programs intended for new employees, to heighten awareness regarding the importance of this public service reality.

### 7. Creating a sponsorship program

For all new employees, being able to count on one reliable person in the workplace environment will contribute to instil a sense of belonging and facilitate integration.

Therefore, in the Québec public service, new employees with a disability will have the possibility of participating in a sponsorship program in order to facilitate their professional integration. Community life within the organization will also fall into the scope of this program especially intended for recently relocated individuals who find themselves in a new living environment.

### 8. Offering support for french language proficiency

A support service will be offered to members of cultural communities, Native people and Anglophones, allowing them to improve French language proficiency, in accordance with job-specific requirements.

### 9. Facilitating access to managerial-level responsibilities

In the coming years, many managers will be leaving the public service, thereby providing members belonging to the targeted groups with an opportunity to access management-level positions.

The presence of members of cultural communities, Native people and Anglophones should be a concern for departments and agencies that will have a management renewal program.

### 10. Implementing a recognition program of initiatives, efforts and results

The Secrétariat du Conseil du trésor intends to promote initiatives, efforts and results regarding diversity management in departments and agencies. A program will be created for this purpose, making it possible to illuminate and make known positive experiences and recognize commendable team efforts in this area.

Magali Boyer, from Haiti  
Information agent  
Ministère du Revenu



## IV THE ACTION PLAN: ITS IMPLEMENTATION

Most of the measures prescribed in the action plan will come into effect on or before 30 September 2003. However, measures related to hiring objectives will take effect as of 1<sup>st</sup> April 2003.

In order to ensure the action plan produces the expected results, the Secrétariat du Conseil du trésor will perform an annual follow-up of the measures introduced in this action plan.



### Commitment on the part of all departments and agencies

A minimal objective, taking into account hiring projections, will be communicated to each deputy-minister and agency director on an annual basis, following which, they must produce an annual action plan demonstrating how the department or agency intends to achieve its objectives.

In the case of non-attainment of the hiring objective, the difference between the target and the actual number of nominations will be added to the following year's objective.

### Accountability

Deputy-ministers and agency directors must present in their annual management report, the results they obtain regarding diversity and they may have to give an account of these results during an appropriate parliamentary committee session. Among the evaluated components for which indicators are planned, we note:

- hiring members of cultural communities, Native people and Anglophones to fill a regular position in the greater Montréal region, greater Québec City region and other regions;
- hiring members of these groups to fill a casual, student or internship position.

### Overall evaluation

Hiring practices related to members of cultural communities, Native people and Anglophones will be evaluated, just as other actions regarding diversity. Their follow-up will make it possible to judge the effectiveness of the measures in use, namely:

- the number of persons sponsored;
- support for French language proficiency;
- access to managerial responsibilities;
- participation of managers in awareness-raising sessions.

The evolution of the presence of members of groups targeted in the action plan in the public service and the overall results of other measures will be the subject of a follow-up that will serve as the basis for an overall evaluation three years following implementation of the measures.

Furthermore, the government of Québec will annually publish the hiring results by department and agency as well as for the government as a whole.

A portrait of Moktar Lamari, a man with glasses, wearing a blue suit, white shirt, and patterned tie. He is smiling and looking towards the camera. The portrait is set within a white oval frame against a light blue background.

Moktar Lamari, from Tunisia  
Program evaluation advisor  
Ministère des Finances, de l'Économie et  
de la Recherche

## CONCLUSION

A Québec proud of its diversity and open to the world must have a public service that faithfully reflects its composition. With this action plan, the government of Québec intends to significantly increase hiring members of cultural communities, Native people and Anglophones in the public service, provide them with better information regarding the various steps in the hiring process and candidate evaluation as well as facilitate their integration.

The implementation of this action plan is an opportunity for members of cultural communities, Native people and Anglophones to take their rightful place and contribute to the development of Québec's public administration.

The achievement of this action plan is based upon a commitment of all departments and agencies and continuing partnerships with representatives of the targeted groups.

Together we can ensure the success of this project, from which all of Québec society stands to gain.

