



**WOMEN IN RESOURCE  
DEVELOPMENT**  
C O M M I T T E E

**SUBMISSION TO PUBLIC HEARINGS FOR  
THE WHITE ROSE PROJECT**

**By  
WOMEN IN RESOURCE DEVELOPMENT  
INC.**

**GENDER EQUITY PLAN**

**Presented on:**

**July 27, 2001**

**by**

**Lorraine Michael, Executive Director**

**Joyce Hancock, Co-chairperson**

**Prepared by:**

**Women in Resource Development Inc.**

**In consultation with**

**Madeline Comeau**

**Workplace Equity Services**



354 Water Street  
Suite 427  
St. John's, Newfoundland  
A1C 1C4

Telephone No.: 709-738-3743

Fax No.: 709-738-3743

E-mail: [Info@wrdc.nf.ca](mailto:Info@wrdc.nf.ca)

## **Introduction**

Thank you, Commissioner, for the opportunity to present to you what we believe are constructive ideas that will enhance the effectiveness of efforts by Husky Oil to recruit, train, hire, retain, and promote Newfoundland and Labrador women in the White Rose Project. Women in Resource Development (WRDC) have been actively involved in all stages of discussions to date regarding the Development Plan that has been produced by Husky Oil. We are pleased that the Commissioner has recognized our concerns regarding equal access for women as being legitimate. We are also pleased with Husky Oil's stated desire to access the expertise of our committee with regard to gender equity issues. WRDC looks forward to the opportunity of working with Husky's personnel management team over the life of the White Rose Project. We trust that our remarks will be used as the basis for the next steps that need to be taken.

## **Comments on Information Provided by Husky Oil**

WRDC has reviewed the pertinent information provided by Husky Oil in the January, 2001 Project Summary and in the June, 2001 Supplemental Report. We believe that Husky is sincere in its statement of commitment to diversity, backed up in the noted reports with references to:

- a diversity employment preparation plan
- resources for a program co-ordinator
- collaboration with training institutions
- collaboration with WRDC and other community-based groups
- involvement with major contractors and suppliers through a steering committee
- diversity awareness education and anti-harassment training
- a bridging program for women
- provision of a Draft Work Plan

As well, the awarding to Husky in 1997 of the Employment Equity Certificate of Merit and of the Vision Award in 1999 by the Minister of Labour, Human Resources and Development Canada, is an indication that as a company they have taken concrete steps to bring employment equity to bear within their current workforce.

We note that within the Development Plan Husky references gender equity, for the most part, under the broader umbrella of their corporate philosophy on diversity. We would like to see these diversity efforts and resources concentrated primarily on ensuring equitable participation for women, without negating the other designated employment equity groups.

In this presentation we shall be outlining details for a proposed Gender Equity Plan. There will obviously be some overlap between the detail that Husky has provided in their draft Diversity Work Plan, and the key undertakings we propose. We trust that if there is agreement in principle, we will have an opportunity for further collaboration

through participation of WRDC on the project steering committee and/or other mechanisms that are established to address equity/diversity issues. At this time we shall concentrate on the details that concern us without noting overlaps if and when they occur.

### **WRDC's Primary Concern**

WRDC's primary concern is the achievement of equitable access for women to, and equality between, men and women on the White Rose Project. According to the "Analysis of the Economic Impact of the White Rose Project on the Newfoundland and Canadian Economies" prepared by Dr. Wade Locke for Husky Energy, there will be approximately 1,000 jobs per year over the 12-year life of the project. WRDC has an interest in seeing that women get equitable access to these jobs and thereby benefit equally to men from the White Rose development.

Pursuant to this concern, we will be addressing our remarks chiefly to the regulatory body, the CNOBP, which we believe has the ultimate responsibility for ensuring that women have access to an equitable share of the dollars allocated for training, and receive a fair share of hires, based on their availability in the Newfoundland and Labrador labour force. To this end, we propose that the CNOBP, with input from our organization:

1. Develop gender equity terms of reference and guidelines for the White Rose Project;
2. Identify specific undertakings that will be required of the major project proponents; and
3. Provide a mechanism to monitor compliance with the terms of reference and the required undertakings.

### **Need for Quantifiable Outcomes**

Because of its potential for both short-term and long-term employment and training opportunities, the White Rose Project is extremely important to Newfoundland and Labrador women and their families. WRDC wishes to emphasize that both the Federal and Provincial Governments ultimately bear responsibility for ensuring that women this time, in contrast to the disappointing outcomes for them on previous oil and gas sector projects, reap equitable benefits.<sup>1</sup> This responsibility is exercised through the Canada-Newfoundland Offshore Petroleum Board which regulates all offshore activity on behalf

---

<sup>1</sup> WRDC is aware of two studies that have documented the situation of women. One is **Women, Employment Equity and the Hibernia Construction Project**, published by WITT Newfoundland and Labrador and now available from Women in Resource Development. The second study is the report of an informal study conducted by WRDC in the summer of 2000, **Where Are the Women? Report of a Survey of companies in the Petroleum Industry, Newfoundland and Labrador**.

of both governments.

It is not enough to rely on the good will or good intentions of the various stakeholders. Rather, the major project proponents for the development and production phases should be required by the regulator to:

1. build into their Benefits Plan quantifiable training and employment outcomes for Newfoundland and Labrador women;
2. integrate the gender equity outcomes with key milestones in their overall human resources plan;
3. allocate sufficient resources to adequately address their commitment to gender equity;
4. incorporate commitment to gender equity as a criterion for scoring bids on work that they put to public tender;
5. require successful bidders to sign a statement of commitment to gender equity<sup>2</sup>

### **Need for Designated Group Status**

It is generally accepted that there are formidable barriers to gender equality in the oil and gas sector. The male-dominated culture of the industry world wide, coupled with the complex nature of oil and gas projects, are in themselves major impediments. It is for this reason that **we propose, pursuant to Section 45 (4) of the Canada Newfoundland Atlantic Accord, that the CNOPB exercise its power and adopt clear guidelines for proponents by designating women as a disadvantaged group, using the Federal Employment Equity Act as a model.**<sup>3</sup> Doing so would constitute a

---

<sup>2</sup> See Appendix One for a draft Commitment to Gender Equity Form

<sup>3</sup> Women are one of the four groups targeted in the 1983 Royal Commission on Equality in Employment, headed by Judge Rosalie Abella. The landmark Abella Report led to Canada's passing of 1986 Employment Equity Act, which was subsequently strengthened by amendments passed in the House of Commons in October, 1996. Under federal Employment Equity legislation, women are a separate designated group, but their status must also be monitored within the other three designated groups, i.e. members of visible minority groups, aboriginal persons, and persons with disabilities. Members of

formal recognition by governments of the seriousness with which women's severe under-representation in this industry is viewed. **We also recommend that the major project proponents consult with the provincial Human Rights Commission to learn how programs may allow targetting of specific training and hiring of women in male-dominated occupations.**

### **Need for a List of Key Undertakings**

We suggest that CNOBP establish a list of key undertakings to define in a concrete way stakeholder responsibilities with respect to gender equality. While the details can be worked out at a later date, WRDC would like to highlight the following as essential components:

1. A signed **statement of commitment** to gender equity by the major project proponents.
2. Mandatory **gender sensitivity training** for all stakeholders and all sub-contractors. The purpose of these sessions is to:
  - raise awareness of the impact of common gender stereotypes on women's employment.
  - raise awareness of unintended discrimination in all employment practices, including recruitment, selection, job orientation, and performance feedback.
  - raise awareness of specific issues that need to be addressed when integrating women into historically male-cultured work environments.
  - provide guidelines on how to tailor job ads to, and increase the numbers of, female applicants.
  - provide guidelines on how to eliminate gender bias in interviewing and ranking of female applicants.
  - provide guidelines on how to create and maintain respectful workplaces,

---

designated groups have traditionally been excluded from the workplace and, when employed, tend to be concentrated in low paying, low-status jobs and in temporary and part-time work. A significant disadvantage for women is their under-representation at management levels, and in a wide range of occupations that have been traditionally staffed by men.

including the key elements of an effective anti-harassment strategy.

3. A detailed **summary of personnel and training needs** by occupational categories. We suggest that, where possible, both National Occupational Codes (NOC)<sup>4</sup> and Employment Equity Occupational Groups (EEOG)<sup>5</sup> be used in the analysis process.
  
4. A detailed **summary of availability rates for women**, based on an **analysis of labour force data** disaggregated by sex, and drawn from as wide a variety of sources as possible, including:

---

<sup>4</sup> The NOC classifies specific occupations on the basis of **skill level** (type of work performed) and **skill type** (the minimum level of education or experience required for the job). It is used in employment equity planning to determine job mobility patterns for women and the other designated groups, based on core competencies that are transferable.

<sup>5</sup> The fourteen EEOG=s are broad groupings of 522 occupational unit groups (NOC=s) based on generic skill type (similar core competencies across the broad group) and generic skill level (similar minimum level of education or experience required for all jobs in the broad group). An example would be EEOG # 12, Semi-Skilled Manual Workers, Skill Level C, which includes 82 jobs or NOC=s. EEOG=s are used in efforts to expand recruitment of members of designated groups because they focus on core competencies, rather than on previous experience in one specific occupation. Federally regulated employers are required to incorporate EEOG data into their workforce analysis, and to report annually by both NOC=s and EEOG=s.

- Employment Equity Data Report, Labour Standards and Workplace Equity, Human Resources Development Canada; this report contains 1996 Census Data by NOC and EEOG for women, visible minorities, and aboriginal persons; and the 1991 post-Census Health and Activity Limitation Survey (HALS) data by NOC and EEOG for persons with disabilities.
  - data provided by professional associations such as the Canadian Association of Petroleum Producers (CAPP)
  - enrolment/graduation data from the College of the North Atlantic
  - enrolment/graduation data from Memorial University of Newfoundland and the Marine Institute
  - data from the Department of Human Resources and Employment for the province of Newfoundland and Labrador
  - primary and/or narrative data from Women in Resource Development Committee (WRDC), Women in Science and Engineering (W.I.S.E.), and the Women's Policy Office for the government of Newfoundland and Labrador.
5. A **comparative analysis** of the external labour force data (item #4) against the personnel and training needs identified for the project (item # 3).
  6. Identification of detailed **quantifiable employment and training outcomes** for women based on the analysis of data collected.
  7. Development of a **Gender Equity Plan** that incorporates both quantitative and qualitative goals, and outlines specific steps that the major proponents will take to achieve these outcomes.
  8. Submission to CNOPB, at intervals to be prescribed, of **Gender Equity Employment and Training Reporting Forms** that capture, relative to men, the total numbers of women who apply, are interviewed, offered positions, and promoted. (These forms should capture both part-time and full-time employment and training data).

With respect to addressing the key undertakings listed above, WRDC highly recommends that the major project proponents acquire **outside expertise**. WRDC can be contacted to source such gender/employment equity experts. As well, the Workplace Equity Officer - Labour Program, HRDC, St. John's Office<sup>6</sup>, may be able to provide some guidance.

### **Proposed Role for CNOPB**

---

<sup>6</sup> The current WEO is Ms. Helen Gosine who may be reached at 709-772-7355.

WRDC sees the CNOBP as playing a key role in ensuring quantifiable training and employment outcomes for Newfoundland and Labrador women in both the development and production phases of the White Rose Project. **We recommend that the Board establish a set of gender equity undertakings, provide a mechanism for ongoing consultation and communication between the major stakeholders on gender equity issues, establish reporting procedures, and provide some guidance in the interpretation of the requirements.** For the purpose of gender-based analysis, **we recommend that the Board ensure that all data provided to stakeholders, as well as data collected from them, are routinely disaggregated by sex.**

The Board will need to monitor progress with respect to gender equity goals at critical milestones in the life of the project. Through a process of collaboration and consultation, the Board can play an instrumental role in ensuring that corrective measures are taken to address, in a timely manner, any deficiencies in participation levels at the various stages. Such monitoring is the only way to strategically ensure satisfactory outcomes over the entire project period from initial planning, through the development phase, and into the production phase.

**WRDC strongly recommends that CNOBP and the major proponents for the White Rose Project access and study the documentation for the Vancouver Island Highway Project, which marked the first time in Canada that a significant effort was made to integrate women and First Nations in the work of building a commercial highway.<sup>7</sup>** Despite very difficult challenges, this project, at peak production periods, had a level of equity hires that was more than 20% of the total workforce.

## **Conclusion**

Pursuant to our mandate as a feminist organization, WRDC, in this submission, has articulated specific undertakings which we believe represent a concrete, methodical, and results-based approach to ensuring gender equity in employment and training on the White Rose Project. In closing, we wish to emphasize that our organization is also cognizant of the disadvantage faced by the other designated groups, and are supportive of efforts made by the major project proponents to increase representation rates for these other groups.

---

<sup>7</sup> Griffin Cohen, Marjorie and Kate Braid. *The Road to Equity: Training Women and First Nations on the Vancouver Island Highway – A Model for Large-Scale Construction Projects*, Canadian Centre for Policy Alternatives, Ottawa, 2000.

**Appendix One: Draft Form for Sub-Contractors, White Rose Project**

**STATEMENT OF COMMITMENT TO GENDER EQUITY**

- Our company, \_\_\_\_\_, is committed to achieving and maintaining a fair representation of women in training and/or employment opportunities created through our contractual arrangements with ... (Husky Oil, Maersk, or Acker Maritime Krevit, i.e. the executing agents for the White Rose Project).
- We are prepared to support and co-operate with any special measures adopted by ... (Husky Oil, Maersk, or Acker Maritime Krevit) to eliminate barriers for women and other disadvantaged groups in employment and training.
- Our company has an anti-harassment policy that is posted at all our work sites. We take this matter very seriously, and have procedures in place to deal promptly and effectively with any problems.
- We agree to maintain mandatory gender awareness training sessions for all employees.
- We agree to have key people in our company attend a gender equality training session that will provide guidelines on recruitment of women, on eliminating gender bias in interviewing and ranking of female applicants, and on measures we can adopt to ensure good retention rates for women that are hired.
- We agree to maintain a record of special efforts we have made to attract female applicants, and of the results of our targeted recruitment, i.e. numbers of women who apply, who are interviewed, and who are hired for all project positions.
- After the completion of our initial hiring, we agree to submit a Workforce Report Form provided by ... (the executing agent). In this report, we will provide a summary of the numbers of male/females who applied, were interviewed, and were hired for each project position.
- At the end of our contract, we agree to submit a Summary Workforce Report Form that will summarize by gender, the participation rates for women in comparison to men, and the retention rates for women that were hired.
- We understand that failure to meet our stated commitment to gender equality may affect our ability to secure further contracts with ... (the executing agent).

---

Date

---

Company

## **Appendix Two: Information on the Women in Resource Development Committee**

Women in Resource Development Committee (WRDC) is a pan-provincial, not-for-profit corporation established to foster an environment that will increase the participation of women in the trades and technology sectors in Newfoundland and Labrador.

WRDC is achieving this goal through the elimination of barriers that exclude or discourage women from seeking employment in these sectors. Its work includes providing increased access to training for women, educating the general public, outreach to industry and labour, and developing policies that promote the involvement of women in the natural resource and trades/technical industries. Through several projects, including the Orientation to Trades and Technology Program delivered through the College of the North Atlantic, WRDC aims to increase the participation and recognition of women in the natural resource development sector in Newfoundland and Labrador.

WRDC is governed by a 14-member Board of Directors who set the policies for the work of its staff located in St. John's, Clarenville and Corner Brook.

### **Members of the Board of Directors**

Dr. Mildred Cahill, Treasurer	Ms. Patrina Murphy
Ms. Cindy Clarke	Dr. Barbara Neis
Ms. Carolyn Emerson, Secretary	Ms. Lana Payne
Ms. Frances Ennis, Co-chairperson	Ms. Dorothy Robbins
Ms. Leslie Grattan	Ms. Lorraine Sheehan
Ms. Joyce Hancock, Co-chairperson	Ms. Enid Strickland
Ms. Rae Labour	Ms. Charlotte Woolfrey

### **Staff Members**

Ms. Lorraine Michael, Executive Director  
Ms. Theresa Myrick, Administrative Assistant  
Ms. Michelle Brazil, Community Development Co-ordinator (Eastern)  
Ms. Allison Dancey, Petroleum Industry Outreach Co-ordinator  
Ms. Jan Foley, Education Co-ordinator  
Ms. Juanita Fraser, Community Development Co-ordinator (Western/North)

**Appendix Three: List of Acronyms**

CNOPB	Canada Newfoundland Offshore Petroleum Board
EEOG	Employment Equity Occupational Group
HALS	Health and Activity Limitation Survey
NOC	National Occupation Code
WRDC	Women in Resource Development Committee
HRDC	Human Resources Development Canada
CAPP	Canadian Association of Petroleum Producers