

2020 Diversity and Inclusion Report

ISSUE

The 2020 Diversity and Inclusion Report reviews the progress being made towards hiring and retaining a workforce that is representative of the City of Saskatoon (City) and outlines plans for continuous improvement.

BACKGROUND

The City's 2018-2020 Strategic Plan has a long-term strategy to be representative of the local population with a corporate performance target that measures workforce diversity.

The City has a long-standing commitment to diversity and inclusion including being an equity partner with the Saskatchewan Human Rights Commission (SHRC). As an equity partner, the City commits to the basic principles and objectives which outline a larger responsibility to foster an inclusive society. As well, City Council has set performance targets to reach the SHRC goals. These goals were revised by the SHRC in 2018 with most significant changes to the Persons with a Disability group from 12.4% to 22.2% and the Visible Minority equity group moving from 11.0% to 16.8%. The revised goals are:

- Indigenous: 14.0% of total workforce
- Persons with Disabilities: 22.2% of total workforce
- Visible Minority: 16.8% of total workforce
- Women in Underrepresented Occupations: 47.0% in unrepresented occupations

In 2018, the City implemented the Global Diversity, Equity and Inclusion Benchmarks: Standards for Organizations Around the World" (GDEIB) creating the foundation of the City's Diversity and Inclusion Strategy. This model provides us with a best practice roadmap and global benchmarks for charting our course forward with specific, targeted strategies to enhance and retain the City's diverse workforce. The City is focusing on eleven of the fifteen categories from the model to ensure an integrated system approach:

The Foundation: Drive the Strategy

- Diversity and Inclusion Vision, Strategy and Business Case
- Leadership and Accountability
- Diversity and Inclusion Structure and Implementation

Internal: Attract and Retain People

- Recruitment, Retention, Development, and Advancement
- Benefits, Work-life Integration, and Flexibility
- Job Design, Classification, and Compensation
- Diversity and Inclusion Learning and Education

Bridging: Align and Connect

- Assessment, Measurement, and Research
- Diversity and Inclusion Communications

The External Group

- Community, Government Relations and Philanthropy
- Services and Product Design

CURRENT STATUS

As a part of the HR transformation, the City is putting steps in place to become more strategic and developing partnerships internally and externally to support effective recruitment and retention practices specific to diversity. The goal being to have the City's workforce be representative of the population of the city residents.

Diversity and Inclusion programs and initiatives in HR are developed using GDEIB Model. Specific detail to the Benchmark Actions that took place during 2018-2020 is laid out in Appendix 1 according to the categories of the GDEIB model. These actions are broken down by: Current Practice: represents ongoing work and New Approaches: which identifies new work undertaken as part of the 2018-2020 Diversity and Inclusion Strategy.

Below are some highlights of the new approaches supported by the 2018-2020 strategy that illustrate the commitment of the City's divisions in taking leadership in the areas of Diversity and Inclusion:

The Foundation: Drive the Strategy

Key Areas: Leadership and Accountability, Diversity and Inclusion Structure and Implementation, Diversity and Inclusion Vision, Strategy and Business Case

- Formation of the Reconciliation, Equity, Diversity and Inclusion (REDI) Stewardship Committee in 2020, whose commitment is to address reconciliation, eliminate systemic racism and create an inclusive, equitable, and diverse organization as well as provide leadership in the community under these focus areas by activating, championing and aligning activities and resources to best support these commitments.

Internal: Attract and Retain People

Key Area: Recruitment, Retention, Development and Advancement

- Foster partnerships with community organizations who provide services to Persons with Disabilities. This includes providing additional job coaching required for employees with disabilities, work placements for job seekers and client consultations and referrals.
- Actively work in partnership with educational institutions to design curriculum and training based on employment trends. This includes participating in Saskatoon Trades and Skills Centre (STSC) Programming Committee and Saskatchewan Indian Institute of Technologies (SIIT) Industry Committee.

- Partnered with Quint Development Corporation to host an Employer Spotlight to recruit for the seasonal labourer positions. This included meeting and shortlisting job seekers for interviews.
- Review and revision of Saskatoon Fire Department (SFD) recruitment process including the addition of interview questions at all levels assessing competence in diversity and inclusion.
- SFD hosted a focused recruitment information event on the process for becoming a firefighter for young females.
- Agile response to COVID-19 pandemic: As employees were asked to work from home if their job allowed for it, and schools were closed or going online, the organization asked leaders to adapt in order to provide flexibility for working parents or those who have dependents. Some of these adaptations included adjustments in schedules, additional time off, unpaid leave, etc. Data suggests that women are more vulnerable to COVID-19 impacts related economic effects because of existing gender inequalities. One such inequality is the increasing the burden of dependent care, which is disproportionately carried by women.

The External Group

Key Area: Community, Government Relations and Philanthropy

- The City partnered with SIIT to develop a Memorandum of Understanding (MOU) to undertake recruitment, training and education activities which includes actively engaging with learners, identifying barriers to employment and taking action to increase the quality of life.
- The City partnered with the Saskatoon Tribal Council (STC) to develop a Memorandum of Understanding which undertakes recruitment, training and education activities that actively engages with learners, identifying barriers to employment and taking action to increase the quality of life.
- The City partnered with Radius, Sask. Polytech, Gabriel Dumont Institute (GDI) and STC to participate in a Water Distribution and Collection training program and work placement opportunity.
- SFD contracted Cosmo Industries Work Program for cleaning of the Station Headquarters (an organization that creates foundational programs for adults with intellectual disabilities).
- Extensive plans and work have been completed for Leisure Centers to expand their inclusivity for their members. The City recognizes the value of private change rooms for many different segments of the City's population and for many different reasons. This includes a parent with a child of opposite gender, a senior or person with a disability needing assistance, a transgender person who would feel more comfortable changing privately or those who believe in modesty because of a cultural or religious belief. Work to date in this area is highlighted in the following section recognizing that there is continued work being planned.

Bridging: Align and Connect

Key Area: Assessment, Measurement and Research

Below is data representing the City’s workforce population for the four equity groups over the last five years. Specifically, it gives a five-year trend for each of the equity groups twice per year: July and December. The July 31st reporting date captures a representation that includes the City’s seasonal and temporary workforce. The December 31st reporting date captures a representation of the City’s permanent workforce. Both these periods are important due to the significant difference in the total employee population during each of the time frames. The City’s total estimated workforce in 2020, for the purposes of diversity and inclusion statistics, was 3,220, this number decreased to 2,998 in December.

Table 1 provides the five-year employee population trend by equity group for July of each year (2016-2020). These results are compared with the SHRC goals for employment equity partners.

Table 1: Employee Population Trend (% of Workforce) by Equity Group - July 31

Equity Group	July 2016	July 2017	July 2018	July 2019	July 2020	SHRC Goals
Indigenous	8.5%	8.4%	9.0%	9.0%	8.6%	14.0%
Persons with Disabilities	3.8%	3.7%	3.7%	3.5%	3.3%	22.2%
Visible Minority	10.4%	10.5%	10.8%	11.3%	12.2%	16.8%
Women	38.5%	37.5%	37.3%	35.7%	33.6%	47.0%

Table 2 provides the five-year employee population trend by equity group for December of each year (2016-2020). The December statistics provide a representation of each equity group in terms of the City’s permanent workforce.

Table 2: Employee Population Trend by Equity Group - December 31

Equity Group	Dec 2016	Dec 2017	Dec 2018	Dec 2019	Dec 2020	SHRC Goals
Indigenous	7.2%	7.1%	7.2%	7.3%	7.1%	14.0%
Persons with Disabilities	3.8%	3.7%	3.8%	3.5%	2.8%	22.2%
Visible Minority	10.6%	11.0%	11.7%	11.9%	11.7%	16.8%
Women	38.0%	37.0%	36.5%	35.7%	31.8%	47.0%

DISCUSSION/ANALYSIS

The Administration will continue the work necessary in driving towards our goal of a diverse and inclusive organization. As shown in the tables above, from 2016 through 2020, there has been:

- A relatively steady percentage of Indigenous representation
- Persons with Disabilities representation was relatively steady until 2020, when the number reduced by 0.7%
- A 1.1% increase in Visible Minority representation

- A steady decrease in the percentage of Women category by 6.2% over this period

To meet the City's goal of achieving SHRC targets, the City must take action to improve representation in our workforce. As such, the Administration is focusing on a renewed strategy. A 3-year plan has been developed (2021 through 2023) including eight key initiatives which will provide a shift needed to move the organization forward.

The eight following initiatives are:

- Participation in REDI Stewardship Committee. Part of this committee's work will address the recent request from City Council to report back on a process to identify and address systemic barriers in the recruitment and retention of diverse employees collaboratively and cross-departmentally. Including processes and/or models that have been successfully deployed in other municipalities and other major employers in the public or private sector and whether the existing process for self-identification represents best practices.
- With the addition of a new Organizational Development Department in HR, there now is added capacity for the development of a revised Diversity, Equity, and Inclusion Strategy. This newly focused strategy will be in support of the priorities set out by the REDI Stewardship Committee, the GDEBI model and data analysis. This strategy will also be able to review and revise training opportunities that were put on pause in 2020 due to pandemic restrictions.
- The work in the Organizational Development Department will also put an increased focus on Leadership and Accountability through a leadership development framework which will include a competency on inclusion. Inclusive leaders are self-aware, value difference and have an open mindset. They are effective advocates for diversity, fully embracing the business case and championing initiatives that make inclusion an organizational priority.
- The Indigenous Employment Coordinator position has been revamped and transitioned into the HR Division to better align work with the overall diversity and recruitment strategies. The focus of this role will be on the development of an Indigenous Employment Strategy with a focus primarily on recruitment and retention plans that compliment and/or coincide with the Reconciliation Strategy driven by the Indigenous Initiatives Department. Although this is currently a temporary position, the Administration will be looking at all potential options to ensure a clear and dedicated focus to identifying and addressing barriers to employment and retention of Indigenous employees relating to the Truth and Reconciliation (TRC) Calls to Action.
- With the implementation of Fusion, a new SAP system will allow an added opportunity to explore data collection and analysis. This could include potential for more timely and accurate employment data in order to provide a more in-depth analysis, that may be able to impact future plans, and opportunities for adding technology supporting de-biasing mechanisms throughout the selection process.
- The Self-Declaration process will be reviewed and revised. The current process allows an opportunity for employees to voluntarily self-declare at the beginning of

their employment as part of their onboarding process. To ensure accurate data, this particular process needs to expand to one where employees are confidentially able to self-declare at any time throughout their time at the City. Research indicates that voluntary self-declaration for Persons with Disabilities during the recruitment process is not a reliable measurement for employers to base their equity program success on. Many employees do not want to self-declare to their new employer that they have a disability due to the stigma attached. With the addition of the next phase of the Fusion project in 2021, employees will have the opportunity to self-declare through their employee profile at any time. This new process may allow for improved psychological safety when self-declaring aiming for more accurate data. This new process will be accompanied with a new self-declaration educational campaign which will educate employees on how to do this and why self-declaration can be helpful for improving workplace inclusion.

- Recognizing that Persons with a Disability representation is the largest gap, the revised Diversity and Inclusion Strategy will have a specific focus designed to address the barriers to employment for this equity group.
- Over the last five years the SFD has taken specific steps towards improving diversity, equity, and inclusion in a Fire environment. Progress and upcoming actions include:
 - A joint Labour-Management Equity, Diversity and Inclusion Committee was established to act as the main discussion and advisory body of the SFD in relation to issues of equity, diversity, and inclusion and how best to advance them within the Department.
 - Implement a diversity, equity, and inclusion assessment of SFD. This assessment will include both employee statistics around demographics, practices, and policy assessments as well as assessments of employees' experiences of inclusion in the workplace.
 - Diversity, equity, and inclusion focused training opportunities will include:
 - Diversity and Inclusion Fundamentals – Fire Officer Class
 - Unconscious Bias – Fire Officer Class
 - Indigenous Awareness – All new employees
 - Planning and development of Fundamental Equity, Diversity and Inclusion (EDI) training course for all staff.
 - External outreach tentatively planned for 2021:
 - EXXplore – This program is an introduction to a career in emergency services for young females and is co-hosted with the Saskatoon Police Service.

FINANCIAL IMPLICATIONS

There are no immediate financial implications at this time. Future business plan and budget processes may include requests for additional resources to bolster the City's ability to achieve our goals in this area.

OTHER IMPLICATIONS

There are no privacy, legal, social, or environmental implications identified.

NEXT STEPS

The HR Division will continue the work necessary in working towards our goal of a diverse and inclusive organization through these key initiatives:

- Development of a Diversity and Inclusion Strategy
- Development of an Indigenous Employment Strategy
- Participation in the REDI Stewardship Committee

APPENDIX

1. 2020 Diversity and Inclusion Report

Report Approval

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