
Diversity and Inclusion Annual Report 2016

Recommendation

That the report of the General Manager, Corporate Performance Department, dated March 13, 2017, be forwarded to City Council for information.

Topic and Purpose

The Diversity and Inclusion Annual Report for 2016 reviews the progress being made toward having a workforce that is representative of the City of Saskatoon (City) and outlines plans for continuous improvement.

Report Highlights

1. The City continues to work toward closing the gap between the workforce population statistics and the goals set by the Saskatchewan Human Rights Commission (SHRC) for all four equity groups including Aboriginal People, Persons with Disabilities, Visible Minorities, and Women in Underrepresented Occupations.
2. The Diversity and Inclusion Action Plan priorities for 2017 have been identified and grouped using the “Diversity and Inclusion Solutions Framework” developed by LaRoche & Yang (2014). This framework enables us to categorize specific action plans using the common links between them to support the City’s Strategic Plan.

Strategic Goal

This report supports the strategic goal of Continuous Improvement and the progress made to offer an inclusive workplace that embraces diverse backgrounds. It also supports the ten-year priority to have a workforce representing the diversity of the City’s population.

Background

The City’s 2013 - 2023 Strategic Plan has a long term strategy to “offer an inclusive workplace that embraces diverse backgrounds” with a success indicator of a “workforce representing the diversity of the City’s population.”

The City has a long-standing commitment to diversity and inclusion including being an equity partner with the 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 below:

- Aboriginal: 14.0% of total workforce
- Persons with Disabilities: 12.4% of total workforce
- Visible Minority: 11.0% of total workforce
- Women in Underrepresented Occupations: 45.0% in underrepresented occupations

Report

Aboriginal Equity Group

- In December 2016, 7.2% of employees self-declared as Aboriginal.
- From those employees, 76.7% are permanent, 6.2% are seasonal, 3.8% are temporary, 13.3% are casual, 0.0% are jobshare.
- The Aboriginal employee population in December has increased over the last five years. The data shows that a greater priority needs to be placed on both hiring Aboriginal employees into permanent positions and increasing the number of opportunities for transitioning temporary and seasonal employees into full-time permanent positions.
- While seasonal employment continues to be a successful entry point, the long term objective is to increase permanent opportunities in relation to all employment entry points. With the introduction of phase one of the business intelligence tool, we are able to undertake a more detailed analysis of the occupational group data. This will assist with determining where we have the greatest potential for short and medium term success for increased representation of Aboriginal employees in permanent positions. The 2017 priorities will focus on initiatives relating to permanent positions and retention.

Persons with Disabilities Equity Group

- In December 2016, 3.8% of employees self-declared in the equity group Persons with Disabilities.
- From those employees, 83.0% are permanent, 2.7% are seasonal, 2.7% are temporary, 9.8% are casual and 1.8% are jobshare.
- Representation for this equity group has not increased over the last five years. Research indicates that voluntary self-declaration for Persons with Disabilities is not a reliable measurement for employers to base the success of their equity program. Therefore, an analysis of the process for self-declaration will begin with a review of the self-declaration process for temporary and seasonal employees to ensure all divisions follow the corporate process. This includes providing a detailed explanation and allows for confidentiality when completing the form.
- Further work will be committed to ensuring the workplace environment is accessible and inclusive for Persons with Disabilities through providing corporate training workshops. In addition, follow up to the employee perception survey will include focus groups with the goal to identify areas of continuous improvement for Persons with Disabilities within the organization.

Visible Minority Equity Group

- In December 2016, 10.6% of employees self-declared as a Visible Minority.
- Of those employees, 79.3% are permanent, 2.8% are seasonal, 5.6% are temporary, 12.4% are casual, and 0.0% are jobshare.
- There has been a consistent growth of permanent employees within the organization who have self-declared as a Visible Minority.
- With the organization successfully closing the gap, it shows current initiatives are working. However, there is a need to put efforts into ensuring the workplace is

also inclusive. This means ensuring we are utilizing the diversity of perspectives, skillsets, and communication to improve corporate performance and customer service.

Women in Underrepresented Occupations Equity Group

- In December 2016, 38.0% of the total workforce self-declared as female.
- From these, 71.8% are permanent, 0.9% are seasonal, 5.1% are temporary, 21.1% are casual and 1.2% are jobshare.
- The goal is to work toward women representing 45% of occupations in the labour force. For the purposes of this definition the following have been identified as occupational groups within the City that have less than 45% representation of women: Professional (42.1%), Managerial (37.3%), Technical (26.9%), Labour (21.7%), Operating (15.5%), Apprentice (8.3%) and Trade (1.5%).
- Women are still underrepresented in a majority of our occupational groups. The reasons why may be related to a shortage of women applicants applying for positions in certain occupations or the work environment not being inclusive for women. Exit and stay surveys will be implemented and results will be analyzed for inclusive workplace practices. In addition, continued participation with educational institutions will provide workplace practicums for women in occupations where they are underrepresented.

Diversity and Inclusion Action Plan Summary

Attachment 1 outlines statistics and action plans for the City. The 2017 action plan priorities are categorized in the “Diversity and Inclusion Solutions Framework” (LaRoche & Yang, 2014). This framework, developed for finding solutions to inclusion in the workplace, enables us to organize, guide, and support the development of specific action plans to support the City’s Strategic Plan.

A. People (Awareness, Skills, and Communication)

This includes building awareness, increasing skill levels, and improving communication between individuals or among teams, which is essential to bridge the cultural gap.

- To provide ongoing learning opportunities for employees to ensure an understanding of how to work in diverse workgroups. These opportunities include corporate training workshops such as the TRC Corporate Training and Fundamentals of Cultural Competency.
- Develop communication strategies that support diversity and inclusivity. This includes developing materials to assist hiring managers in recruiting a diverse workforce and retaining an inclusive work team. In addition, an online resource will be developed to provide resources for all employees on how they can contribute to a diverse and inclusive work environment.

B. Systems (Work Processes, Performance Management, and Rewards)

At the organization level, putting in place work processes, performance management, and reward systems that are aligned with the organization’s business

strategy helps people speak the same language and work in ways that achieve the organization's goal.

- Greater priority will be placed on initiatives that are designed to increase representation for each equity group within the permanent workforce. Initiatives will include career planning tools and processes that support and encourage career progression and retention.
- Entry points to permanent positions (external hires and internal promotions) will be identified and assessments completed to determine barriers and strategies developed to eliminate these barriers.
- Adjust the current recruitment and hiring processes to increase representation in jobs that are known to be entry points for external candidates.
- As a successful entry point into the organization, seasonal positions must continue to have qualified Aboriginal applicants. In 2017, a new external recruiting tool is being piloted to increase the number of qualified applicants.

C. Environment (Leadership, Organization Design, and Inclusive Practices)

To sustain the increased people capabilities and system effectiveness, we need leadership, effective organization design, and inclusive practices to create an environment where diversity becomes a true competitive advantage.

- Opportunities for new ports of entry for permanent positions will be identified within the organization to increase recruitment of new employees.
- Exit interviews/surveys and Stay interviews/surveys have been introduced as a separate mechanism for identifying barriers and challenges within the workplace. These surveys will be able to differentiate specific answers from the four equity groups and therefore identify specific barriers and challenges for these groups.

Public and/or Stakeholder Involvement

The Administration will work with community organizations to implement the Strategies outline in this report.

Communication Plan

The Diversity and Inclusion Annual Report for 2016 will be made available on the website. In addition, the report will be shared with the Division Managers, Saskatoon Police Service, and Civic Boards to help identify opportunities for improvement within their business units.

Other Considerations/Implications

There are no policy, financial, environmental, privacy or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

There is no follow-up and/or project completion dates.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

Attachment

1. Diversity and Inclusion Annual Report 2016

Report Approval

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Reviewed by: Marno McInnes, Director of Human Resources
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Department

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