

City of Saskatoon
Employment Equity Report
2012

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Introduction

Background

In 1979 the Saskatchewan Human Rights Commission (SHRC) received the Legislative mandate through the Saskatchewan Human Rights Code to promote equality through Affirmative Action, or equity programs:

Under Section 47 of the Human Rights Code, the Commission has approved programs for women, Aboriginal people, people with disabilities and members of visible minorities. To a disproportional degree these groups experience high unemployment or are restricted to low-paying, low-level positions. In the workplace, they face more discrimination than other groups.¹

Statistics Canada predicts that the proportion of Saskatchewan residents who are of Aboriginal ancestry will rise from 9.9% in 1991 to between 16.0% and 18.1% in 2016.² Canada's visible minority population is expected to account for about 20% of all adults by the year 2016, more than double its proportion in 1991.³ The participation rate of women in the Canadian labour force rose from 51.7% to 57.6% between 1982 and 1992, and is expected to continue increasing.⁴

The City of Saskatoon (the City) began addressing the implementation of Affirmative Action in 1980. In November, 1981, an agreement was reached with the Canadian Union of Public Employees (CUPE) Locals 47, 59, and 859 to participate in a joint Union/Management Committee to develop the Affirmative Action Program. In 1986 the Affirmative Action Program was approved by City Council. The Affirmative Action Program was designed as a long and short-term organizational strategy that will ensure equality of opportunity exists at all employment levels. It would take into account the specific and special conditions of the City of Saskatoon. Initially, the Affirmative Action Program included three designated groups:

- persons of Aboriginal ancestry
- persons with a disability
- women in non-traditional roles

In 1995, the visible minority designated group was added after a workforce survey reinforced the lack of representation from this group. In addition, the title of the program was changed to Employment Equity which provides a more accurate reflection of the program's focus.

The City of Saskatoon's Employment Equity Program was approved by the SHRC in 1986 and is monitored on an annual basis.

¹ Renewing the Vision Human Rights in Saskatchewan, Saskatchewan Human Rights Commission, 1996, p.96.

² Statistics Canada Employment Equity Data Program, "Projections of Population with Aboriginal Ancestry," Cat. 91-5390XPE, pg.34. In Renewing the Vision Human Rights in Saskatchewan Report of the Saskatchewan Human Rights Commission 1996.

³ Statistics Canada, *Canadian Social Trends*, Summer 1995, Cat 11-008E, p. 8 in Renewing the Vision Human Rights in Saskatchewan Report of the Saskatchewan Human Rights Commission 1996.

⁴ Statistics Canada Survey of Labour and Income Dynamics, *The Wage Gap Between Men and Women: An Update*, May 1995, Cat. 95-14, p.5. In Renewing the Vision Human Rights in Saskatchewan Report of Saskatchewan Human Rights Commission 1996.

In 1995 the SHRC adopted new goals and defined the term “under-representation”. This established a consistency amongst organizations with programs approved by section 47 of the Saskatchewan Human Rights Code. The SHRC also eliminated the term “non-traditional” when tracking the progress of women as a designated group.

Since the partnership with SHRC began in 1986, the City of Saskatoon has made positive progress in creating a workforce representative of its community. In 2012 the City of Saskatoon received an award that recognized the City of Saskatoon as one of Canada’s Best Diversity Employers.

Focus and Purpose of Report

Under the SHRC, *Employment Equity Act*, the City of Saskatoon submits an annual report detailing the progress made towards achieving a representative workforce. Statistics are provided that detail the representation of women, persons with disabilities, Aboriginal people and members of visible minorities groups within the corporation.

As required under the Act, the current report includes:

1. A narrative description of significant actions taken to implement the organization’s equity plan and;
2. Workforce data (statistical report).

Scope of Report

The statistical data represents employees from the following employee groups: Senior Administration (230), Exempt Staff Association (ESA) 222, Saskatoon Civic and Middle Management Association (SCMMA) 292, Canadian Union of Public Employees (CUPE) 47, CUPE 59, CUPE 859, International Brotherhood of Electrical Workers (IBEW) 319 and Amalgamated Transit Union (ATU) 615.

This data includes all full-time, part-time, permanent, seasonal and temporary positions.

The data is from the City of Saskatoon’s peak employee period which is July 31, 2012. This date best reflects the total employee population and is the same reporting period used for the original report.

Methodology of Report

All employees are asked to complete a voluntary self-identification survey when they commence their employment with the City of Saskatoon. For the purposes of employment equity tracking, we are limited to relying on the employee’s choice to self declare, as the declaration is voluntary. It is important to note that our workforce may have a better representation of the employment equity groups, than the statistics indicate.

The answers to this voluntary survey are kept confidential (in a separate file) and are recorded in SmartStream, the corporate payroll system. The employment equity statistics are extracted from the system for calculation and interpretation for the purposes of this report.

The format of the report is based on recommendations from SHRC, in addition to best practices derived from other SHRC Employment Equity partners.

Definitions

Please refer to the following definitions to better understand what is included and how each statistic is calculated:

Aboriginal - employees who chose to self declare at the start of their employment that they are Aboriginal. SHRC defines this group to include people who are First Nation, Métis or Inuit.

Employees with Disabilities - employees who chose to self declare at the start of their employment that they have a disability. In consultation with SHRC, in 2011 this definition was expanded to also include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

SHRC defines a person with a disability as one who has a long term or recurring physical, mental, sensory, psychiatric or learning impairment and:

- considers himself/herself to be disadvantaged in employment by reason of that impairment and;
- believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment.

Female - employees who chose to self declare at the start of their employment their gender as female. According to SHRC women are considered underrepresented in occupations within our labour force if they occupy less than 47% of positions within those occupations.

Visible Minority - employees who chose to self declare at the start of their employment that they are a member of a visible minority group. This includes people who are of colour, other than Aboriginal people.

Benchmarks

In 2012, the SHRC set the figures (shown below) as long-term goals for a representative workforce. The SHRC chose the age range of 15 to 74 to reflect the change in the Saskatchewan Human Rights Code, caused by the end of mandatory retirement.

SHRC – 2012 Goals for Representative Workforce

Equity Group	See Note	2012 Goal
Aboriginal People		
Provincial	(1)	13.1%
Prince Albert and Northern Administration District	(2)	30.1%
Members of a Visible Minority Group		
Provincial	(3)	3.8%
Regina or Saskatoon	(4)	6.6%
Persons with Disabilities	(5)	9.7%
Women in Underrepresented Occupations	(6)	47.0%

Notes

- 1) *This is the percentage of the population 15 to 74 years of age who self-identify as Aboriginal based on the 2006 Statistics Canada census (12.8%) updated to 2011 using estimates from Sask Trends Monitor.*
- 2) *If more than 70% of your workforce is employed in Prince Albert or the Northern Administrative District, please use 30.1% as your goal.*
- 3) *This is the percentage of the population 15 to 74 years of age who self-identify as members of a visible minority group based on the 2006 Statistics Canada (3.6%) census and updated to 2010 using estimates from Sask Trends Monitor.*
If more than 30% of your workforce is primarily located outside of Regina or Saskatoon, please use the provincial goal of 3.8%.
- 4) *If more than 70% of your workforce is primarily located in Regina or Saskatoon, please use the urban goal of 6.6%.*
- 5) *This is based on the proportion of the population 15 to 64 years of age who reported a disability or activity limitation in the 2001 PALS.*
- 6) *In 2009, women made up 47% of people employed in Saskatchewan according to Statistics Canada's Labour Force Survey. If you are an employer which uses the National Occupational Codes (NOC) use of the three digit code is sufficient.*
- 7) *Report on the basis of positions rather than on the basis of full-time equivalents. For example, an employer with 10 half-time Aboriginal employees should report having 10 rather than 5 Aboriginal employees.*

Key Findings of Report

- The City of Saskatoon's Aboriginal employee population was 7.6%.
- The visible minority equity group employee population increased to 6.9% in 2012.
- The employee population for persons with a disability was 3.8% in 2012. In 2011 the definition of this category was expanded in consultation with SHRC to include persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.
- Corporately 39.1% of the employee population is female. Female employees are particularly unrepresented in occupational groups of trades, apprentices and operations.

Summary of Recommendations for Improvement

STRATEGIC PLANNING

The 2012-2022 City of Saskatoon Strategic Plan, approved by City Council and available on the City of Saskatoon website, includes seven strategic goals, one of which is to create “A Culture of Continuous Improvement”.

One long-term strategy under this priority is to “offer an inclusive workplace that embraces diverse backgrounds.” One of the success drivers of this priority is a measurement of the City of Saskatoon’s workforce representative of city’s population.

The City of Saskatoon Workforce Futures Document (2013-2016) is the City’s strategic approach to addressing actionable workforce priorities to ensure a skilled, knowledgeable and inclusive workforce capable of responding to changing demographic trends, economic conditions and technological innovations. One of the five strategic priorities is an “Inclusive Workforce.” Work will be undertaken on this priority that focuses on the following action items:

- Diversity and Inclusion Strategy
- Aboriginal Employment Strategy
- Inclusion Awareness and Training
- A Business Case for Inclusion

2013 INITIATIVES

- Diversity Training and Awareness – Research and deliver a suite of diversity and inclusion workshops to raise awareness amongst our workforce.
- Diversity Business Case – Develop the Business Case for Diversity in order to provide a strategic foundation and set priorities.
- Celebrate Diversity and Inclusion – Recognize, celebrate and promote leaders in the organization whose efforts and commitments have resulted in creating an inclusive work environment.
- Review and revise the corporate Respectful Workplace and Workplace Harassment policies and procedures.
- Establish an Aboriginal Affinity Network for employees. One purpose of this network will be to identify proactive strategies to enhance retention of Aboriginal employees.

Narrative

2012-2022 Strategic Plan - A Culture of Continuous Improvement

The City of Saskatoon's 2012-2022 Strategic Plan, with input from the Community Visioning process, outlines seven strategic goals. The strategic goal of "A Culture of Continuous Improvement" specifically outlines strategies and priorities for our current and future employment. The following programs and initiatives have contributed to this particular strategic goal and the priorities within this goal.

Recruitment and Retention of Equity Group Members

Strategic Priority: *Develop and monitor a recruitment and retention strategy that attracts the best available talent and retains new employees over the long term.*

AWARDS AND RECOGNITION

- The City of Saskatoon was one of 55 organizations recognized as Canada's Best Diversity Employers for 2013. This national award recognizes employers that lead the nation in creating diverse and inclusive workplaces through exceptional workplace diversity and inclusiveness programs. Applications are reviewed against the Equity Continuum, an industry-recognized diversity measurement methodology. This logo is now attached to City of Saskatoon recruitment materials to demonstrate commitment to workplace diversity.
- The Saskatchewan Intercultural Association recognized the City of Saskatoon at their annual recognition event for partnering in their mentorship program.
- The SHRC has approved the City of Saskatoon as an Employment Equity partner. As such the Organization is granted permission to utilize the equity partner "seal", which was developed by the SHRC to notify applicants that the organization is an "equity partner."



DIVERSITY ROUNDTABLE

The City of Saskatoon began participating in a National Diversity Roundtable hosted by TWI Inc. The Diversity Roundtable (DRT) is a voluntary professional networking association for diversity and inclusion practitioners from public and private sector organizations across the country. The group seeks to identify and discuss strategies for challenges facing their members and to share best practices in the area of diversity and inclusion. Topics for 2012 included employee resource groups, mentorships, leadership, positive psychology and the Trinity II Project.



ENHANCING RETENTION THROUGH COMMUNICATION

In 2012, the City hosted a workshop for all Aboriginal Seasonal Parks Labourer staff. The purpose of this workshop was to engage and inform them with information about expectations of the workplace, and educate them on opportunities for growth and progression within the Corporation. In addition, a representative from the Saskatoon Tribal Council (STC) presented information on STC programs and services. **32** employees were in attendance.

In 2012, the City of Saskatoon sent 7 strategic employment recruitment ads to over 900 Aboriginal offices in Saskatchewan and Manitoba.

Currently there are 4 summer positions designated for Aboriginal people and 2 full time permanent positions designated for people with cognitive disabilities.

ABORIGINAL LINK

Aboriginal Link is a direct communication service provider and efficient outreach tool that creates an excellent opportunity for organizations to establish their brand and to build community presence in urban, rural, and remote 'centers of influence' where 1.5 million Aboriginal Peoples work, live, learn and play. They do this through direct communications using a comprehensive national database.

This diversity recruitment and retention program uses a combination of strategic and tactical campaigns designed to attract Aboriginal job seekers and build trust to foster a community presence.

In 2012, **seven** strategic ads each went to over **900** Aboriginal offices in Saskatchewan and Manitoba. In addition, all weekly job postings are placed on the website www.aboriginalcareers.ca. This site is a highly specialized employment portal fully-dedicated to assisting Aboriginal job seekers in researching and acquiring opportunities to develop their careers.

DESIGNATED POSITIONS

Designated positions are defined as positions which are limited to applicants from the designated employment equity groups as defined by the SHRC.

- In partnership with Saskatoon Tribal Council and Gabriel Dumont Institute, the Summer Playground Program employed **four** Aboriginal people in 2012 to run playground programs with the Meetawetan Cultural Travelling van throughout the city. This was Aboriginal focused programming.
- Currently there are **two** full-time permanent positions within the City of Saskatoon that are specifically designated for people with cognitive disabilities.

RECOGNITION OF FOREIGN QUALIFICATIONS

- The City of Saskatoon recognizes foreign qualifications through the International Qualification Assessment Service (IQAS). IQAS is mandated to promote the fair recognition of education received outside of Canada. IQAS assessments are designed to increase access and entry to: the job market, educational institutions and professional regulatory organizations.
- The City of Saskatoon recognizes foreign engineering credentials that have been assessed and approved by the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS) as having the "Members in Training" status.

RECRUITMENT EVENTS

The City of Saskatoon attended **34 recruitment events** in 2012. Several of these events were dedicated to members of the employment equity groups.

Name	City
Saskatchewan Institute of Applied Science and Technologies (SIAS) Woodland Campus	Prince Albert
University of Saskatchewan (U of S) Education Career Fair	Saskatoon
The Future is Yours Career Fair	Saskatoon
SIAS Kelsey Campus	Saskatoon
One Arrow First Nation Community Career Fair	One Arrow Indian Reserve
U of S 2012 Campus Career Expo	Saskatoon
University of Saskatchewan Graduation Pow Wow	Saskatoon
Community Job Fair (Princess Alexander Community School)	Saskatoon
Muskeg Lake Cree Nation Career/Job Fair	Muskeg Lake Reserve
Counseil De La Cooperation De La Saskatchewan Job Fair (2)	Saskatoon
Regional Active Measures Info and Networking Conference - Yorkton Tribal	Saskatoon
Workwest Job Fair	Saskatoon
Disability Expo	Saskatoon
Disability Expo Luncheon	Saskatoon
Saskatchewan Intercultural Association (SIA) Recognition Banquet	Saskatoon
Partners for Workplace Inclusion Program - Business Advisory Awards Luncheon	Saskatoon
Saskatoon Skills and Trades Recruitment Presentation	Saskatoon
Saskatchewan Indian Institute of Technology (SIIT) Information Day	Saskatoon
Saskatoon Skills and Trades Centre Graduation Luncheon	Saskatoon
Edwards School of Business Coop Student Open House	Saskatoon
SIA Recruitment Presentation (2)	Saskatoon
Nutana Partnership Appreciation Luncheon	Saskatoon
Saskatchewan Abilities Council Annual General Meeting Luncheon	Saskatoon
SIAS Adult Basic Education Recruitment Presentation	Saskatoon
SIAS Student Reception/Dinner	Saskatoon
SIIT Recruitment Presentation	Saskatoon
U of S Aboriginal Student Society Presentation	Saskatoon
SIAS Recruitment Presentation (TPSEE)	Saskatoon
North Sask Business Association Luncheon	Saskatoon
Saskatoon Open Door Society Recruitment Information Session	Saskatoon

OUTREACH RECRUITMENT PROGRAMS

The City of Saskatoon has developed an extensive Outreach Recruitment Program. The community based agencies in the chart below provide support to various equity group members in seeking employment with the City of Saskatoon. These partners receive ongoing communication to assist their clients, members and customers with information on City of Saskatoon employment opportunities including:

- Weekly job postings
- Recruitment presentations
- Mock interviews with the City's Human Resources Department
- Personal consultations with agencies including their clients with the Diversity Coordinator
- Referral follow-up on applications of clients

Partnering Agencies and Organizations

<i>Canadian National Institute for the Blind (CNIB)</i>	<i>Saskatchewan Abilities Council, Partners in Employment Program</i>
<i>Canadian Paraplegic Association</i>	<i>Saskatchewan Association for Community Living</i>
<i>Central Urban Métis Federation (CUMFI)</i>	<i>Saskatchewan Association of Recreation Professionals (SARP)</i>
<i>Conseil de la Cooperation de la Saskatchewan</i>	<i>Saskatchewan Deaf and Hard of Hearing Services Inc.</i>
<i>Dumont Technical Institute Inc. (DTI)</i>	<i>Saskatchewan Indian Federated College (SIFC)</i>
<i>Federation of Saskatchewan Indian Nations (FSIN)</i>	<i>Saskatchewan Indian Institute of Technologies (SIIT) - Construction Careers</i>
<i>First Nations University</i>	<i>Saskatchewan Indian Institute of Technology (SIIT)</i>
<i>Food Bank – Literacy Council</i>	<i>Saskatchewan Intercultural Association (SIA)</i>
<i>Gabriel Dumont Institute (GDI)</i>	<i>Saskatchewan Urban Native Teacher Education Program (SUNTEP)</i>
<i>Greater Saskatoon Catholic School Division</i>	<i>Saskatoon Employment Access Resource Centre for Human Services (SEARCH's)</i>
<i>Human Resources Development Canada</i>	<i>Saskatoon Indian and Métis Friendship Centre</i>
<i>Indian and Northern Affairs Canada</i>	<i>Saskatoon Open Door Society (SODS)</i>
<i>Indian Teacher's Education Program (ITEP)</i>	<i>Saskatoon Public School Division</i>
<i>International Women of Saskatchewan (IWS)</i>	<i>Saskatoon Skills and Trades Centre</i>
<i>Lac La Ronge Indian Band</i>	<i>Saskatoon Tribal Council Urban First Nations Services Inc.</i>
<i>Learning Disabilities Association of Saskatchewan</i>	<i>SaskWitt</i>
<i>Ministry of the Economy, Labour Market Services Branch</i>	<i>SIAST - ABE Program</i>
<i>Muskeg Lake Cree Nation</i>	<i>SIAST - Aboriginal Student Association</i>
<i>Native Access Program to Nursing</i>	<i>SIAST - Student Employment & Career Centre</i>
<i>North Saskatchewan Independent Living Centre</i>	<i>Southern Plains Métis Local 160 Inc.</i>
<i>Northern Lights School Division #113</i>	<i>The Global Gathering Place</i>
<i>Partners for Workplace Inclusion Program (PWIP)/Canadian Council on Rehabilitation and Work (CCRW)</i>	<i>University of Saskatchewan - Aboriginal Public Administration Students' Society (APASS)</i>
<i>Prince Albert Grand Council (PAGC)</i>	<i>University of Saskatchewan - Aboriginal Student Centre</i>
<i>Public Service Commission</i>	<i>University of Saskatchewan - Employment Centre</i>
<i>Quint Development Corporation</i>	<i>YWCA</i>

30 community organizations were invited to attend the Partnership Appreciation Luncheon, with 56 people in attendance.

PARTNERSHIP APPRECIATION LUNCHEON

The Human Resources Department hosted a luncheon for community organizations and agencies that have worked in partnership with the City on Diversity initiatives. A total of **30** different community organizations were invited and **56** people in attendance.

The Luncheon had four main objectives including:

- Recognizing and thanking **30** community agencies and organizations that have supported diversity and inclusion initiatives over the past year.
- Introducing the City's employment team in order to encourage open communication amongst all those involved in supporting a diverse and inclusive workforce; client barriers were also discussed.
- Explaining how diversity is incorporated into the City's Strategic Plan and Workforce Futures document.
- Receiving constructive, written feedback from the partner organizations on their perception of the quality of relationship between the City and their organization and areas of improvement.

RECRUITMENT THROUGH COMMUNITY ENGAGEMENT

- City of Saskatoon was asked to present the keynote address at the Saskatchewan Intercultural Association (SIA) "Making Connections" event. This event explored the opportunities and challenges in hiring professional talent in Saskatoon's labour market with both internationally trained immigrants and businesses in attendance. Also at this event SIA launched their new Connector Program which provides internationally trained professionals an opportunity to network with business and industry specialists in their field and gain industry specific advice.
- The Human Resources Department provided **one** tour of City Hall for the International Women of Saskatchewan (IWS) program which included women who are new to Canada. The tour also included information about employment opportunities within the Corporation as well as describing what services are available to Saskatoon residents.

- The Diversity Coordinator is a committee member of the Business Advisory Committee (BAC) for Partners for Workplace Inclusion Program (PWIP) which is a program of the Canadians Council for Rehabilitation and Work (CCRW). Part of the committee's role is to assist in coordinating a Business Recognition Awards Luncheon which convenes members of the business community of Saskatoon to celebrate and recognize the inclusion, partnerships and the diversity initiatives demonstrated in assisting and supporting persons with cross – disabilities.
- The City is represented as a committee member for Interprovincial Association on Native Employment (IANE).

PRE-EMPLOYMENT TRAINING PROGRAMS

4 First Nation and 4 Métis people participated in Heavy Equipment Operating and Class 1A pre employment training.

5 out of the 8 students were immediately hired as seasonal Labourers in the Public Works Branch.

- Heavy Equipment Operators(HEO)/Class 1A Program

In partnership with STC, GDI and SIIT, the HEO/Class 1A Program provided training for **four First Nation and four Métis people** in the safe operation of heavy equipment and routine maintenance of machinery. Individuals were trained and received their HEO Certification and Class 1A license. The City of Saskatoon provided a neighbourhood development project which was used as the training ground for the participants. A total of **five** participants out of the eight were hired into permanent seasonal positions with the City in the fall of 2012.

- Building Custodian/Fireman Certificate Program

The City has collaborated with Saskatoon Skills and Trades for three years to design and deliver a pre-employment Building Custodian/Fireman Certificate Program to assist in recruiting building custodians and similar positions. This program is delivered in partnership with the Public School Division, University of Saskatchewan, Catholic School Division, Cameco and the Saskatoon Health Region. The program included a practical component with the employer partners. On the day of graduation, interviews were conducted with all the employer partners and participants. A total of **16** people started the program, of which **14** completed and **13** were still working after a six month follow-up. The City directly hired **five** from this graduating class.

9 Aboriginal participants are currently working on their Lifeguard certification and are expected to complete in 2013.

To date 162 Aboriginal youth have completed the ATOSKE program.

- Aboriginal Lifeguard Program

The City of Saskatoon continues to partner with Saskatoon Tribal Council, Gabriel Dumont Institute, YMCA of Saskatoon and the University of Saskatchewan to provide Lifeguard training and Certification. This program received funding through the Saskatoon Urban Aboriginal Strategy (Office of the Federal Interlocutor for Métis and Non-Status Indians) and the Community Initiatives Fund.

Currently there are **nine** participants in the program which are expected to be completed in June of 2013.

- ATOSKE Program

This program hosted three – two week training programs, with the goal of increasing the representation of Aboriginal workers applying for jobs with the City of Saskatoon. The program continues to build the capacity of Aboriginal youth and heightens their employability skills. Certifications that are obtained in this two week training course are:

- First Aid CPR ‘C’
- “Playleadership” Certification
- “High 5” Certification (Principles of Healthy Childhood Development)
- “Young Workers Readiness” Certification
- Introduction to Coaching Certification through the National Coaching Certification Program
- Paddle Canada’s – Canoeing and water safety training

Students of this program are taken on educational trips to Saskatchewan Institute of Applied Science and Technology, Saskatchewan Indian Institute of Technologies and the University of Saskatchewan. They also toured the City of Saskatoon’s Fire Station, Saskatoon Light and Power, Water Treatment Plant and Civic Centres to showcase how their training can lead to potential jobs. This summer training also provided students with a job shadowing placement at a City of Saskatoon playground site. Here they are provided with on the job program planning experience with City of Saskatoon employees. To date **162** youth have completed this program successfully.

7 participants are currently working towards completing their Fitness Leadership Certification program.

- Fitness Leadership Certification Program

The City of Saskatoon's Community Services Department continues to provide opportunities for urban Aboriginal residents to gain their certification as fitness instructors.

Three participants are nearing completion of practical hours and an additional **four** more are completing stage three or four toward their certifications this year. Once fully qualified under the Saskatchewan Parks and Recreation Association and National Fitness Leadership Alliance Certifications, they will be able to take on contracts with City of Saskatoon or community associations.

Welcoming and Respectful Work Environment

Strategic Priority: *Build a workplace culture that offers opportunities for career development, work-life balance and employee recognition.*

QUALITATIVE MEASUREMENT

In 2012, the City sought to evaluate diversity initiatives both qualitatively and quantitatively. In order to do this we recruited the help of TWI Inc., the measurement partner on the Canada's Best Diversity Employers Competition with MediaCorp and BMO Financial Group since its inception in 2007. The purpose of this measurement was to:

- Confidentially gather employee perceptions for key areas related to the City of Saskatoon's ongoing diversity and inclusion initiatives.
- Use baseline metrics of employee perceptions to fill any potential gaps in our programs and policies.
- To create a more inclusive work environment for the employees of the City of Saskatoon.

CAREER PATHING CONSULTATIONS

The Diversity Coordinator met with approximately **90** people to discuss careers with the City of Saskatoon. This one-on-one consultation provides employees with a practical career path that encompasses planning for education, experience and awareness on job postings.

WORKPLACE INCLUSIVENESS

The City provides a variety of initiatives and programs to improve workplace diversity and inclusiveness:

- Sign language interpretation is provided as needed (i.e., orientation, training sessions, etc.) for employees who are deaf or hard of hearing.
- Assisted technology is provided as needed for employees who have visual impairments.
- Support and accommodation is provided for current employees with English as a second language, whose work performance may benefit from language training.
- Awareness materials highlighting Saskatoon's diverse population have been developed by City staff and are prominently displayed in all City facilities.

RESPECTFUL WORKPLACE POLICY

The Respectful Workplace Policy is in place to resolve personal workplace differences and conflicts. Resolutions may involve face-to-face meetings, facilitation, mediation and written reports. This policy can be found on the City's website and brochures are distributed corporately in all facilities. The contents of the policy include:

- Purpose
- Rationale
- Philosophy
- Steps for resolving a conflict
- Consequences
- Prevention guidelines for supervisors, Union representation, Human Resources and employees
- Procedures for resolving incidences with general public
- Incident form

WORKPLACE HARASSMENT POLICY AND PREVENTION POLICY

The Workplace Harassment Policy and Prevention Policy states that “every employee of the City of Saskatoon has the right to a workplace free from harassment.” The contents of the Policy include:

- Purpose
- Information resolution steps
- Formal resolution process
- Responsibilities of all parties
- Incident form

HARASSMENT AWARENESS AND PREVENTION TRAINING

During the Harassment Awareness and Prevention Training session participants increase their knowledge and awareness of harassment in the workplace, learn about processes for addressing harassment and get information on the City of Saskatoon's Respectful Workplace and Workplace Harassment and Prevention policies. A total of **12** sessions of this training were held in 2012 with **152** employees participating.

DISABILITY ASSISTANCE PROGRAM

The Disability Assistance Program establishes a process for minimizing the impact of an illness or injury on an individual's capacity to participate constructively in the work environment. This program exists to help employees regain their optimal physical and mental health, and successfully return to work. It also fulfills the City of Saskatoon's duty to accommodate employees who have suffered illness or injury that limits them in performing their assigned work duties.

12 Harassment Awareness and Prevention workshops were held in 2012 with 152 employees participating.

The programs goals and objectives include:

- To provide consistent and proactive assistance for ill or injured employees. The focus is on ability rather than on injury, illness or disability.
- To provide a safe return to regular, modified or transitional work duties for ill or injured employees, ensuring the work is meaningful and productive.
- To provide assistance as early as possible that will help reduce the feelings of isolation from the work environment and maintain self-respect by remaining productive.
- To provide a supportive work environment for employees returning to work after illness or injury.
- To coordinate the ongoing rehabilitation process and/or vocational services in a timely and effective manner.
- To encourage good communication among all the team players with an understanding of each other's roles and responsibilities.
- To ensure statutory compliance (i.e. duty to accommodate or any other relevant legislation).

In 2012, 263 employees were accommodated through the Disability Assistance Program.

In 2012, **263 employees** were accommodated through the Disability Assistance Program.

DUTY TO ACCOMMODATE AND THE HEALTH MANAGEMENT SYSTEM TRAINING (HMS)

32 employees took part in the Duty to Accommodate and Health Management Training in 2012.

In 2012 Duty to Accommodate and the Health Management System Training was provided twice with a total of **32 participants**. Through this training participants gain a better understanding of management of non-occupational and occupational injury/illness. The system was developed to ensure the City is supporting the employee from the first day of injury or illness through to a functional return to their pre-injury job or an accommodation. The HMS is an integration of short and long-term absences and works in conjunction with the Attendance Support Program as well as the Disability Assistance Program.

DISABILITY AWARENESS TRAINING

127 Facilities Branch employees participated in a Disability Awareness Training workshop.

A total of **127** Facilities Branch employees participated in one of **three** workshops developed and facilitated by the Saskatchewan Abilities Council. These workshops presented awareness and dispelled myths on the abilities of people with disabilities. Participants also gained valuable problem solving skills as they worked in groups to come up with solutions to several work related case studies.

ABORIGINAL RELATIONS ADVISOR POSITION

The City of Saskatoon, City Manager's Office has an Aboriginal Relations Advisor that helps enable successful partnerships and relationships with the Aboriginal government and community by promoting the engagement of Aboriginal people in municipal affairs including voting, business development, housing, etc.

FORMAL STATEMENTS OF COMMITMENT

- Two of the 11 core strategies from the 2012 Corporate Business Plan are specifically geared towards diversity and business outcomes. These strategies have specific action items directing City administration. At the end of the year, performance measurement tools will be used to obtain feedback on the impact of certain initiatives and provide guidelines for the development of the next planning cycle. The following are the two strategies:
 - Aboriginal Partnerships - Build on the strengths of our existing relationships with Aboriginal communities.
 - Multicultural Cooperation - Recognize the cultural diversity of our community and support growth through immigration.
- The Employment Equity Report was received by Executive Council on August 13, 2012 with the following motion:
 - *RESOLVED: that the information be received and that the Administration forward the report to City Council for its information.*
- Employment Equity Annual Report received by Cultural Diversity and Race Relations Committee - On November 8, 2012 the Cultural Diversity and Race Relations Committee met, and the 2011 Employment Equity report was presented and was resolved fulfilling "*that the information be received.*"
- Diversity initiatives have been specified as a priority in the City's Corporate Workforce Futures document. The document identifies "Inclusive Workforce" as one of the five strategic priorities with the following action priorities that will be worked on over the next four years:
 - Diversity and Inclusion Strategy
 - In partnership with the Human Rights Commission, the City develops a Diversity and Inclusion strategy inclusive of definitions, practices, processes and goals of employment equity. The plan highlights the Organization's intent to attain a representative workforce, incorporates cultural competencies into hiring practices, conveys the message of equal opportunity for all and outlines initiatives to address any barriers to employment.



- Aboriginal Employment Strategy
 - Develop an Aboriginal Employment Strategy that enables Aboriginal employees to enter and progress within the workforce, allowing the organization to meet the growing demands for all types of employment opportunities. The strategy addresses key areas such as: barriers to employment, the need for an employment role a model program and establishing Aboriginal employee networks.
- Inclusion Awareness and Training
 - Develop intercultural and inclusion awareness by providing successful models for learning and adaptation, and building capacity for cultural competence to enable and promote and inclusive culture at the City.
- Business Case for Inclusion
 - Develop a business case for inclusion that highlights the economic value of acquiring a representative workforce.
- The following Collective Bargaining Agreements have incorporated inclusive practices:

- CUPE 59:

Article 6.No Discrimination-Fair Employment Practice

6.1 The Employer and the Union agree that there shall be no discrimination, restriction or coercion exercised or practiced with respect to hiring or terms and conditions of employment because of race; religion; religious creed; colour; sex; sexual orientation; age from legal age for employment; physical disability (except where the disability would prevent the carrying out of the normal duties of the position occupied); national or ethnic origin; political or religious affiliation, or by reason of membership or activity in the Union.

6.2 The parties recognize the principle of equal pay for work of equal value.

6.3 The Employer and the Union agree to abide by the terms and conditions of Article 6.1 of the Collective Agreement and the provisions of Section 16 (1) of The Human Rights Code (1995).

Where discrimination issues arise, other than those referenced in Article 6.1 of the Collective Agreement and the provisions of Section 16 (1) of The Human Rights Code (1995), the Employer and the Union agree to jointly investigate those issues.

Article 17. Vacancies and Promotions

Collective Agreement for CUPE 59, Article 17.8 states “All postings for CUPE Local No 59 positions will state: “The City of Saskatoon is an Employment Equity employer.”

- CUPE 859

Article 35.No Discrimination

The City and the Union will not discriminate against an employee with respect to any term or condition of employment because of the employee's race, creed, religion, colour, sex, sexual orientation, marital status, age, nationality, ancestry, place of origin, receipt of public assistance (or as provided in the Human Rights Code) or membership or activity in the Union. Age is that as defined by The Saskatchewan Human Rights Code.

CUPE 47

Article 4.No Discrimination

The City and the Union agree that there shall be no discrimination, restriction or coercion exercised or practiced with respect to hiring or terms and conditions of employment because of race, religion, religious creed, colour, sex, national or ethnic origin, political or religious affiliation or by reason of membership or activity in the Union.

Employment Equity Statistics

Workforce Analysis of Total Staff by Occupational Group - 2012

Requirements from the Human Rights Commission:

1. Count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non permanent.
2. Highlight in **bold type** those occupational groups where women represent less than 47% of employees in that group.

Percentage of our workforce outside of Saskatoon is **0%**.

DISTRIBUTION OF EQUITY GROUP MEMBERS

Occupation Group	Total	Female Employees		Aboriginal Employees		Employees with Disabilities		Visible Minority Employees	
		#	%	#	%	#	%	#	%
Apprentice	29	4	13.8%	0	0.0%	0	0.0%	1	3.4%
Clerical	409	375	91.7%	14	3.4%	22	5.4%	17	4.2%
Labour	637	145	22.8%	94	14.8%	37	5.8%	74	11.6%
Managerial	179	55	30.7%	2	1.1%	2	1.1%	4	2.2%
Operating	688	107	15.6%	69	10.0%	21	3.1%	50	7.3%
Professional	224	87	38.8%	4	1.8%	6	2.7%	21	9.4%
Service	550	391	71.1%	44	8.0%	16	2.9%	21	3.8%
Technical	355	106	29.9%	11	3.1%	11	3.1%	34	9.6%
Trade	177	1	0.6%	8	4.5%	9	5.1%	3	1.7%
Total	3248	1271	39.1%	246	7.6%	124	3.8%	225	6.9%

Notes to Statistics

- Female employees in the occupational groups Apprentice, Labour and Managerial all increased from 2011, increasing the total female workforce slightly to 39.1%.
- With new hires for 2011 and 2012 remaining at approximately 11%, the slight decrease in the Aboriginal employee population to 7.6% is a result of turnover of existing employees who had self-declared as Aboriginal.
- A combination of new hires and permanent accommodations through the Disability Assistance Program resulted in a slight increase to 3.8% of employees who self-declared as a person with a disability.
- An increase to 6.9% from 2011 for visible minority employees links to the available talent of skilled immigrants in Saskatoon.

Workforce Analysis of Management Staff – 2012

Requirements from the Human Rights Commission:

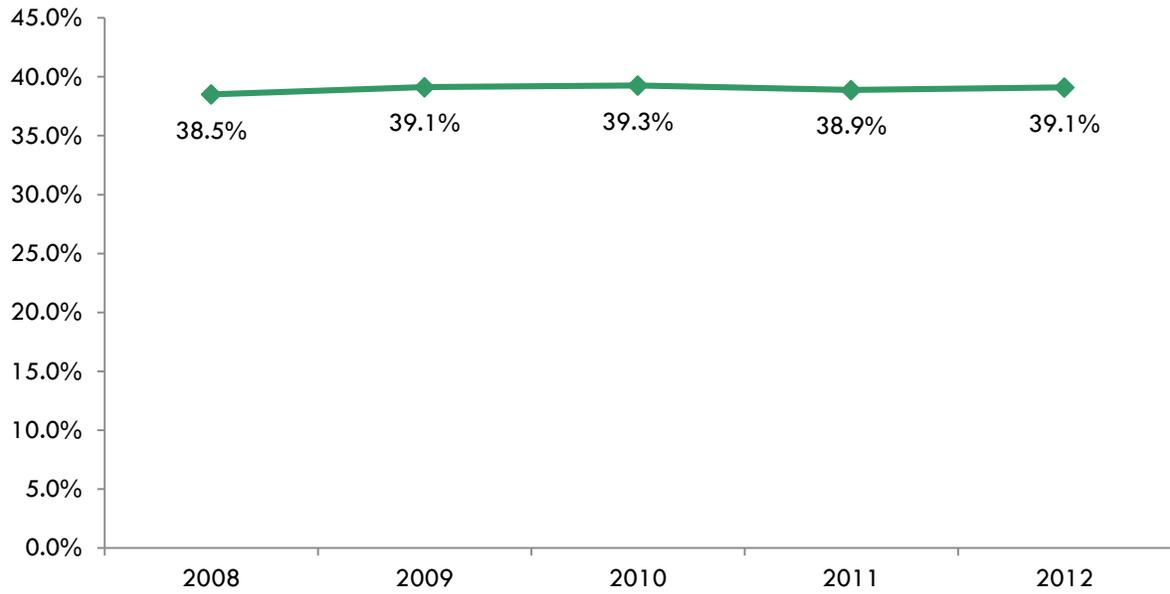
1. Count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non-permanent.
2. Highlight in **bold type** occupational groups where women represent less than 47% of employees in that group.
3. Senior managers consist of Chief Executive Officers, Presidents and Vice-Presidents.
4. Middle managers are managers (other than senior managers) who have managerial or supervisory responsibilities.

DISTRIBUTION OF EQUITY GROUP MEMBERS

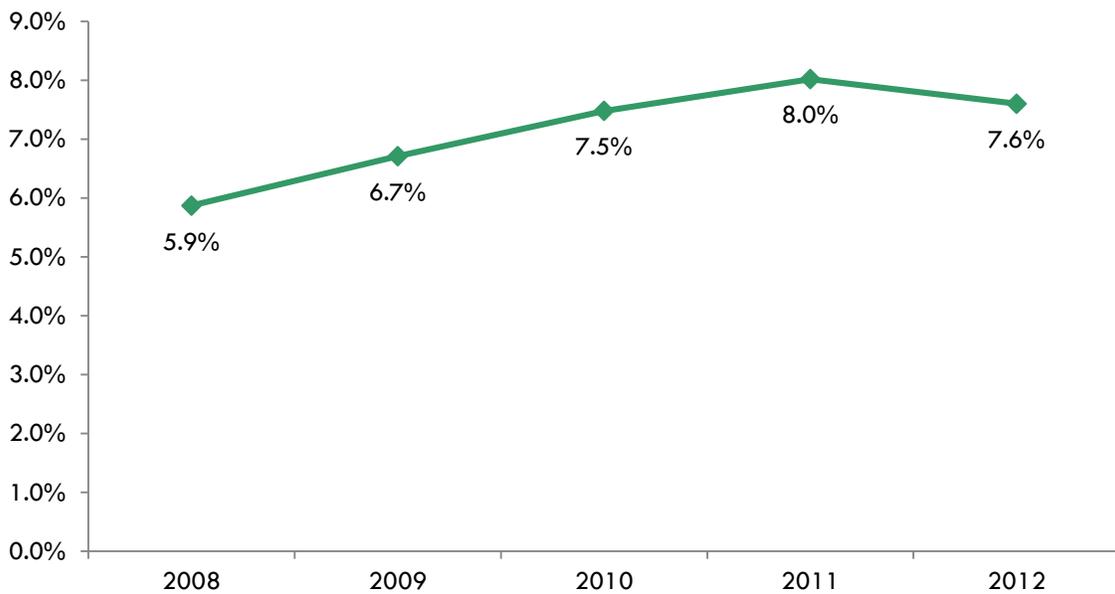
Occupation Group	Total	Female Employees		Aboriginal Employees		Employees with Disabilities		Visible Minority Employees	
		#	%	#	%	#	%	#	%
Senior Managers	10	5	50.0%	0	0.0%	0	0.0%	0	0.0%
Middle Managers	165	48	29.1%	2	1.2%	2	1.2%	4	2.4%
Total	175	53	30.3%	2	1.1%	2	1.1%	4	2.3%

Workforce Analysis Over Five Years

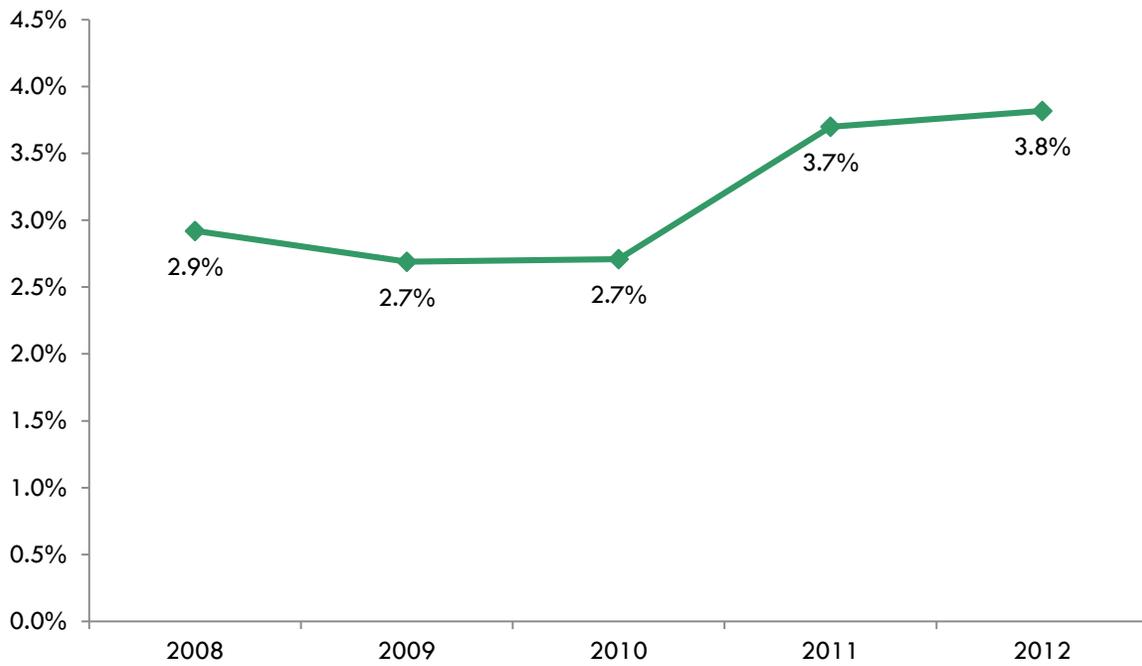
Female Employees



Aboriginal Employees



Employees with a Disability



Visible Minority Employees

