

DIVERSITY AND INCLUSION REPORT – 2015
CORPORATE PERFORMANCE DEPARTMENT

City of Saskatoon | September, 2015



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EXECUTIVE SUMMARY

In this report, the Human Resources Division charts the progress made towards the City of Saskatoon's long term strategy (2013-2023 Strategic Plan) to "offer an inclusive workplace that embraces diverse backgrounds.

As an equity partner with the Saskatchewan Human Rights Commission (SHRC), the City is required to measure and report out on the four equity groups: Aboriginal, visible minority, people with disabilities and women. Through this agreement, we also commit to the basic principles and objectives which outline a larger responsibility to foster an inclusive society.

Leadership and a strong organizational culture are key drivers when seeking to achieve a diverse and inclusive workforce. Individuals throughout the organization need to believe that a diverse workforce is valuable in order to achieve the Corporate Vision; "In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship and cultural diversity..."

The following are current diversity and inclusion trends in The City of Saskatoon's workforce:

- The representation of Aboriginal employees is not distributed throughout all types of employment (permanent, temporary, and seasonal) positions.
- People with disabilities are not well represented in the workforce at 2.9%.
- The visible minority population has seen a consistent growth year after year and has representation in occupational categories.
- There is a high female population in the occupational category of clerks at 91.0% and service at 69.9%. However, other occupational groups trades at 1.4% and apprentice at 7.4% have very low representation.

1. INTRODUCTION

What Is Our Target?

The City of Saskatoon's 2013-2023 Strategic Plan has a Long Term Strategy to "offer an inclusive workplace that embraces diverse backgrounds.

As an equity partner with the Saskatchewan Human Rights Commission (SHRC), goals are set for employers that they must demonstrate they are working towards.

In 2015, the SHRC changed the reporting format for equity partners. Partners are required to submit their statistical overview and a brief one page summary describing one successful equity initiative undertaken during the year. The 2015 SHRC Annual Report is attached as Appendix 1.

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Aboriginal	7.7%	8.5%	8.6%	259	291	299	14.0%
People with Disabilities	3.0%	2.9%	2.9%	101	101	101	12.4 %
Visible Minority	7.8%	8.7%	9.6%	262	299	337	11.0%
Female	39.9%	39.4%	39.3%	1340	1341	1372	46.0%

**Note: Refer to Appendix 2 for scope and collection methods of data above.*

Did We Achieve Our Target?

The City of Saskatoon has a long standing commitment to diversity and inclusion. In addition to being an equity partner with the SHRC, the City has established goals and targets in the Corporate Strategic Plan and annual Business Plans as well as worked with its unions and associations and successfully negotiated formal statements in a number of our Collective Agreements.

The table above shows that progress is being made with employment for Aboriginals and Visible Minorities, there continues to be a wider gap for female employees and people with disabilities.

What Are We Doing to Reach Our Targets?

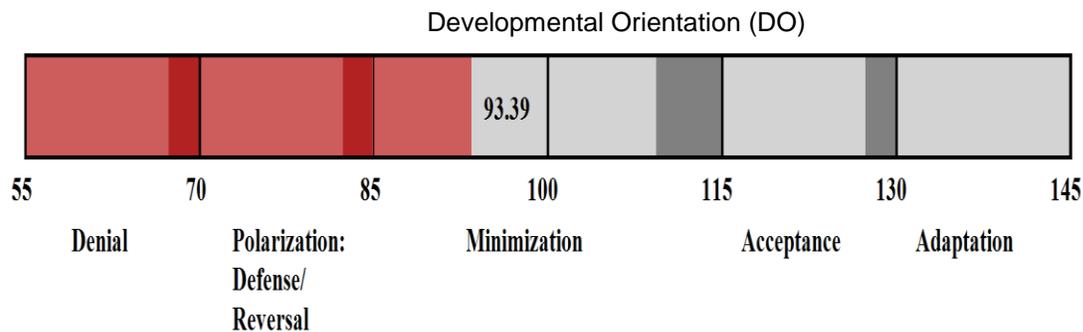
The following report outlines the initiatives undertaken for each equity group in 2013 and 2014, and the ongoing plans to achieve progress toward the goal of having “a workforce representing the diversity of the City’s population.”

Additional Measurements to Consider

In the last year, additional measurements have been introduced in order to help identify gaps and specific barriers that have been preventing us from reaching the goals. The intent of these additional measurements is to assess whether current initiatives are working and develop new plans in order to move closer toward our targets.

Intercultural Development Inventory (IDI)

The IDI done in 2011 is a measurement of the organization’s overall cultural competence. This Developmental Orientation measures how the organization makes sense of and responds to cultural differences and commonalities.



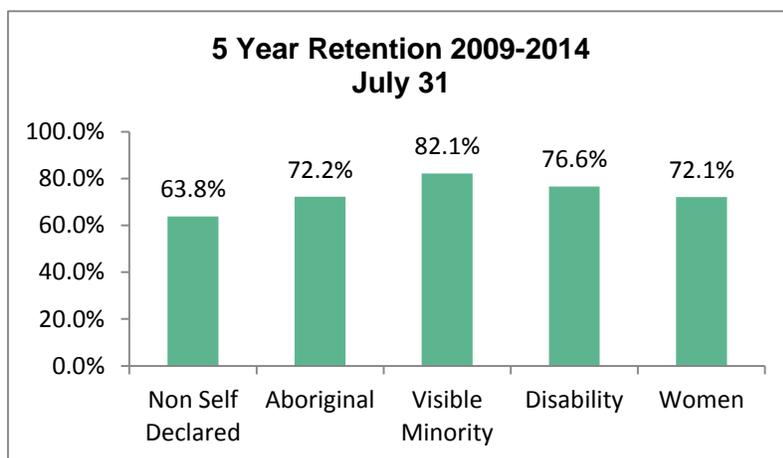
The City of Saskatoon scored 93.39 which placed it in the Minimization Stage. Organizations in the Minimization stage identify cultural similarities without recognition and appreciation of cultural differences.

This means that people in the organization will treat others as they, themselves, would like to be treated, not how the other person wants to be treated. This is based on the assumption that everybody from different cultures wants the same treatment.

Organizations further along the score in Adaptation Stage recognize the value of having more than one cultural perspective available to them and are able to take the perspective of another culture to understand or evaluate situations. They are able to intentionally change their behaviour to act in a culturally appropriate way outside of their own culture. People in this stage will intuitively make more inclusive decisions and actively seek to build a more diverse and an inclusive work environment.

Employee Retention 2009-2014

Over a 5 year period it was shown that employees who self-declared as one of our equity groups have higher retention rates than the general employee population.



December Employee Population

The equity group numbers from July 31 of each year capture the peak employment levels for the City. The employee population on December 31 of each year captures the number of permanent employees there are during the normal operating period. The chart below shows employee population for July 31, 2013 and 2014, compared to employee population for December 31, 2013 and 2014.

	% of Workforce July 2013	% of Workforce December 2013	% of Workforce July 2014	% of Workforce December 2014	2015 SHRC Goals
Aboriginal	7.7%	6.2%	8.5%	6.8%	14.0%
People with Disabilities	3.0%	3.8%	2.9%	3.2%	12.4 %
Visible Minority	7.8%	8.1%	8.7%	7.8%	11.0%
Female	39.9%	38.4%	39.4%	39.9%	46.0%

The current number for December 31, 2014 indicates that during the normal operating period the equity group employee population is lower for Aboriginal employees, which is due to less seasonal and temporary positions.

Employee Perceptions and Employee Status

Employee perceptions were measured through an Equity Quotient Survey that was completed in 2013. The survey involved a sample of 100 employees. While it is a small sample it is still helpful in identifying areas that need further research and exploration. The results of this survey are referred to in each section below.

Employee status (permanent, part time, casual, etc.) for each equity group is shown in the sections below. This information demonstrates employees represented at all levels of the organization in order to identify gaps.

*Note: Most analysis of these measurements was initiated in 2015.

Did You Know?

What Really is Diversity and Inclusion?

"Diversity refers to the variety of differences and similarities/dimensions among people, such as gender, race/ethnicity, tribal/indigenous origins, age, culture, generation, religion, class/caste, language, education, geography, nationality, disability, sexual orientation, work style, work experience, job role and function, thinking style, and personality type.

Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued." (O'Mara & Richter, 2011)

Our Larger Role as an Equity Partner with the SHRC

Best practices in diversity and inclusion move away from only measuring and reporting on the legislated requirements on representation in the work force and have diversity and inclusion encompassed in all aspects of business. It is more than just diversity and inclusion quota setting but includes comprehensive plans to create a workplace that is respectful and inclusive to all employees.

Our commitment as an equity partner with the SHRC further supports this practice. Under the SHRC equity partner agreement we are committed to eliminating employment barriers for the four equity groups as well as committed to the following principles and objectives found in the SHRC Policy on Equity Programs:

1. *To support the fundamental objectives set out in section 3 of The Saskatchewan Human Rights Code; that is,*
 - (a) *to promote recognition of the inherent dignity and the equal inalienable rights of all members of the human family; and*
 - (b) *to further public policy in Saskatchewan that every person is free and equal in dignity and rights and to discourage and eliminate discrimination.*
2. *To support the principle that cultural diversity is a fundamental human value.*
3. *To support the principle of equality of opportunity.*
4. *To foster the full potential of all individuals and promote their contribution to the creation of a prosperous, harmonious and inclusive society.*
5. *To improve opportunities for equity groups in the areas of employment, education, accommodation or public services.*
6. *To recognize the reality that individuals may experience disadvantage because of more than one prohibited ground of discrimination. Further, to consider whether additional measures are advisable where individuals face multiple barriers because they belong to more than one of the four original equity groups: Aboriginal people, people with disabilities, visible minorities and women in underrepresented occupations.*
7. *To support the establishment of links and partnerships between equity initiatives in employment, education and public services.*

(Saskatchewan Human Rights Commission, 2015)

2. ABORIGINAL PEOPLE

What Is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the Saskatchewan Human Rights Commission (SHRC) goal of 14.0%. Additional data that is used when establishing goals is the population of Aboriginal people living in Saskatoon from Stats Canada, which was 9.6% in 2011.

*Note: Statistics Canada cautions that Aboriginal people may be underrepresented in census surveys due to the replacement of the long-form census in 2010 and because Aboriginal people often cannot or choose not to participate. So the representation of Aboriginal people in Saskatoon could be significantly higher than 9.6%.

Where Are We Now?

Statistics

In 2013, Aboriginal people made up 7.7% of our City’s total employee workforce. This increased to 8.5% in 2014 and 8.6% in 2015.

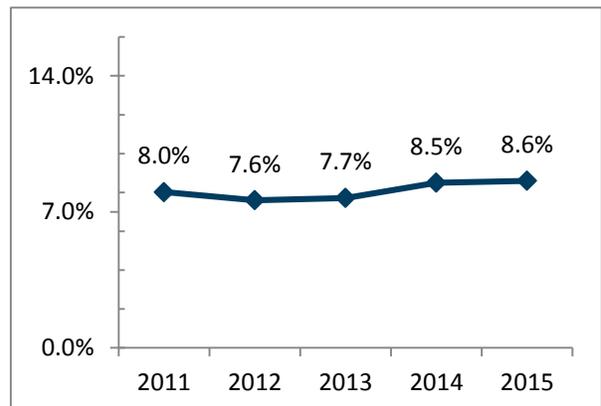
Based on the size of the City’s current workforce, the total number of Aboriginal employees would need to increase by 190 employees (i.e. from 299 to 489) in order to achieve the performance goal set by City Council.

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Aboriginal	7.7%	8.5%	8.6%	259	291	299	14.0%

5 Year Trend – Aboriginal Employees

The City of Saskatoon’s 5 year trend shows some variability with a slightly increasing trend since 2013.



Occupational Group Distribution

The charts below show the distribution of Aboriginal employees by occupational group. The purpose of this information is to show where Aboriginal employees are represented within these occupational groups.

In 2015, the lowest representation of Aboriginal employees (less than 3%) is found in the category of Professional and Managerial. The highest representation and majority of Aboriginal employees are in Labour (16.6%) and Operating (11.1%) occupational groups.

**Note: Definitions of each Occupational Group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Aboriginal Employees		Occupation Group	Total	Aboriginal Employees	
		#	%			#	%
Apprentice	29	0	0.0%	Apprentice	34	0	0.0%
Clerical	418	15	3.6%	Clerical	404	18	4.5%
Labour	656	101	15.4%	Labour	702	116	16.5%
Managerial	186	4	2.2%	Managerial	196	4	2.0%
Operating	690	67	9.7%	Operating	687	69	10.0%
Professional	261	5	1.9%	Professional	272	6	2.2%
Service	564	44	7.8%	Service	570	50	8.8%
Technical	374	15	4.0%	Technical	391	18	4.6%
Trade	178	8	4.5%	Trade	180	10	5.6%
Total	3356	259	7.7%	Total	3436	291	8.5%

2015

Occupation Group	Total	Aboriginal Employees	
		#	%
Apprentice	27	1	3.7%
Clerical	405	19	4.7%
Labour	706	117	16.6%
Managerial	204	5	2.5%
Operating	718	80	11.1%
Professional	278	5	1.8%
Service	554	44	7.9%
Technical	395	16	4.1%
Trade	207	12	5.8%
Total	3494	299	8.6%

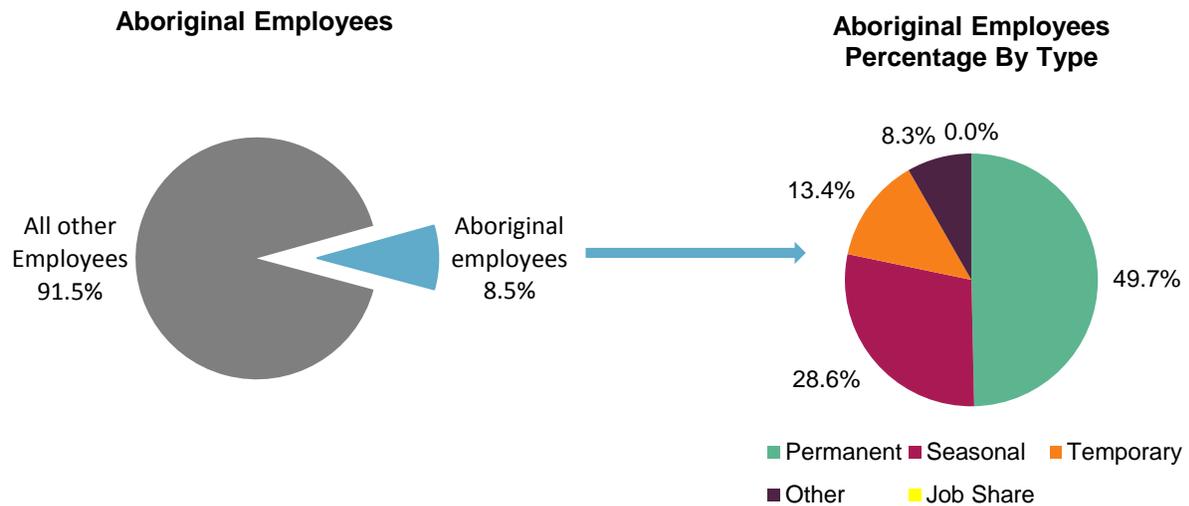
2014 Employment Status Distribution

The graph below shows the distribution of employees by employment status. The purpose of this information is to show if Aboriginal employees are represented in each employment status of the organization.

Of the 8.5% Aboriginal employees, 49.7% are permanent, 28.6% are seasonal, 13.4% are temporary, and 8.3% are other (casual).

The data shows that Aboriginal employees occupy:

- A significantly lower percentage (49.7%) of permanent positions in comparison to all employees (64.7%).
- A much higher percentage (28.6%) of seasonal positions in comparison to all employees (13.9%).
- A higher percentage (13.4%) of temporary positions in comparison to all employees (8.6%).



Retention

In 2014, Human Resources began measuring retention of equity group members. The 5 year retention for Aboriginal employees is slightly greater than it was for the general employee population (72.2% retention for Aboriginal employees compared to 63.8% for non-self-declared employee population).

Perception Survey

In 2013, an Equity Quotient Survey was completed with a sample group of employees from across the organization. This survey measured perceptions of employees in the workplace. The questions dealt with workplace topics such as career opportunities, harassment, engagement and the role of diversity and inclusion programming.

The survey identified 3 major barriers for Aboriginal employees within the organization that encompass harassment, discrimination and career opportunities:

- A significantly lower percentage of Aboriginal employees (25%) compared to other respondents (70%) consider the workplace free from discrimination.
- A significantly lower percentage of Aboriginal employees (25%) compared to other respondents (71%) feel that harassment policies exist and are enforced.
- 75% of Aboriginal employees feel Aboriginal People have fewer opportunities to success within the organization.

What Are We Doing To Reach Our Target 2013-2014?

Partnership Programs/Initiatives

Committee Representation

Currently we have representation on the following committees: Saskatchewan Indian Institute of Technologies (SIIT) Construction Careers Steering Committee, Saskatoon Skills and Trades Programming Committee, IANE (Inter-Provincial Association on Native Employment). The intent of this involvement is to ensure our employer needs are communicated to the organization/institutions that are implementing programs/initiatives for Aboriginal People.

Cost: Staff resources

Community Events

Attend community events that engage Aboriginal People. (Truth and Reconciliation events, University of Saskatchewan (U of S) Graduation Pow Wow, St. Mary's Community Pow Wow, etc.) The intent of this participation is to strengthen Aboriginal partnerships, promote City of Saskatoon jobs and brand the City of Saskatoon as an employer of choice for Aboriginal People.

Cost: Staff resources

Training

In partnership with Saskatoon Tribal Council (STC), Gabriel Dumont Institute (GDI) and SIIT, the Heavy Equipment Operators (HEO)/Class 1A Program provided training for First Nation and 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's role in this program includes: playing a key role in the organization and planning of the program, providing land which was used as the training ground for the participants, providing technical training on Class 1A Learners License for 1 week.

In 2013, 2014, and 2015, 26 students completed the training. Since the program began in 2009, a total of 48 Aboriginal people have graduated from the program, 21 were hired by the City of Saskatoon immediately following the program as seasonal labourers and 9 are currently working, 5 as equipment operators with the City of Saskatoon. At the time of this report, none of the 2015 graduates had been hired.

Cost: Staff resources

Training

Workshops

In 2013 and 2014, a series of training workshops and events were held for employees to strengthen cultural competencies within the organization in order to establish a more inclusive work environment. Aboriginal Awareness was intended to increase understanding and awareness of Aboriginal people; with program content specifically related to Saskatchewan's Aboriginal population.

Cost: \$4,700 (37 participants) in 2014

Branding

On Line

Aboriginal Link, a highly specialized employment portal that is fully dedicated to assist Aboriginal job seekers in researching and acquiring career opportunities, was utilized in 2013 and 2014 for marketing to potential candidates. Several ads were developed and posted in over 900 Aboriginal offices in Saskatchewan and Manitoba. In addition, all weekly job postings are placed on www.aboriginalcareers.ca. As of 2015, an online presence has been established with an employer page where a link to all our weekly job postings can be found. The City of Saskatoon employer page can be found at: <http://www.aboriginalcareers.ca/saskatoon/>

Since August 2014, the City of Saskatoon employer page has had 169,019 impressions. An impression is a measurement used to track how many times a webpage or an element on the webpage is used.

Cost: \$3,500/year

Monthly Ads

In 2014, the City of Saskatoon developed monthly advertisements profiling 12 City of Saskatoon Aboriginal employees to be used in Eagle Feather News. This also allowed for the engagement and acknowledgement of Aboriginal employees.

Eagle Feather news runs 10,000 issues each month; 6,500 are mailed and there are over 500 regular subscribers. Ten are sent to every First Nation and First Nation's School in the Province. Campuses of SIIT, First Nation University of Canada (FNUC), U of S, both main campuses and remote campuses, receive at least 50 at each location. Forty-two locations across Saskatchewan get 50 packages where they are put out for public. The remaining papers are delivered in Saskatoon where from 20 to 300 issues are placed in high traffic locations for free pick up, including civic facilities and the libraries; 95% of these papers are taken.

The job postings on eaglefeathernews.com are promoted through Twitter (2,300 combined followers) and Facebook pages (4,735 combined followers). The web page averages 22,000 hits and 30,000 page views per month.

Cost: \$4,000

Aboriginal Professional Associations

Support is provided (through attendance and sponsorship) for Aboriginal Professional Associations i.e. Saskatoon Aboriginal Professionals Association (SAPA). The intent of this is to showcase the City of Saskatoon as an employer of choice for Aboriginal professionals in Saskatoon.

Cost: \$1,500

Career Workshops

In 2013 and 2014, the City hosted a workshop for all Aboriginal seasonal parks labourer employees. The purpose of this workshop was to engage and inform current seasonal employees with expectations of the workplace, and educate on opportunities for growth and progression within the City.

Cost: \$500 (2 years)

What Are We Doing to Reach Our Target in 2015 and Beyond?

Inclusive Workforce

Based on the Equity Quotient Survey results above, the Workplace Harassment and Respectful Workplace Policies will be reviewed to ensure inclusive language and ease of use for employees.

Cost: Staff resources

Enhance Retention & Recruitment

Career Path Consultations

Based on the Occupational Category statistics and the Equity Quotient Survey results, career-pathing consultations with seasonal Aboriginal employees in Parks will be undertaken. These meetings will focus on future career planning and may include a plan for additional training or experience that is required in order to have the best chance for success.

Cost: Staff resources

Recruitment Video

Based on the occupational category and employee status stats, a strong branding and promotion of professional positions will be developed. This will include creating and launching a recruitment video and regular advertising specific to the Aboriginal market (Aboriginalcareers.ca and Eagle Feather News).

Cost: \$4,200

Enhanced Community Partnerships

Collaborate with community partners such as SIIT, STC, GDI, STSC to facilitate pre-employment programs. The goal of pre-employment programs is to assist Aboriginal people to gain qualifications needed to apply for entry level positions with the City of Saskatoon. Pre-employment programs are done in collaboration with educational institutions and training facilities.

Cost: Staff resources

Truth and Reconciliation Commission Recommendations

Training

Based on the Truth and Reconciliation Commission (TRC) Call to Action Final Report recommendation number 57 (Appendix 5) speaks directly to the Municipal Government's role to provide education to public servants. Training will be explored in 2016.

Cost: Unknown at this time. Partnerships with other Municipal Boards are currently being explored.

Employment

Based on the TRC Call to Action Final Report recommendation number 92 (Appendix 5), which speaks directly to ensuring Aboriginal people have equitable access to employment in the corporate sector, an Aboriginal Employment Action Plan has been created. (Appendix 4).

As well as, pre-interviews will be conducted for select external applicants that have self-declared as Aboriginal. The goal is to consult with these applicants to strengthen their application with the City of Saskatoon.

Cost: Staff resources

Beyond 2015

The results of the Equity Quotient Survey are important and will continue to guide plans for 2016 and further address cultural changes needed. These plans will involve developing initiatives through the engagement of the equity group members along with other key stakeholders in the organization.

Did You Know?

Saskatoon has one of the largest Aboriginal populations as a percentage, (in 2006 it was 14.9% of the total population in Canada. Fifty five percent of the Aboriginal population is under 25 years of age (compared to 31% of the non-Aboriginal population).

Sask Trends Monitor states in *The Saskatchewan Labour Force Supply 2008* that by 2030, it is estimated that one in every four new entrants to the labour force will be Aboriginal.

The 2011 Statistics Canada reports states that the City's population of Aboriginal people between the ages of 15 and 74 is 8.8% and it is projected to grow significantly. The Saskatchewan Human Rights Commission has recently increased the Aboriginal employee representation goal for employment equity employers to 14.0%.

The TRC Call to Action Final Report released in June 2015 provided 94 recommendations. Recommendation number 57 speaks directly to Municipal Government's role to provide education to public servants and recommendation number 92 speaks directly to corporate sector ensuring Aboriginal people have equitable access to employment. (Appendix 5).

3. PEOPLE WITH DISABILITIES

What is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the SHRC goal that 12.4% of the workplace population be comprised of persons with disabilities, as well, Stats Canada reports that the population of people with disabilities aged 15 to 74 (working age) was 7.6% in 2011.

Where Are We Now?

Statistics

In 2013, people with disabilities were 3.0% of our City’s total employee workforce. This declined slightly to 2.9% in 2014. Based on the size of the City’s current workforce, the total number of people with disabilities would need to increase by 332 employees (i.e. from 101 to 433) in order to achieve the performance goal set by City Council.

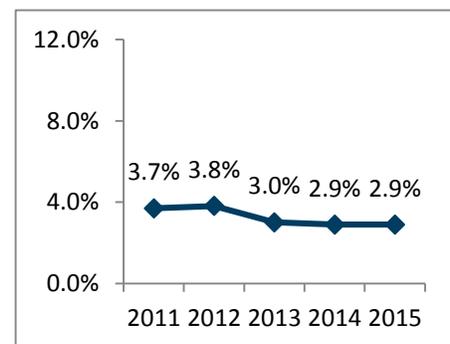
**Note: See page 16 for why self-declaration may not yield accurate results.*

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
People with Disabilities	3.0%	2.9%	2.9%	101	101	101	12.4 %

5 Year Trend – Employees with Disabilities

The City of Saskatoon’s 5 year trend shows some decrease with the last two years experiencing no change.



Occupational Group Distribution

The charts below show the distribution of employees with disabilities by occupational groups. The purpose of this information is to show where employees with disabilities are represented within these occupational groups.

In 2015, all but 3 occupations (clerical, labour and trades) had less than 3.0% representation of people with disabilities.

**Note: Definitions of each occupational group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Employees with Disabilities		Occupation Group	Total	Employees with Disabilities	
		#	%			#	%
Apprentice	29	0	0.0%	Apprentice	34	0	0.0%
Clerical	418	19	4.5%	Clerical	404	21	5.2%
Labour	656	30	4.6%	Labour	702	29	4.1%
Managerial	186	1	0.5%	Managerial	196	2	1.0%
Operating	690	17	2.5%	Operating	687	18	2.6%
Professional	261	4	1.5%	Professional	272	4	1.5%
Service	564	11	2.0%	Service	570	9	1.6%
Technical	374	10	2.7%	Technical	391	10	2.6%
Trade	178	9	5.1%	Trade	180	8	4.4%
Total	3356	101	3.0%	Total	3436	101	2.9%

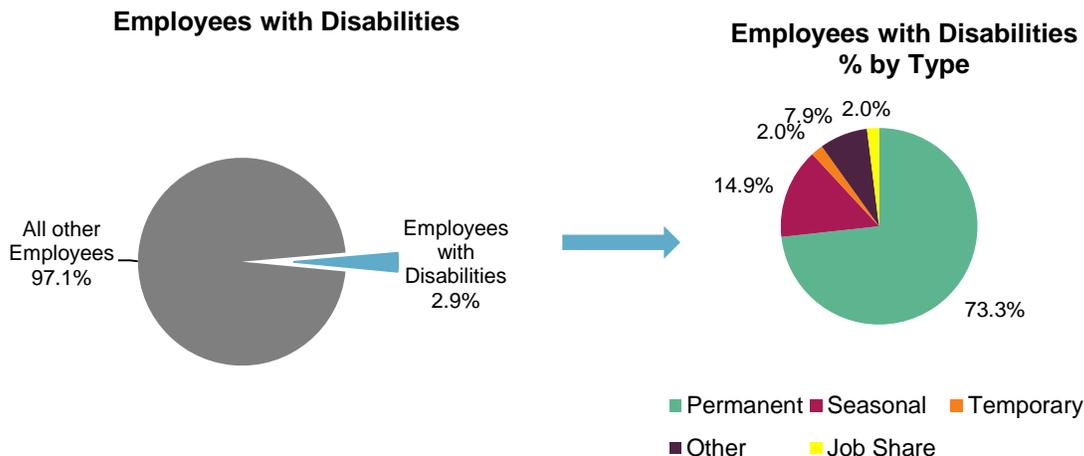
2015

Occupation Group	Total	Employees with Disabilities	
		#	%
Apprentice	27	0	0%
Clerical	405	22	5.4%
Labour	706	29	4.1%
Managerial	204	2	1.0%
Operating	718	15	2.1%
Professional	278	4	1.4%
Service	554	9	1.6%
Technical	395	11	2.8%
Trade	207	9	4.3%
Total	3494	101	2.9%

2014 Employment Status Distribution

The graph below shows the distribution of employees by employment status.

Of the 2.9% of employees with disabilities; 73.3% are permanent, 14.9% are seasonal, 2.0% are temporary, 7.9% are other (casual) and 2.0% are job share.



Retention

In 2014, Human Resources began measuring retention of equity group members. The 5 year retention for employees with disabilities is greater than it was for the general employee population (76.6% retention for employees with disabilities compared to 63.8% for non-self-declared employee population).

Perception Survey

In 2013 an Equity Quotient Survey was completed with a sample group of employees from across the organization. This survey measured perceptions from employees of the workplace. The questions dealt with workplace topics such as career opportunities, harassment, engagement and the role of diversity and inclusion programming.

The survey identified 3 major barriers for employees with disabilities within the organization that encompass harassment, engagement and career opportunities:

- A significantly lower percentage of employees with disabilities (13%) considered the workplace free from harassment. Compared to 66% of respondents that did not self-declare as a person with a disability, considered the workplace free from harassment.
- A significantly lower percentage of respondents with disabilities feel they are not included in employee interaction (0% vs 40%).
- A large majority of respondents who self-declared as a person with a disability and employees without a disability (75.5%) feel that persons with disabilities have fewer opportunities to succeed in the organization.

What Are We Doing to Reach Our Target in 2013-2014?

Partnerships Programs/Initiatives

Best practices in diversity and inclusion show that connecting with community organizations that assist people with disabilities in their job search can be an effective recruiting tool. See Best Practices section under Outreach Recruitment Program.

Cost: Staff resources

Training

In 2013 and 2014, to start to address the concerns identified in the Equity Quotient Survey, a training workshop was developed. The intent of this training was to increase awareness of people with disabilities to employees in order to establish a more inclusive work environment. As a continued part of our ongoing partnership, the Saskatchewan Abilities Council, Partners in Employment Program developed a workshop specifically for the City of Saskatoon employees.

Cost: Staff resources

What Are We Doing to Reach Our Target in 2015 and Beyond?

Streamline Processes

Based on the Equity Quotient Survey results above and information identified about self-declaration for people with disabilities (page 16), the self-declaration process will be reviewed and revised to work towards collecting a more accurate reflection of our employee population.

Cost: Staff resources

Inclusive Workforce

Based on the Equity Quotient Survey results above, the Workplace Harassment and Respectful Workplace Policies will be reviewed to ensure inclusive language and ease of use for employees.

Cost: Staff resources

Based on the Equity Quotient Survey results, education and awareness opportunities will continue for employees in working towards a more inclusive work environment. These opportunities will be reviewed and updated regularly to ensure they are meeting the needs of the organization.

Cost: \$500

Beyond 2015

The results of the Equity Quotient Survey are important and will continue to guide plans for 2016 and further address cultural changes needed. These plans will involve developing initiatives through the engagement of the equity group members along with other key stakeholders in the organization.

Did You Know?

Self-Declaration

The uncertainty of how a new employer will react makes the decision to self-declare very difficult for people with disabilities. An article by Abby Young-Powell references a survey conducted by “GreatWithDisability.com” with 1,040 graduates and students with a disability in the UK, finding that 77% fear they will be discriminated against and 72% worry they will be a nuisance to employers (Young-Powell, 2015).

The Ontario Human Rights Commission (OHRC) conducted a study of 1,000 Canadians and found that,

“Because of negative stereotypes associated with mental health issues and addictions, many people said they feared disclosing their disability in their employment. Even if they required job-related accommodations, people were reluctant to say they had a disability because they feared discrimination, or their performance being judged on the basis of their disability, instead of their contributions at work. Some people may be concerned that their ability to get disability or life insurance will be affected. For many, these concerns were based on prior experiences of losing jobs or being treated inequitably at work after revealing their disability.” (Ontario Human Rights Commission, 2015).

The Careers Service at Cardiff University outlines the following reasons why a new employee may choose not to self-declare at the beginning of their employment:

- They may be discriminated against or rejected by employers with pre-set ideas about the effects of disability.
- They may feel that it will give the employer the chance to label them by their disability.
- They may not want to discuss their disability with a stranger.
- They may feel that their disability has no effect on their ability to do the job.

(The Career Service, 2009)

4. MEMBERS OF A VISIBLE MINORITY GROUP

What Is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the SHRC goal that 11.0% of the workplace population be members of a visible minority group, as well as, Stats Canada reports that the population of visible minority people aged 15 to 74 (working age) was 12.3% in 2011.

Where Are We Now?

Statistics

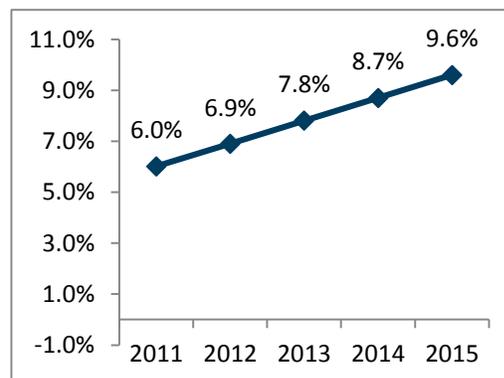
In 2013, visible minorities were 7.8% of our City’s total employee workforce. This increased to 8.7% in 2014. Based on the size of the City’s current workforce, the total number of visible minority people would need to increase by 85 employees (i.e. from 299 to 384) in order to achieve the performance goal set by City Council.

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Visible Minority	7.8%	8.7%	9.6%	262	299	337	11.0%

5 Year Trend – Visible Minority

The City of Saskatoon’s 5 year trend shows a very positive trend towards achieving the goal of 11%



Occupational Group Distribution

The charts below show the distribution of visible minority employees by occupational groups. The purpose of this data is to show where visible minority employees are represented within these occupational groups.

In 2015, the lowest representation of visible minority employees (less than 3%) is within in the categories of Managerial and Trade groups.

**Note: Definitions of each occupational group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Visible Minority Employees		Occupation Group	Total	Visible Minority Employees	
		#	%			#	%
Apprentice	29	0	0.0%	Apprentice	34	4	11.8%
Clerical	418	14	3.3%	Clerical	404	17	4.2%
Labour	656	81	12.3%	Labour	702	83	11.8%
Managerial	186	4	2.2%	Managerial	196	5	2.6%
Operating	690	64	9.3%	Operating	687	80	11.6%
Professional	261	34	13.0%	Professional	272	36	13.2%
Service	564	28	5.0%	Service	570	31	5.4%
Technical	374	33	8.8%	Technical	391	40	10.2%
Trade	178	4	2.2%	Trade	180	3	1.7%
Total	3356	262	7.8%	Total	3436	299	8.7%

2015

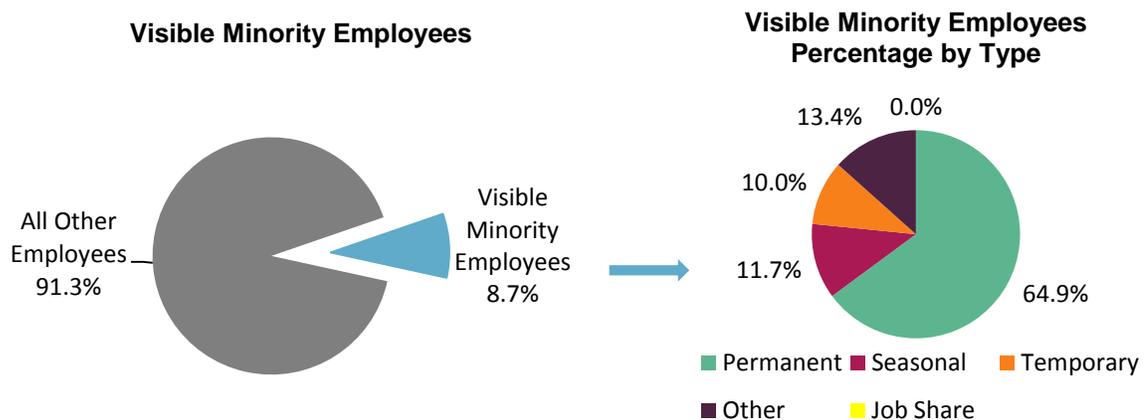
Occupation Group	Total	Visible Minority Employees	
		#	%
Apprentice	27	3	11.1%
Clerical	405	24	5.9%
Labour	706	94	13.3%
Managerial	204	6	2.9%
Operating	718	94	13.1%
Professional	278	35	12.6%
Service	554	32	5.8%
Technical	395	44	11.1%
Trade	207	5	2.4%
Total	3494	337	9.6%

2014 Employment Status Distribution

The graph below shows the distribution of employees by employment status. This information can demonstrate if the employees are represented at all levels of the organization in order to identify gaps.

Of the 8.7% visible minority employees; 64.9% are permanent, 11.7% are seasonal, 10.0% are temporary, and 13.4% are other (casual).

Currently when comparing to the total City of Saskatoon employees, there is only a slight variance of 2% or less between our corporate totals and our visible minority employees represented in each type of employment.



What Are We Doing to Reach Our Target 2013-2014?

Cultural Diversity and Race Relations Month

To provide cultural awareness and encourage sharing of cultures amongst the employee population, the organization commemorates Cultural Diversity and Race Relations (CDRR) month. A collection of cultural celebrations are held each week at City Hall, showcasing a unique set of performances with cultural cuisine served.

In addition, the City of Saskatoon, through the Cultural Diversity and Race Relations Committee, is proud to participate in a flag raising ceremony in Civic Square to commemorate CDRR Month.

Cost: \$1,000

Training

In 2013 and 2014, a series of training workshops and events were held for employees to strengthen cultural competencies within the organization. The following workshops were designed to help move the organization forward on the IDI Developmental Orientation scale (page 2).

- Intercultural awareness workshop explores the legislative context including the human rights and multiculturalism acts. It also highlights the organization's own policies that support an inclusion strategy and discusses the psychological, economic and societal impacts of discrimination.

Cost: \$4,000

Diversity and Inclusion Report

- Fundamentals of Cultural Competency workshop addresses cultural competence in order to problem solve for intercultural interactions and create an inclusive environment in work teams.

Cost: \$4,600

- Cultural Bridging was presented on request to internal staff that required a better understanding of immigrant issues in order to be more successful at providing the best possible municipal services to our diverse community.

Cost: Staff resources

Work Placements

The goal of all work placements is to assist equity group members in gaining quality Canadian work experience that may assist in gaining full-time employment. In addition, it is a learning opportunity for our workforce to learn about some of the barriers and challenges faced by equity group members. Two students from Saskatchewan Intercultural Association's program Mentorship Program did their work placements in Human Resources in 2015.

Cost: Staff resources

What Are We Doing to Reach Our Target in 2015 and Beyond?

Inclusive Workforce

Cultural competency training will be offered, reviewed and revised annually to meet the needs of the organization and move towards improving the City of Saskatoon's IDI's Development Orientation.

Cost: \$5,000

Enhance Community Partnerships

Ongoing partnerships with community organizations whose clients are immigrants will help to keep application numbers high through ensuring our application processes are explained and communicated.

Cost: Staff resources

Did You Know?

2011 National Household survey found that 11.2% of Saskatoon's population was visible minority population.

In 2012, international migration is responsible for half of the population increase (+6,100) in Saskatoon.

5. WOMEN IN UNDERREPRESENTED OCCUPATIONS

What Is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the SHRC goal that 46% of the workplace population be woman, as stated by SHRC, “women shall be considered underrepresented in occupations within an employer’s labour force if women occupy less than 45 percent of positions in those occupations.”

Where Are We Now?

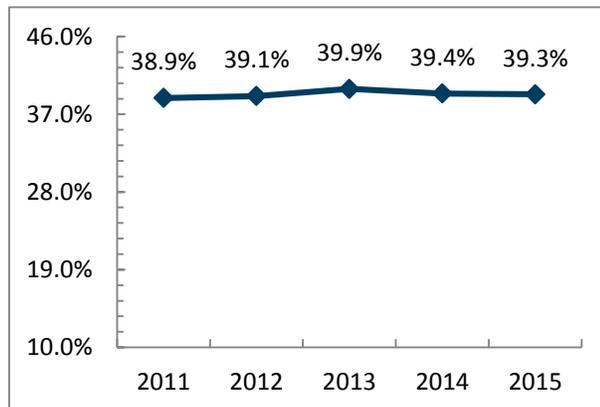
Statistics

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Women	39.9%	39.4%	39.3%	1340	1341	1372	46.0%

5 Year Trend - Women

The City of Saskatoon’s 5 year trend shows minimal change over the last 5 years



Occupational Category

The charts below show the distribution of female employees by occupational groups. The purpose of this data is to show where female employees are represented within these occupational groups.

In 2015, the lowest representation of women employees (less than 3%) is within in the categories of Managerial and Trade groups and the highest representation of women employees is within the categories of Service (69.9%) and Clerical (91.1%).

**Note: Definitions of each occupational group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Female Employees		Occupation Group	Total	Female Employees	
		#	%			#	%
Apprentice	29	3	10.3%	Apprentice	34	3	8.8%
Clerical	418	381	91.1%	Clerical	404	369	91.3%
Labour	656	148	22.6%	Labour	702	179	25.5%
Managerial	186	59	31.7%	Managerial	196	61	31.1%
Operating	690	116	16.8%	Operating	687	109	15.9%
Professional	261	115	44.1%	Professional	272	116	42.6%
Service	564	400	70.9%	Service	570	400	70.2%
Technical	374	117	31.3%	Technical	391	116	29.7%
Trade	178	1	0.6%	Trade	180	2	1.1%
Total	3356	1340	39.9%	Total	3436	1355	39.4%

2015

Occupation Group	Total	Female Employees	
		#	%
Apprentice	27	2	7.4%
Clerical	405	369	91.1%
Labour	706	186	26.3%
Managerial	204	67	32.8%
Operating	718	118	16.4%
Professional	278	123	44.2%
Service	554	387	69.9%
Technical	395	117	29.6%
Trade	207	3	1.4%
Total	3494	1372	39.3%

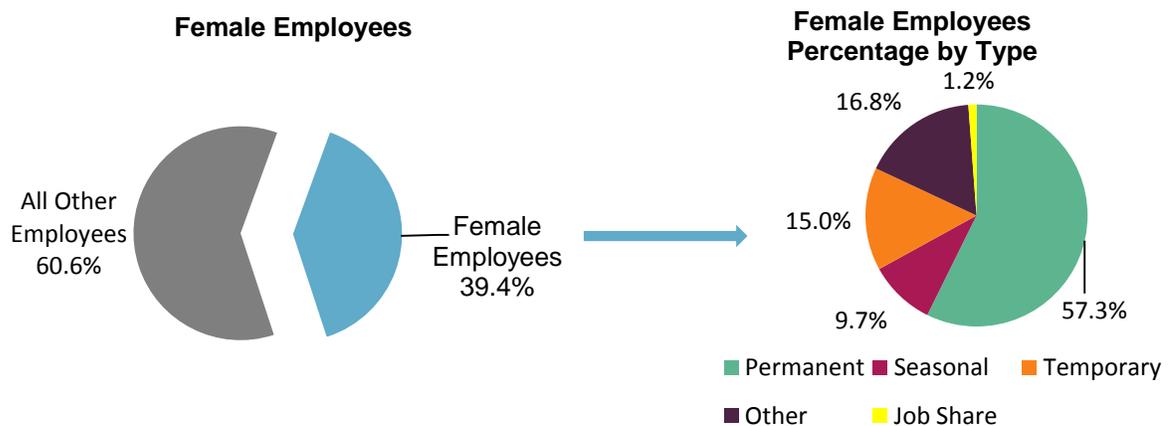
2014 Employment Status Distribution

The chart below shows the distribution of employees by employment status.

Of the 39.4% total employee population that has self-declared as female, 57.3% are permanent, 9.7% are seasonal, 15.0% are temporary, 16.8% are other (casual) and 1.2% are job share.

The data shows that female employees occupy:

- A lower percentage (57.3%) of permanent positions in comparison to all employees (64.7%).
- A higher percentage (15.0%) of temporary positions in comparison to all employees (8.6%).
- A higher percentage (16.8%) of other (casual) status in comparison to all employees (12.3%).



What Are We Doing To Reach Our Target 2013-2014?

There were no specific initiatives attached to this particular equity group in 2013 and 2014. However, we are continually applying best practices and in future years we will be identifying and establishing initiatives as resources and opportunity allow.

What Are We Doing To Reach Our Target in 2015 and Beyond?

Enhance Community Partnerships

Participation in work placements provide equity group members in gaining quality work experience that may assist in gaining full-time employment. In addition, it is a good experience for our workforce to learn about some of the barriers and challenges faced by equity group members the following work placements for women in the trades will occur in 2015:

YWCA Women in Trades (1-3 students) – Spring 2015

Saskatoon Trades and Skills Women in Trades (1-3 students) – Summer 2015

Beyond 2015

Research will be done to analyze why our trades and apprentice occupational groups have low representation of women. This may include select exit interviews of women and/or focus groups of women in underrepresented work groups.

BEST PRACTICES IN DIVERSITY AND INCLUSION

Several initiatives assist further opportunity in all equity groups. Below is a list of these initiatives:

Outreach Recruitment Program

The City of Saskatoon has developed an Outreach Recruitment Program. This program provides ongoing communication with community based organizations that support 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 Division
- Personal consultations from agencies with the Diversity Coordinator
- Referral follow-up on applications for their clients

The effectiveness of these partnerships is measured through the completion of a confidential feedback form completed annually at the Partnership Appreciation Event and the results are considered when establishing and maintaining partnerships. This event also provides a communication tool to share and highlight with the partners, the City of Saskatoon's diversity and inclusion initiatives and future direction.

Cost: \$1,000

Branding



The City of Saskatoon was one of 55 organizations recognized as Canada's Best Diversity Employers for 2013 and 2014. This national award recognizes employers that lead the nation in creating diverse and inclusive workplaces through exceptional workplace diversity and inclusion programs. Applications are reviewed against the Equity Continuum, an industry-recognized diversity measurement methodology. This logo is included on the City of Saskatoon recruitment materials to demonstrate commitment to workplace diversity.



The City of Saskatoon received an Honorable Mention in the 10th Annual International Innovation in Diversity Awards, which was published in 2013 July/August "Profiles in Diversity Journal".



The SHRC recognizes the City of Saskatoon as an employment equity partner. As such, the City 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".

Recruitment Events

The City of Saskatoon attended 25 recruitment events in 2013 and 21 recruitment events in 2014. Several of these events were dedicated to members of the employment equity groups.

Cost: \$5,559 (2013) \$7,800 (2014)

Pre-Employment Collaborative Programs

The goal of pre-employment programs is to assist equity groups to gain qualifications needed to apply for positions with the City of Saskatoon. Pre-employment programs are done in collaboration with educational institutions and training facilities.

Building Custodian/Fireman Certificate Training Program - The City has collaborated with Saskatoon Trades and Skills Centre (STSC) for four years to design and deliver a pre-employment Building Custodian/Fireman Certificate Program. This program was designed to assist in recruiting building custodians and similar positions and was delivered in partnership with other public and private organizations in Saskatoon. 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 for potential job opportunities.

In 2013, a total of 16 people started the program, 14 of which completed and 13 were still working after a six-month follow up. The City directly hired 5 students from this graduating class.

In 2014, a total of 13 people started and completed the program, 12 of which received employment immediately following the program. The City directly hired 4 students from this graduating class.

Cost: Staff resources

Work Placements

The goal of all work placements is to assist equity group members in gaining quality work experience that may assist in gaining full-time employment. In addition, it is a good experience for our workforce to learn about some of the barriers and challenges faced by equity group members. Specific participation in work placements has been noted under each equity group section.

Cost: Staff resources

Diversity and Inclusion Training and Understanding

Corporate Training

In 2013 and 2014, a series of training workshops and events were held for employees to strengthen cultural competencies within the organization. These workshops are reviewed and revised on a regular basis to ensure they are meeting the needs of the organization.

Cost: \$9,000

External Learning Opportunities

These events bring diversity and inclusion practitioners, HR professionals and diversity champions together to facilitate discussion and share best practices on specific topics affecting diversity and inclusion in the workplace.

Canadian Centre for Diversity and Inclusion - Community of Practice Events - In 2014, the City of Saskatoon attended 2 Community of Practice events.

Cost: \$1,000

Diversity Roundtable - In 2013, the City of Saskatoon began participating in a National Diversity Roundtable webinar 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 its members and to share best practices in the area of diversity and inclusion.

Cost: Staff resources

G5 Forum for Public Sector - Canada's Best Diversity Employers in Saskatchewan - In 2013, the City of Saskatoon hosted a meeting of the public sector employers in Saskatchewan that have received Canada's Best Diversity Employer recognition. SGI, SaskPower, SaskTel, ISC and the City of Saskatoon had leaders in diversity attend this half day forum. The purpose of the forum was to enable discussions on the growing diversity in Saskatchewan with a perspective from employers in the public sector, that face similar workplace issues related to diversity and inclusion.

Cost: \$100

Corporate Events

Inclusive Workplace Champion Recognition Event

Since 2013, the Inclusive Workplace Champion Recognition event was established to recognize leaders in the City of Saskatoon who have fostered an inclusive workplace. Thirteen leaders within the organization have been recognized to date for their efforts in creating a more inclusive work environment. A secondary intent of this initiative is to share diversity and inclusion best practices with leaders across the organization in order to promote and encourage more participation.

Cost: \$1,500 per year

Inclusive Community

In order to foster an inclusive workplace culture and meet the commitments set out by SHRC (page 4), the City of Saskatoon acknowledges and participates in events that create an inclusive community for all protected grounds identified in the Saskatchewan Human Rights Code; for example attendance at Pride events.

Cost: Staff resources

Did You Know?

Leadership is an Essential Piece for Diversity and Inclusion Success

To move forward with continuous improvement, diversity and inclusion initiatives have to be fully embraced by leadership and all employees throughout the organization. This involves all employees from those in leadership roles to those in casual positions to embrace the concept that inclusion is a responsibility and that each and every person is a bridge to building a more inclusive Saskatoon.

Best practices indicate that “responsibility for the success of company’s diversity/inclusion efforts lies with senior management” (Forbes Insights, 2015).

“Diversity leadership commitment can be defined as demonstrated evidence and action taken by leaders to support, challenge and champion the diversity process within their organization. It reflects the degree to which the organization’s leaders utilize behaviors that set the diversity vision, direction and policy into actual practice. From an organization change point of view, diversity leadership commitment is the behavior that helps establish a direction or goal for change (a vision), provides a sense of urgency and importance for the vision facilitates the motivation of others, and cultivates necessary conditions for achievement of the vision.” (Hubbard, 2004).

“Leaders must clearly identify the benefits of building a diverse organization and tie them to the overall business strategy so people can see how a diverse organization will pay off. These payoffs must be measured in concrete ways that show their impact on the strategic and financial objectives of the organization. To be truly effective leaders must drive diversity processes such that they become integrated into the fabric of the way business is done.” (Hubbard, 2004).

“The actual ongoing, day-to-day attitudes and behaviors of employees and supervisors will be most greatly influenced by these leaders. There will be multiple opportunities for supervisors and manager to practice the behavioral changes that a true diversity effort requires. Behavioral modeling may involve being more inclusive in decision making, holding oneself accountable for diversity results, becoming aware of and facilitating differences on a diverse team, helping people build on their individual strengths, pointing out and eliminating bias and stereotyping that may be present in the work group, and measuring diversity efforts to take corrective actions.” (Hubbard, 2004).

“An inclusive workplace culture is one that strives for equity and embraces, respects, accepts and values differences. The HR team, along with the leadership of the organization, has a pivotal role to play in creating inclusive organizations.” (Gallagher-Louisy, 2015).

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APPENDICES

Appendix 1 – 2013-2014 SHRC Annual Employee Equity Report

To strengthen cultural competencies within the organization, a comprehensive series of training workshops and events were held for employees in 2013 and 2014. These training workshops were developed from information gathered during focus group meetings in 2012 regarding barriers and challenges in obtaining a diverse workforce. Many of the workshops were piloted in 2013 and were incorporated in the 2014 Corporate Training Calendar.

These workshops included:

1. Cultural Competence

- This workshop addresses cultural competencies in order to problem solve for intercultural interactions and create an inclusive environment in teams. As Saskatoon grows and becomes more diverse, the ability to interact effectively with people of different cultures becomes an imperative. When Cultural Competence is developed, the capacity to understand, communicate, and effectively interact with people across cultures is more successful.
- Participant numbers in 2013 and 2014 was 90.

2. Intercultural Awareness

- This workshop explores the legislative context including human rights and multiculturalism acts. It also highlights the organization's policies that support an inclusion strategy and discusses the psychological, economic and societal impacts of discrimination. Participants begin to answer the question, 'why is this my concern?'. The issue of cultural competence is raised.
- Participant numbers in 2014 was 20.

3. Religious Accommodation

- This workshop explains what religious accommodation means from the legal standpoint and how to accommodate an employee who has made a request for accommodation. Includes brief overview of *The Saskatchewan Human Rights Code*, its application and purpose:
 - Application of the rules in the employment context
 - What is the duty to accommodate - considerations throughout the employment relationship
 - Discussion regarding requests for religious accommodation
 - Real life examples as identified in some of the case law to provide an idea of the Courts' view of religious accommodation
- Participant numbers for 2013 and 2014 was 41.

4. Cultural Bridging

- This workshop provides a better understanding of immigrant issues in order to be more successful at providing the best possible municipal services to our diverse community. This workshop can be tailored to a team's specific cultural situation and scenarios.
- Participant numbers for 2013 and 2014 was 40.

Diversity and Inclusion Report

5. Disability Awareness

- This workshop provides awareness and tools to create an inclusive workplace for all abilities. Real workplace scenarios are undertaken in the workshop that deal with such topics as, effective communication, issues people face when dealing with varying abilities in the workplace, and what does it mean to be inclusive.
- Participant numbers for 2013 and 2014 was 170.

6. Aboriginal Awareness

- Through a relaxed environment, attendees discuss Aboriginal issues that are relevant to them, both personally and professionally. Program content will specifically relate to Saskatchewan's Aboriginal population. Some topics discussed are:
 - Terminology, demographics and socioeconomic issues
 - Land Claims
 - The Indian Act
 - Métis history
 - Current Aboriginal trends
 - Hiring and retaining Aboriginal people
- Participant numbers for 2013 and 2014 was 90.

7. American Sign Language (ASL)

- ASL assists in effectively communicating with deaf and/or hard of hearing customers and co-workers to foster a receptive and supportive work environment.
- Participant numbers in 2014 was 10.

Appendix 2 – Scope and Methodology of Report Data

Scope of Report Data

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

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

The data is collected from the City of Saskatoon's peak employment period which is July 31 and the annual results which is December 31.

This data collected in July best reflects the total employee population and is consistent with the annual reporting to SHRC. The data collected in December best reflects the permanent employee population for the City.

Methodology of Report Data

All employees are asked to complete a voluntary self-identification survey upon employment with the City of Saskatoon. For the purposes of employment equity tracking the results may be understated due to the fact that the survey results are dependent on the employee's choice to self-declare, as the declaration is voluntary.

Appendix 3 – Occupational Category Definitions

Apprentice – Apprentice Mechanic, Body Repairman, Powerline Technician, Power Electrician

Clerical – Clerk, Clerk-Steno, Secretary, Legal Secretary, Accounting Clerk, Buyer, Benefits Clerk, Customer Service Representative, Customer Service Cashier, Remittance Clerk, Credit and Collections Representative, Scheduling and Booking Clerk, Time Clerk

Labour – Building Custodian, Event Services Custodian, Meter Reader, Labourer, Building Attendant

Managerial – Manager positions, Facilities Superintendent, Sr. Planner, Parks Superintendent, HR Consultant, Operations Superintendent

Operating – Building Operator, Resident Building Operator, Coliseum Operator, Pool Technician, Facilities Utilityperson, Parks Technician, Equipment Operator, Utility, Transit Operator

Professional – Solicitor, Archivist, Research Coordinator, Systems Analyst, Accountant, Financial analyst, Budget and Financial Service Coordinator, Property Coordinator, Sr. Planner, Planner, Building Code Engineer, Community Consultant, Recreation Site Administrator, Accounting Coordinator, Traffic Engineer, Health and Safety Superintendent, Communications Consultant, Project Engineer

Service – Event Attendant, Guest Services Attendant, Client Service Services Attendant, Recreation Program Leader, Recreation Technician, Parts/Storesman, Environmental Coordinator, Aquatic Technician

Technical – Programmer Analyst, Preparator Assistant, Assessment Appraiser, Drafting Technologist, Trainer, Building Inspector, Electronic Communications Technician, Zookeeper, Bylaw Inspector, Park Technician, GIS Technologist, Engineering Technologist, Laboratory Technologist

Trade – Plumber, Electrician, Carpenter, Painter, Mechanic, Machinist, Welder, Body Repairman, Golf Course Equipment Service Technician, Power Electrician, Powerline Technician

** Due to the vast number of job titles, the above is not a comprehensive list.*

Appendix 4 - Aboriginal Employment Action Plan

The City of Saskatoon is working towards a representative workforce reflecting the community we serve. The 2011 Statistics Canada reports states that the City's population of Aboriginal people between the ages of 15 and 74 is 8.8% and is projected to grow significantly. The Saskatchewan Human Rights Commission has recently increased the Aboriginal employee representation goal for employment equity employers to 14.0%.

The Diversity and Inclusion Action Plan includes 7 key objectives. These key objectives will be utilized to breakdown the Aboriginal Employment Action Plan.

1. **Streamline Processes:** Develop and communicate a transparent selection process to ensure consistent practices across the organization.
2. **Recruitment/Attraction:** Use effective methods of promoting job opportunities to a diverse section of the population.
3. **Increase Entry Points:** Create more entry points across operational business divisions to attract a diverse group of candidates.
4. **Enhance Retention:** Enhance retention through the introduction of practices that support coaching, engaging and empowering employees.
5. **Strengthen Competencies:** Strengthen leadership and workforce competencies to achieve greater diversity and inclusion for employees.
6. **Measure Progress:** Report regularly on hiring, retention and promotion of employees in order to measure success of initiatives and make continuous improvements.
7. **Enhance Community Partnerships:** Enhance community partnerships in order to consult with and utilize expertise in the development and implementation of programs and initiatives.

Based on the seven objectives identified, the following action items will be used to set priorities and direct resources:

1. **Streamline Processes:** Develop and communicate a transparent selection process to ensure consistent practices across the organization.
 - a) Create an opportunity for applicants to self-declare at the time of application. Introduce a system whereby Aboriginal applicants are identified for review by HR consultants and/or diversity team members.
 - b) Conduct pre-interviews for some external applicants that have self-declared as Aboriginal. The goal will be to assist these qualified applicants in gaining employment with the City of Saskatoon. A database will be developed to track the applicants and their most current employment status with the City of Saskatoon.

- 2. Recruitment/Attraction:** Use effective methods of promoting job opportunities to a diverse section of the population.
- a) Focused Recruitment Methods:
 - Aboriginal Students Society at:
 - University of Saskatchewan (U of S)
 - Saskatchewan Polytechnic (Sask Polytechnic)
 - Saskatchewan Indian Institute of Technologies (SIIT)
 - Gabriel Dumont Institute (GDI)
 - b) Continuously establish the City of Saskatoon as an Employer of Choice for Aboriginal people:
 - Develop a strong brand in the community as a diverse and inclusive employer.
 - Advertise in Aboriginal publications and websites such as Eagle Feather news and aboriginalcareers.ca
 - Increase social media presence
 - Attending Aboriginal focused career fairs
 - c) Participate in on-the-job training programs and work placements, internships and other suitable opportunities.
 - d) Ongoing communication with community partners in providing awareness on entry level opportunities, application process and qualifications required.
 - e) Meet with educational institutions to review specific curriculum and how it meets the City of Saskatoon's labour force needs.
- 3. Increase Entry Points:** Create more entry points across operational business divisions to attract a diverse group of candidates.
- a) Entry Level Opportunities:
 - Playground and Youth Centre Leaders – Community Development Division
 - Seasonal Labourers – Parks and Public Works Divisions
 - Temporary Labourers – Saskatoon Light and Power, Water and Wastewater Treatment Plants
 - Temporary/Part-time Cashiers – Recreation and Sport Division
 - Public Skating Attendants – Recreation and Sport Division
 - Activity Leaders – Recreation and Sport
 - Building Custodians – Facilities and Fleet Management Division
 - b) Mid to Senior Level Opportunities:
 - Engineering – Work with U of S Engineering Aboriginal Program
 - Accounting Clerk – Work with SIIT's Business Administration program

4. **Enhance Retention:** Enhance retention through the introduction of practices that support coaching, engaging and empowering employees.
 - a) Conduct career-pathing consultations with seasonal Aboriginal employees. These meetings will focus on future career planning and may include a plan for additional training, experience, or seniority that is required in order to have the best chance for success. A database will be created to set and track outlined goals and employee success.
 - b) Work towards an inclusive workplace that is engaging for Aboriginal employees.
5. **Strengthen Competencies:** Strengthen leadership and workforce competencies to achieve greater diversity and inclusion for employees.
 - a) The Truth and Reconciliation Final Report provided 94 recommendations. Recommendation number 57 speaks directly to Municipal Government's role in providing education to public servants.
 - b) Provide ongoing training to employees on Aboriginal history, culture and current day setting.
 - c) Make training on Aboriginal history, culture and current day setting mandatory to all Human Resource staff.
6. **Measure Progress:** Report regularly on hiring, retention and promotion of employees in order to measure success of initiatives and make continuous improvements.
 - a) Measure and communicate the following statistics on a regular basis:
 - Number of Aboriginal applicants, shortlisted, interviewed and hired from Parks and Public Works.
 - New hires that self-declare as Aboriginal on a monthly basis
 - Occupational group of all Aboriginal employees (Labourer, Trades, Managerial, etc.)
 - Total number of Aboriginal employees in July (peak season) and December (non-peak season).
 - Retention of Aboriginal employees
7. **Enhance Community Partnerships:** Enhance community partnerships in order to consult with and utilize expertise in the development and implementation of programs and initiatives.
 - a) Pre-Employment Collaborative Programs
 - The goal of pre-employment programs is to assist Aboriginal people gain qualifications needed to apply for positions with the City of Saskatoon. Pre-employment programs are done in collaboration with educational institutions and training facilities. Specific programs are identified in areas where there is limited representation of Aboriginal people.
 - Transit Aboriginal Pre-Employment Program – the goal of this program is recruit Aboriginal people interested in a career as a transit operator and provide training that will assist in gaining employment with Saskatoon Transit.
 - HEO Aboriginal Pre-employment Program – the goal of this program is to train 10 Aboriginal people interested in a career in heavy equipment operations with the Public Works Division.

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- b) Representation on committees, such as, the SIIT Construction Careers Steering Committee, Saskatoon Trades and Skills Programming Committee, Inter-Provincial Association on Native Employment (IANE), continue to build partnerships and maintain direct involvement for future initiatives to improve employment success of equity group members.
- c) Consult with community organizations on a regular basis to learn and understand their programs and initiatives to explore potential opportunities.
- d) Provide ongoing support for Aboriginal Professional Associations.
i.e. Saskatoon Aboriginal Professionals Association (SAPA).
- e) Represent the City of Saskatoon at community events that engage Aboriginal people.
i.e. Truth and Reconciliation events, U of S Graduation Pow Wow, etc.

Appendix 5 – TRC Recommendations from Call to Action Report

Professional Development and Training for Public Servants

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skillsbased training in intercultural competency, conflict resolution, human rights, and anti-racism.

Equitable Employment for Aboriginal People

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.*

The complete TRC Final Report with recommendations can be found at: www.trc.ca

http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf