

# Diversity and Inclusion

2016 Annual Report | March 2017



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## EXECUTIVE SUMMARY

This report summarizes the progress made in 2016 by the City of Saskatoon (City) toward its long term strategy (2013-2023 Strategic Plan) to “offer an inclusive workplace that embraces diverse backgrounds.”

The City’s estimated workforce, for the purposes of diversity and inclusion statistics in July 2016 was 3,563. This number decreases to 2,925 in December 2016.

Table 1 provides the five-year employee population trend by equity group for July of each year (2012-2016). These results are compared with the Saskatchewan Human Rights Commission (SHRC) goals for employment equity partners in Saskatchewan. The July statistics provide a representation of each equity group during the employment period when there is a peak in seasonal and temporary positions.

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

Equity Group	July 2012	July 2013	July 2014	July 2015	July 2016	SHRC Goals
Aboriginal	7.6%	7.7%	8.5%	8.6%	8.5%	<b>14.0%</b>
Persons with Disabilities	3.8%	3.0%	2.9%	2.9%	3.8%	<b>12.4%</b>
Visible Minority	6.9%	7.8%	8.7%	9.6%	10.4%	<b>11.0%</b>
Women	39.1%	39.9%	39.4%	39.3%	38.5%	<b>46.0%</b>

Table 2 provides the five-year employee population trend by equity group for December of each year (2012-2016). The December statistics provide a representation of each equity group in terms of the City’s permanent workforce.

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

Equity Group	Dec 2012	Dec 2013	Dec 2014	Dec 2015	Dec 2016	SHRC Goals
Aboriginal	6.4%	6.2%	6.8%	7.2%	7.2%	<b>14.0%</b>
Persons with Disabilities	4.4%	3.8%	3.2%	3.9%	3.8%	<b>12.4%</b>
Visible Minority	6.5%	8.1%	7.8%	10.3%	10.6%	<b>11.0%</b>
Women	38.4%	38.4%	39.9%	38.0%	38.0%	<b>46.0%</b>

## INTRODUCTION

This report summarizes the progress made in 2016 by the City toward its long term strategy (2013-2023 Strategic Plan) to “offer an inclusive workplace that embraces diverse backgrounds.” (See Appendix 1 for definitions of diversity and inclusion)

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, Persons with Disabilities, and Women (See Appendix 2 for definitions of each equity group). However, as an equity partner we also commit to the basic principles and objectives that outline a larger responsibility to foster an inclusive society (See Appendix 3 for larger role as an equity partner). As such, the City will be enhancing the diversity and inclusion portfolio to include initiatives outside of the four equity groups. In 2017, this will include expanding the initiatives supporting the LGBTTI2QQ community. A workshop entitled “Being an Ally to LGBTTI2QQ Communities” has been added to corporate training with a department scheduled for workshops in early spring and additional workshops occurring for employees throughout the year. Further information and resources will be available through the employee teamsite which will provide opportunity for self-directed additional learning. In addition, the City will be participating in various activities during the Saskatoon Pride Festival such as the Flag Raising Ceremony and the Community Fair.

Diversity and inclusion is an important consideration for applicants seeking to be recognized as a Top 100 Employer across Canada. As the City continues to enhance and broaden our initiatives, we will also be increasing our chances of becoming one of Canada’s Top 100 Employers.

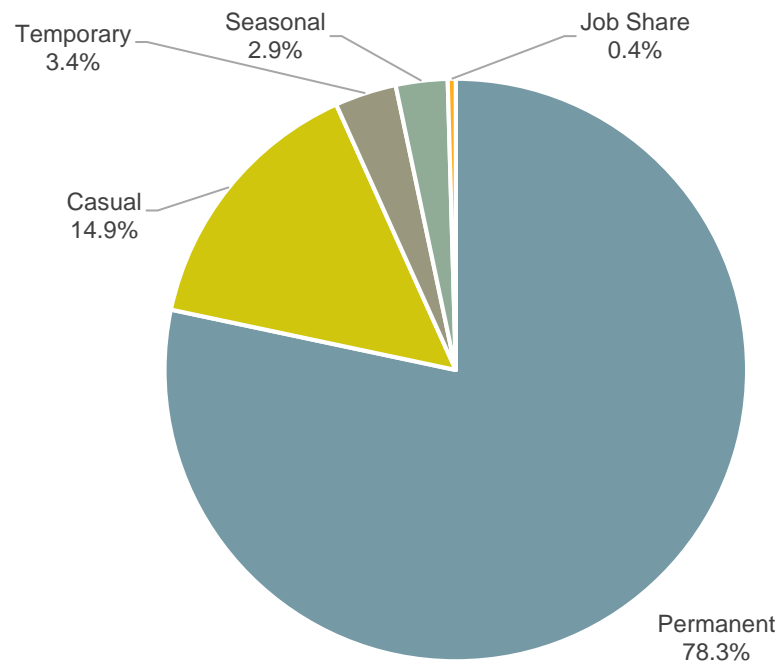
This report is based on the City’s workforce as at July 31, 2016, and December 31, 2016. The July 31 reporting date captures a representation of the City’s seasonal workforce. The December 31 reporting date captures a representation of the City’s permanent workforce. Both of these periods are important due to the significant difference in the total employee population during each of the time frames. The City’s estimated workforce, for the purposes of diversity and inclusion statistics, in July was 3,563. This number decreases to 2,925 in December 2016.

The report provides a statistical breakdown for each equity group by employment type (Permanent, Temporary, Seasonal, Casual (Other) and Jobshare) and occupational group (Labour, Operating, Clerical, Technical, Service, Trades, Apprentice, Professional and Managerial).

## EMPLOYMENT TYPE

Employment type is an important consideration in our diversity and inclusion strategy. 78.3% of the City's workforce is permanent.

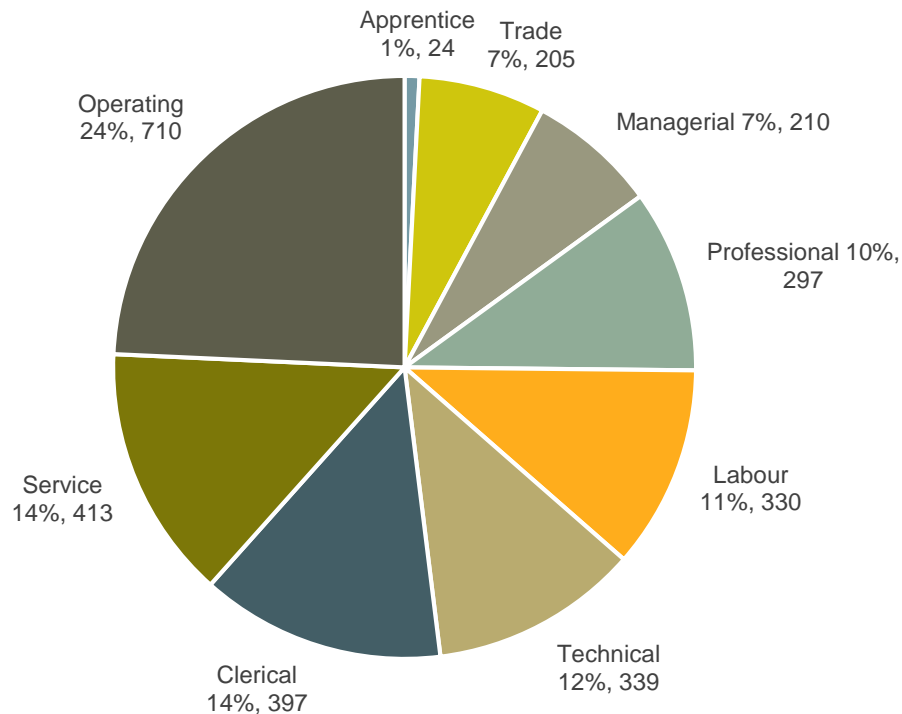
Chart 1: Total Workforce Employment Type - December 2016



## OCCUPATIONAL GROUPS

Nine occupational groups have been created to assist in the analysis of the workforce. Chart 2 below represents the percentage and total number of employees in each occupational group. The goal is to have representation in all occupational groups (See Appendix 4 for occupational group definitions)

Chart 2: Occupational Group Distribution - December 2016



### Operating

Operating is the largest occupational group with approximately 24% of the overall employee population included in this group. With the exception of the apprenticeship occupational group each of the remaining occupational groups account for 7% to 14% of the overall employee population.

Saskatoon Transit employs 50.5% of employees in the operating occupational group. The second largest departments are TU Water and Waste Stream and TU Roadways and Operations each employing slightly more than 14% of employees in the operating occupational group. 30.7% of the permanent employee population is included in the Operating occupational group



## **Service**

There are 413 positions in service within the four city departments. Service has the lowest number of permanent positions (23.5%). The Recreation and Community Development division employs 45% of the service positions.

## **Clerical**

There are 397 positions in clerical. Clerical employs the second largest number of permanent employees. Approximately 86% of clerical positions are permanent.

The report also highlights initiatives from 2016 and identifies priorities for moving forward for 2017. These priorities were identified as a result of our analysis, some of which is highlighted in this report. Within the priorities some common themes have been identified for all equity groups as potential opportunities for increasing employee representation. Priorities for 2017 have been identified and grouped using the “Diversity and Inclusion Solutions Framework” developed by LaRoche & Yang (2014). This framework enables us to categorize specific action plans using the common links between them to support the City’s Strategic Plan. The framework described on the next page is divided into three categories (People, Systems and Environment) and includes under each category the common themes that have been identified for all equity groups.

## Diversity and Inclusion Action Plan Summary

### PEOPLE

*(Awareness, Skills, and Communication)*

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

- To provide ongoing learning opportunities for employees to ensure an understanding of how to work in diverse workgroups.
- Develop communication strategies that support diversity and inclusivity.

### SYSTEMS

*(Work Processes, Performance Management, and Rewards)*

*At the organization level, putting in place work processes, performance management and reward systems that are aligned with the organization's business strategy helps people speak the same language and work in ways that add up to achieving the organization's goal.*

- Greater priority will be placed on initiatives that are designed to increase representation for each equity group within the permanent workforce. Initiatives will include career planning tools and processes that support and encourage career progression and retention.
- Entry points to permanent positions (external hires and internal promotions) will be identified and assessments completed to determine barriers and strategies developed to eliminate these barriers.

### ENVIRONMENT

*(Leadership, Organization Design, and Inclusive Practices)*

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

- The focus for these initiatives is to identify new ports of entry for permanent positions within the organization. Priority will be on ports of entry that provide opportunities for all equity groups to increase and not entry points that result in an increase of representation for one equity group to the detriment of another equity group.
- Exit interviews/surveys and Stay interviews/surveys have been introduced as a separate mechanism for identifying barriers and challenges within the workplace.

## ABORIGINAL

The performance goal set by City Council for Aboriginal employees is based on the Saskatchewan Human Rights Commission (SHRC) goal of 14.0%.

### CURRENT STATISTICS

#### Total Workforce

Table 3 shows the Aboriginal employee population in July has remained constant over the last three years. Although Aboriginal employees have made up 17% of the City's seasonal and temporary workforce in the last five years, this has not increased the overall Aboriginal representation. Based on this evidence, increased emphasis on employment of the seasonal and temporary workforce will likely have a limited ability to close the current gap. While the City will continue to place a priority on hiring seasonal and temporary positions, there is a need to introduce new strategies in order to achieve our goal.

Table 3: Total Aboriginal Employee Population Trend - July 31

Equity Group	July 2012	July 2013	July 2014	July 2015	July 2016	SHRC Goals
Aboriginal	7.6%	7.7%	8.5%	8.6%	8.5%	14.0%

Table 4 shows the Aboriginal employee population in December has increased over the last five years. The data shows that a greater priority needs to be placed on both hiring Aboriginal employees into permanent positions, as well as increasing the number of opportunities for transitioning temporary and seasonal employees into full time permanent positions.

Table 4: Total Aboriginal Employee Population Trend - December 31

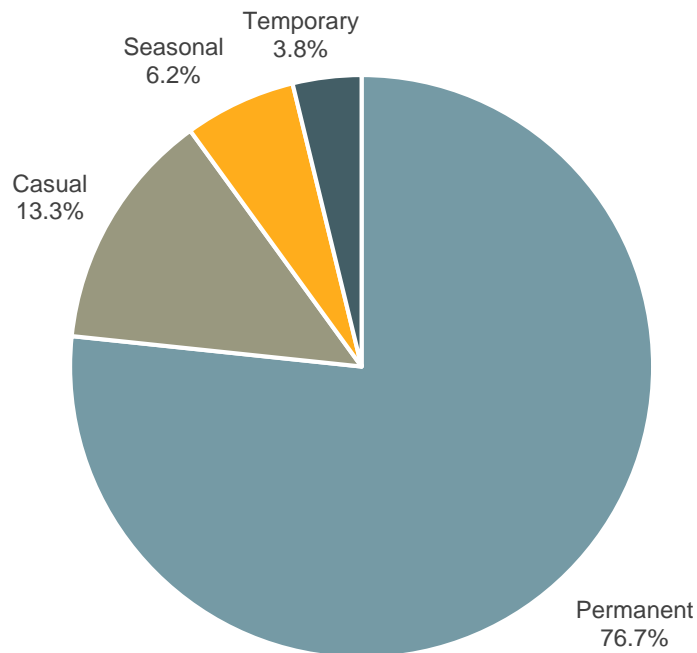
Equity Group	Dec 2012	Dec 2013	Dec 2014	Dec 2015	Dec 2016	SHRC Goals
Aboriginal	6.4%	6.2%	6.8%	7.2%	7.2%	14.0%

## Employment Type Distribution

The data below provides a breakdown of Aboriginal employee by each employment type. Employment type includes permanent, seasonal, temporary, casual and jobshare.

Chart 3 displays the distribution of Aboriginal employees by employment type for December 2016.

Chart 3: Aboriginal Employment Type - December 2016

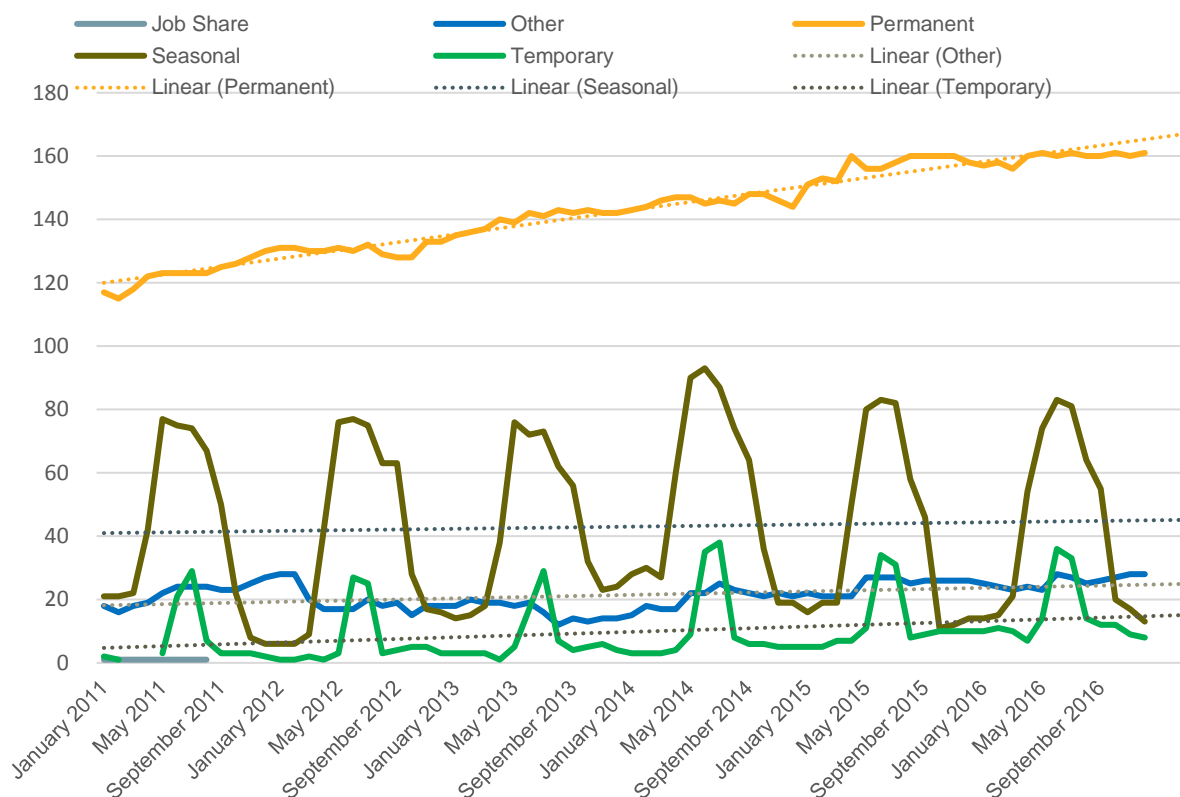


Aboriginal employees are employed predominantly in permanent positions (i.e., 76.7%). This is a lower percentage when compared to the organization as a whole which is 78.3%.

## Employment Type Trends

Chart 4 below shows the six-year trend occurring for Aboriginal employees based on employment type of permanent, seasonal, temporary, casual (other) and jobshare.

Chart 4: Aboriginal Employment Type Trend from 2010 to 2016



In Chart 4 above, the yellow line represents the permanent Aboriginal employees over the last six years with the linear trend line indicating a positive trend. Increasing the number of permanent employment opportunities for Aboriginal employees will be essential to achieving a representational workforce.

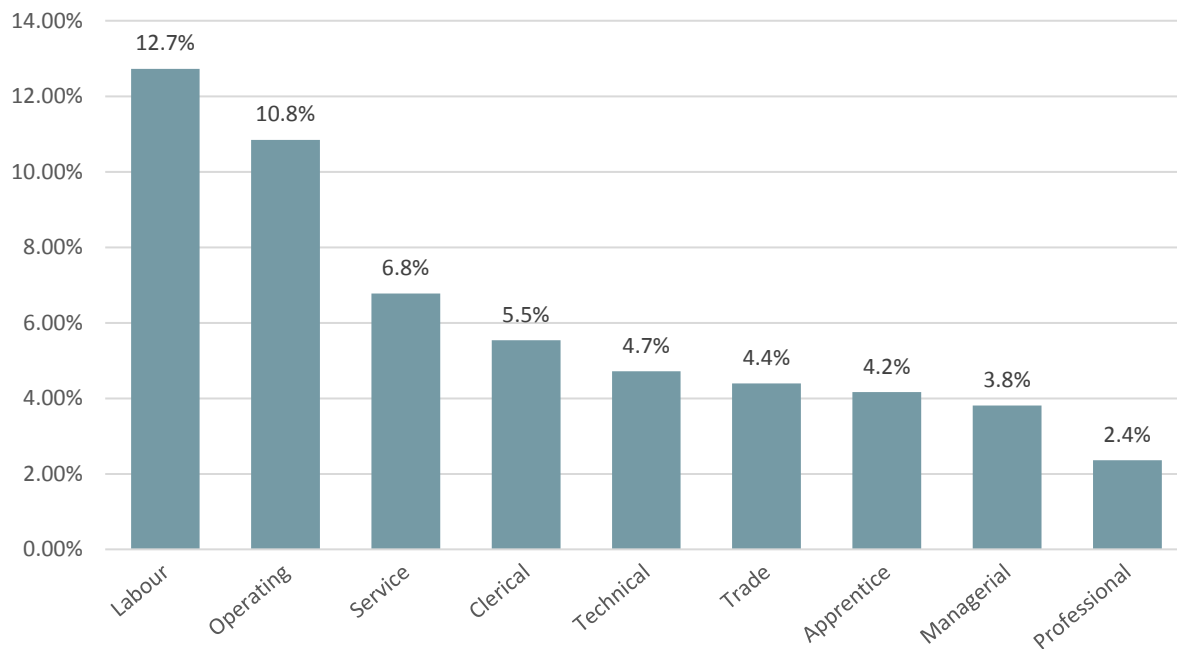
The brown line representing seasonal employees and the green line representing temporary employees fluctuate each year based on spring/summer hiring, with relatively no overall increase in the last six years. While current seasonal employment strategies need to be continued and enhanced, our long term success will depend on our ability to transition seasonal employees to permanent positions.

The blue lines represents the number of employees who hold casual (other) or jobshare positions with no increase over the last six years.

## Occupational Group Distribution

Chart 5 below represents the percentage of Aboriginal employees who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. The goal is to have representation in all occupational groups. (See Appendix 4 for occupational group definitions).

Chart 5: Aboriginal Employee Representation by Occupational Group - December 2016



**LABOUR:** Aboriginal employees account for 12.7% of the labour occupational group, specifically in the labourer and building custodian positions. 42% of the labourer positions are seasonal with a majority employed in the Parks and Public Works Divisions.

**OPERATING:** Aboriginal employees account for 10.8% of the operating group.

**SERVICE:** The service group is the third largest Aboriginal representation at 6.8%.

**CLERICAL AND TECHNICAL:** Aboriginal employees represent 5.5% in the clerical group and 4.7% in the technical group. The clerical and technical group has a large permanent employee population.

## New Hires

In 2016 we hired 683 employees (includes new hires and rehires, as well as recalls to seasonal and temporary positions).

Of the new hires in 2016, 10.7% self-declared as Aboriginal (73 employees). Of note, 66 were hired between January and July. Of the Aboriginal employees hired during this period the majority were hired into seasonal and temporary positions. Only seven new Aboriginal people were hired between August and December.

## 2016 HIGHLIGHTS

The following provides an update on 2016 initiatives that were identified in the 2015 report to work toward the goal of an “inclusive workplace that embraces diverse backgrounds”:

1. Workplace Harassment Policy and Respectful Workplace Policy: These policies underwent a review in 2016 that included reviewing current policies, researching best practices, and developed a revised policy. This revised policy will be ready for approval and implemented in early 2017.
2. Career path consultations occur regularly for applicants who have self-declared as a member of one of the equity group members. These consultations are designed to assist candidates with gaining employment with the City, advancing their career, and transitioning Aboriginal employees from seasonal and temporary positions into permanent positions.
3. A recruitment video was developed and launched in 2016. This video enhances recruitment efforts through a presence on social media, highlights our diverse workforce, and promotes the City of Saskatoon as one of Canada’s Top Diversity employers.
4. Partnership with community organizations has continued to be fostered with organizations such as Saskatchewan Indian Institute of Technologies (SIIT), Saskatoon Tribal Council (STC), Gabriel Dumont Institute (GDI) and Saskatoon Trades and Skills Centre (STSC). These partnerships include representation on programming committees, participation in pre-employment training programs, and client referral.
5. The Truth and Reconciliation Commission (TRC) Calls to Action Final Report recommendation No. 57 (Appendix 5) speaks directly to the Municipal Government’s role to provide education to public servants. A report was presented to City Council presenting a plan to provide training to all employees.
6. Based on the TRC Call to Action Final Report recommendation No. 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 developed and is revised annually. This plan provides detailed action plans for increasing the Aboriginal employee population.

7. Stay Surveys were developed and distributed to seasonal employees in Parks, Roadway and Operations and Water and Waste Stream Divisions. The feedback from these surveys will be compiled and analyzed and a report generated to assist with identifying new initiatives and strategies.

## 2017 PRIORITIES

The data shows an improvement in the number of Aboriginal employees in permanent positions over the past five years. While seasonal employment continues to be a successful entry point, the long term objective is to increase permanent opportunities in relation to all employment entry points. With the introduction of phase one of the business intelligence tool, we are able to undertake a more detailed analysis of the occupational group data, which will assist with determining where we have the greatest potential for short and medium term success for increased representation of Aboriginal employees in permanent positions. The 2017 priorities will focus on initiatives relating to permanent positions and retention. This includes:

### Diversity and Inclusion Action Plan Summary

#### PEOPLE

- Increasing the participation in Cultural Competency training. New facilitators will be trained within the organization in order to provide training workshops on a more regular basis. In 2017, six workshops of 25 participants will be offered. This training will increase skill level and improve communication between individuals of different cultures.

#### ENVIRONMENT

- Collective agreements language changes that support and enhance diversity and inclusion will be proposed for the current round of collective bargaining with the goal of creating additional entry points.
- Exit interviews and stay interviews will be conducted to collect data that will assess barriers and challenges within the workplace. Stay survey results will be compiled and reported on to enable the introduction of new initiatives.
- Division plans will be developed in collaboration with all divisions to focus on specific diversity and inclusion barriers and solutions for 2017.

#### SYSTEMS

- Career planning tools will be developed and distributed for managers to use when working with employees that wish to achieve permanent positions. This will include the implementation of Individual Development Plans that includes career development priorities.
- Recruitment processes involving jobs that provide a direct entry point to permanent positions will be monitored to identify and assess barriers and challenges for equity groups. A structured data tool will be created and used to collect information on the aggregate candidate supply and factors contributing to a successful or unsuccessful recruitment drive.
- As a successful entry point into the organization, seasonal positions must continue to have qualified Aboriginal applicants. External recruitment agencies will be piloted in 2017 to increase the number of qualified applicants.



## PERSONS WITH DISABILITIES

The performance goal set by City Council for Persons with Disabilities is based on the SHRC goal that 12.4% of the workplace population is comprised of people with disabilities. Stats Canada reports that the population of people with disabilities aged 15 to 74 (working age) was 7.6% in 2011.

### CURRENT STATISTICS

#### Total Workforce

Table 5 shows the employee population for Persons with Disabilities equity group in July has not improved over the last five years. The data provides a clear indication that the current strategies will need to be changed in order to reach our goal of 12.4%.

Table 5: Total Employee Population for Persons with Disabilities Trend - July 31

Equity Group	July 2012	July 2013	July 2014	July 2015	July 2016	SHRC Goals
People with Disabilities	3.8%	3.0%	2.9%	2.9%	3.8%	12.4%

Table 6 shows the employee population for Persons with Disabilities equity group in December has declined slightly in the last five years. The data provides a clear indication that current strategies have not been successful at increasing this equity group, therefore, a greater focus and new strategies will need to be put in place in order to achieve our goal.

Table 6: Total Employee Population for Persons with a Disabilities Trend -December 31

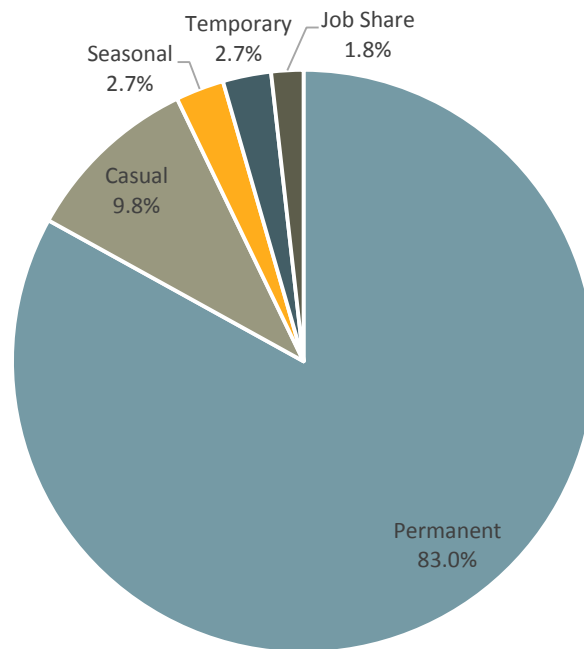
Equity Group	Dec 2012	Dec 2013	Dec 2014	Dec 2015	Dec 2016	SHRC Goals
People with Disabilities	4.4%	3.8%	3.2%	3.9%	3.8%	12.4 %

## Employment Type Distribution

The data below provides a breakdown of Persons with Disabilities employee representation by each employment type. Employment type includes permanent, seasonal, temporary, casual and jobshare.

Chart 6 below shows the distribution of Persons with a Disability by employment type for December 2016.

Chart 6: Persons with a Disability Employment Type - December 2016

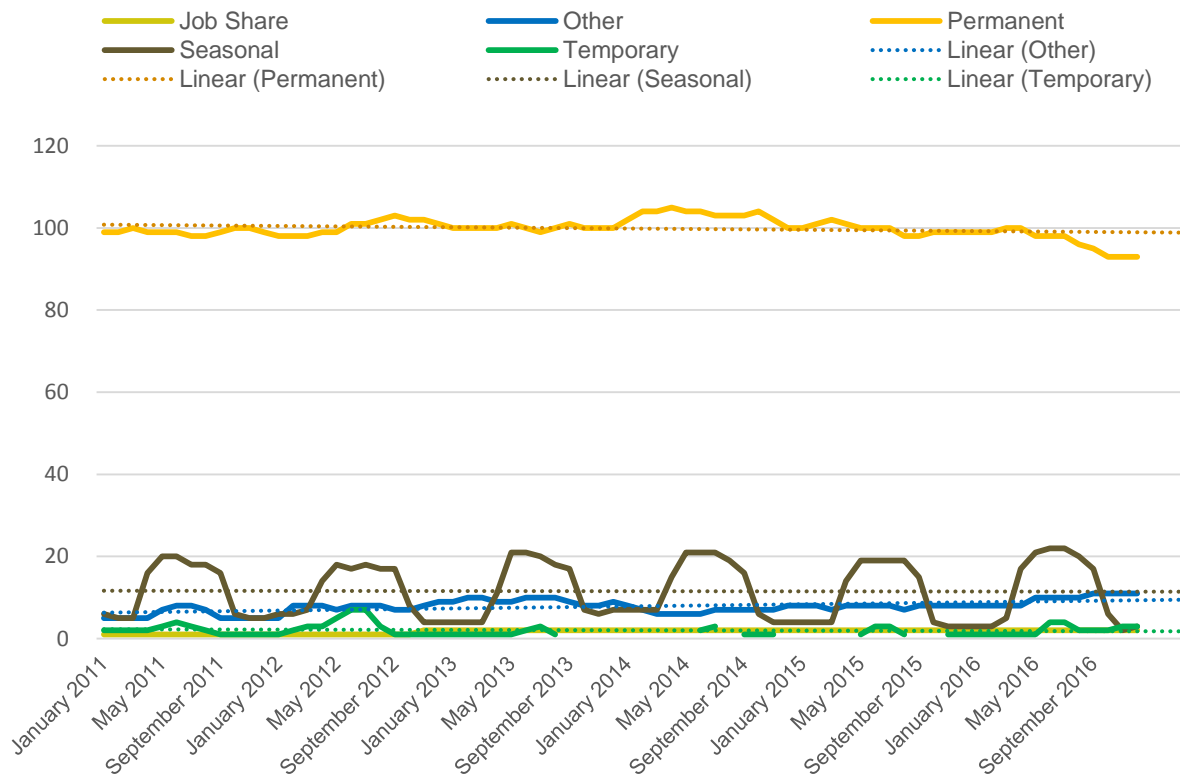


Persons with Disabilities are employed predominantly in permanent positions (i.e., 83.0%). This is a higher percentage when compared to the organization as a whole which is 78.3%.

## Employment Type Trends

Chart 7 below shows the six-year trend occurring for employees who have self-declared as Persons with Disabilities by each employment type of permanent, seasonal, temporary, casual (other) and jobshare.

Chart 7: Persons with Disabilities Employment Type Trend from 2010 to 2016

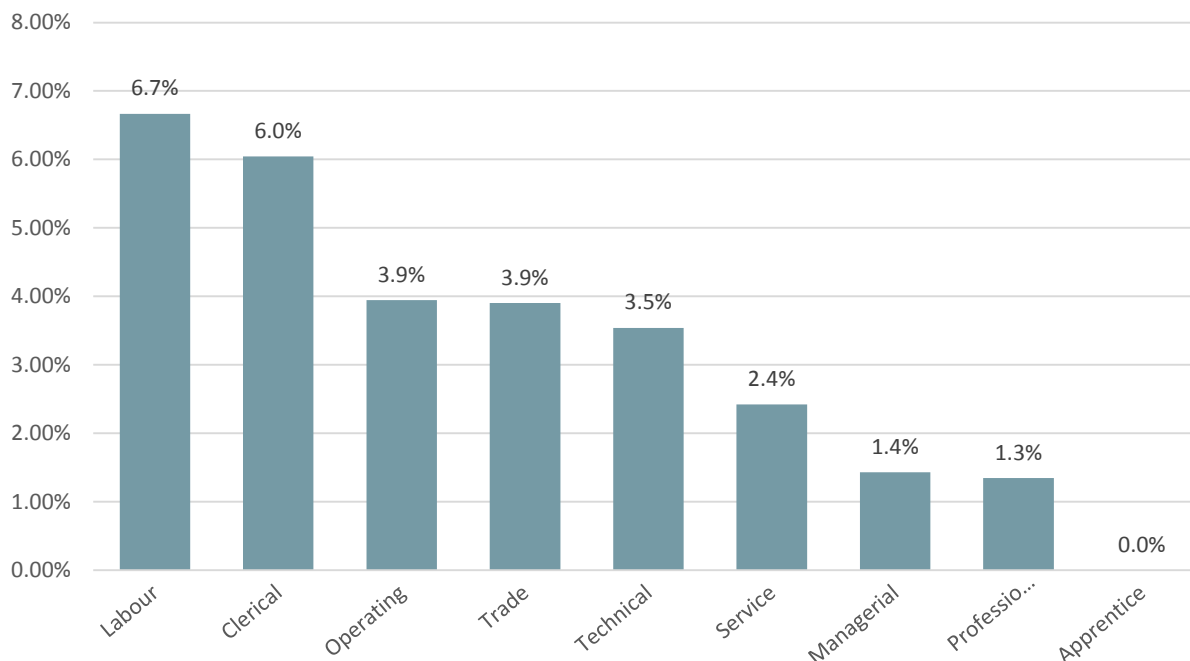


The yellow line representing permanent employees who have self-declared as a Persons with Disabilities has seen no change over the past six years and in the last half of 2016 there has been a decrease in the number of employees reporting as Persons with Disabilities. The brown line representing seasonal employees and the green line representing temporary employees do result in seasonal increases in spring/summer hiring. However, the overall trend has also not increased over the last six years.

## Occupational Group Distribution

Chart 8 below represents the percentage of Persons with Disabilities who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. The goal is to have representation in all occupational groups. (See Appendix 4 for occupational group definitions).

Chart 8: Persons with Disabilities Representation by Occupational Group - December 2016



**LABOUR:** Employees who self-declared as a Persons with Disabilities account for 6.7% of employees in the labour occupational group. The majority of the employees in this group are employed as Building Custodians.

**CLERICAL:** Similarly employees who self-declared as Persons with Disabilities account for 6.0% in the clerical occupational group. The clerical group is a large population and provides a significant opportunity for our diversity and inclusion initiatives.

**TRADE AND OPERATING:** The operating and trade groups both 3.9% of employees who self-declared as a Persons with Disabilities are employed in numerous division across the organization.

## **New Hires**

In 2016 we hired 683 employees (includes new hires and rehires, as well as recalls to seasonal and temporary positions).

In 2016, 1.9% or 13 new hires, self-declared as Persons with Disabilities.

## **2016 HIGHLIGHTS**

The following provides an update on 2016 initiatives, which were identified in the 2015 report to work towards the goal of an “inclusive workplace that embraces diverse backgrounds”:

1. The self-declaration process was enhanced to increase knowledge for new employees. Before employees complete the form, they are given a detailed explanation of how the data is used to measure how we are doing in diversity and continually improve our workplace, define the equity groups, ensure confidentiality, and answer any questions. This explanation is provided in order for employees to feel comfortable completing the self-declaration form and increase participation.
2. In partnership with the Learning Disabilities Association of Saskatchewan, Understanding Invisible Disabilities awareness training is provided once a year as part of the Corporate Training Calendar, as well as upon request by specific workgroups.
3. Partnerships continued to be fostered with community organizations who provide services to Persons with Disabilities. These partnerships include participation in the Business Advisory Committee for Canadian Council on Rehabilitation and Work (CCRW), referral of clients for various organizations, educating job coaches, and employment programs of the City of Saskatoon hiring processes.
4. Disability management is currently done through the Disability Assistance Program. This program manages accommodations and return to work plans. In 2016, this program was able to close 115 cases. There are currently 91 cases open.
5. Mental Health First Aid training was piloted in 2016 and will be made available for employee participation starting in 2017.

## 2017 PRIORITIES

Representation for this equity group has not increased over the last five years. Research indicates that voluntary self-declaration for Persons with Disabilities is not a reliable measurement for employers to base their equity program success on. Further work will be committed to ensuring the workplace environment is accessible and inclusive for Persons with Disabilities and more work will be done to measure success through employee surveys, focus groups, and perception surveys.

### Diversity and Inclusion Action Plan Summary

#### PEOPLE

- Two training workshops will be offered to employees to provide an understanding of providing a supportive and inclusive work environment for Persons with Disabilities.

#### SYSTEMS

- An analysis of the current gaps and barriers will be completed in the third quarter of 2017 that includes a report with recommended strategies for making the current recruitment and hiring processes more effective in increasing representation in jobs that are known to be entry points for external candidates.
- Improvements to the self-declaration process will be completed. This includes reviewing the process for temporary and seasonal employees to ensure all divisions follow the corporate process. This includes providing a detailed explanation and allows for confidentiality when completing the form. The goal is to increase the accuracy of our data count for Persons with Disabilities in the workforce.

#### ENVIRONMENT

- Assess the workplace environment and compare the 2013 perception survey results through employee interviews, focus groups and/or stay surveys. The goal of this research is to determine if there has been a change in perception and identify areas of continuous improvement for Persons with Disabilities within the organization.

## VISIBLE MINORITY

The performance goal set by City Council for Visible Minority employees is based on the SHRC goal of 11.0%.

### CURRENT STATISTICS

#### Total Workforce

Table 7 shows the employee population for the Visible Minority equity group in July has had a steady increase in employee population over the last five years.

Table 7: Total Visible Minority Employee Population Trend -July 31

Equity Group	July 2012	July 2013	July 2014	July 2015	July 2016	SHRC Goal
Visible Minority	6.9%	7.8%	8.7%	9.6%	10.4%	11.0%

Table 8 below shows the employee population for the Visible Minority equity group in December shows a steady increase over the last five years. This shows that the current strategies have been fairly successful in achieving our goal.

Table 8: Total Visible Minority Employee Population Trend - December 31

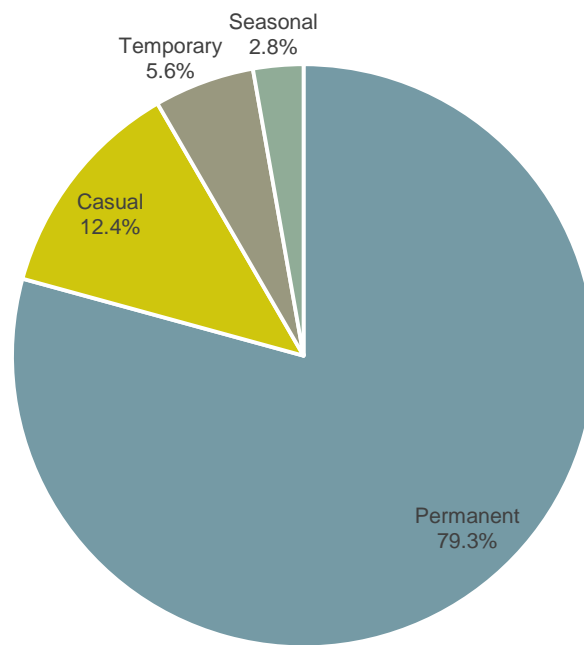
Equity Group	Dec 2012	Dec 2013	Dec 2014	Dec 2015	Dec 2016	SHRC Goals
Visible Minority	6.5%	8.1%	7.8%	10.3%	10.6%	11.0%

## Employment Type Distribution

The data below provides a breakdown of Visible Minority employee population in each employment type. Employment type includes permanent, seasonal, temporary, casual and jobshare.

Chart 9 below shows the distribution of the Visible Minority employee population by employment type for December 2016.

Chart 9: Visible Minority Employment Type - December 2016



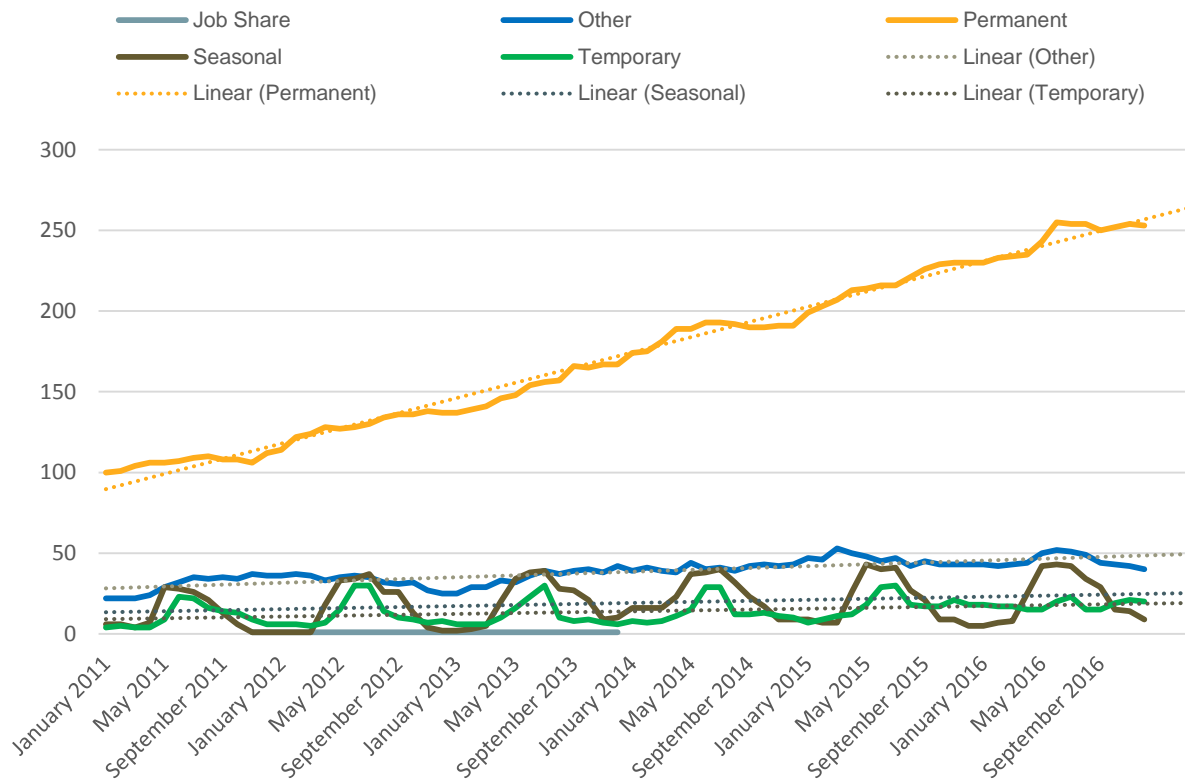
Currently, 79.3% of employees who self-declared as Visible Minorities are permanent, which is comparable to the City's overall average of 78.3%.



## Employment Type Trend

Chart 10 below shows a six-year trend occurring for the Visible Minority equity group based on employment type of permanent, seasonal, temporary, casual (other) and jobshare.

Chart 10: Visible Minority Employment Type Trend from 2010 to 2016



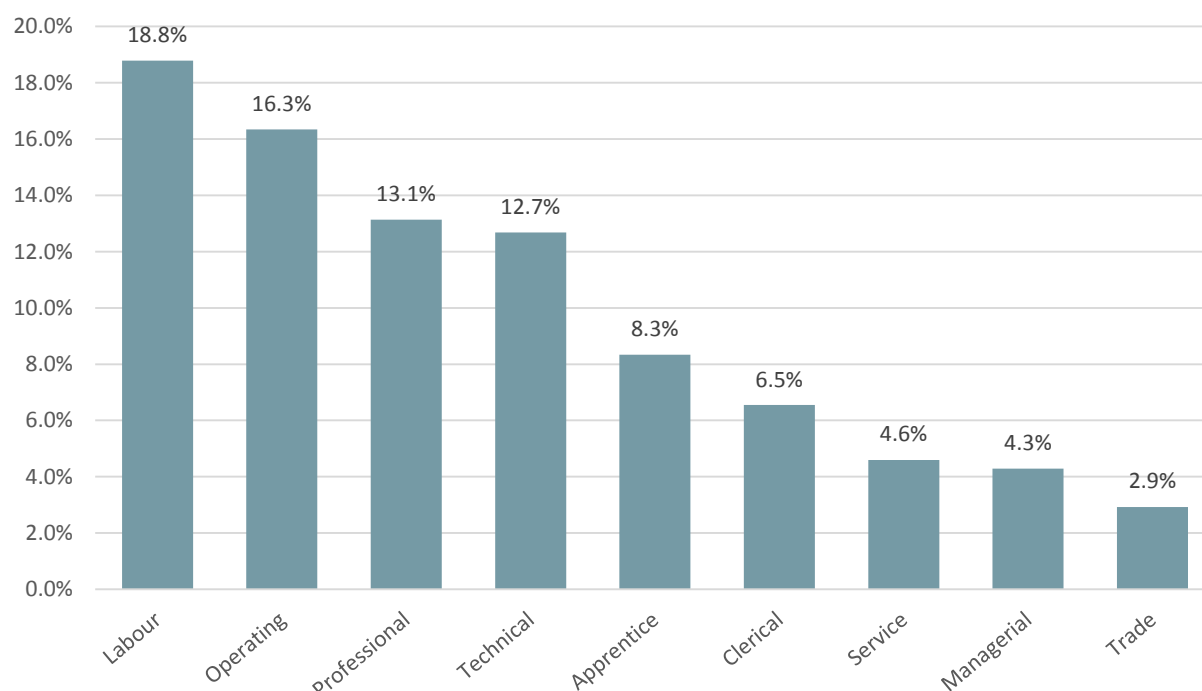
The yellow line shows the permanent Visible Minority employees over the last six years. The linear trend indicates a positive change based on the last six years for permanent employees.

The brown line representing seasonal employees and green line representing temporary employees fluctuates in the spring/summer of each year. The linear trend line indicates no relative increase overall in this type of employment, which is due to the number of seasonal and temporary jobs hired each year being consistent and the proportion of visible minorities being hired being proportionally the same in each year.

## Occupational Group Distribution

Chart 11 below represents the percentage of Visible Minority employees who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. The goal is to have representation in all occupational groups. (See Appendix 4 for occupational group definitions).

Chart 11: Visible Minority Employee Representation by Occupational Group - December 2016



**LABOURER:** The labour group has the highest representation of employees who self-declared as a Visible Minority at 18.8%.

**OPERATING:** 16.3% of employees in the operating group have self-declared as a Visible Minority.

**PROFESSIONAL:** 13.1% of employees in the professional occupation group have self-declared as a Visible Minority.

Increased efforts are required to increase representation in those occupational groups that are reporting less than 11.0% representation.

## **New Hires**

In 2016 we hired 683 employees (includes new hires and rehires, as well as recalls to seasonal and temporary positions).

In 2016, 13.3% of new hires self-declared as a member of the Visible Minority equity group.

## **2016 HIGHLIGHTS**

The following provides an update on 2016 initiatives that were identified in the 2015 report to work towards the goal of an “inclusive workplace that embraces diverse backgrounds”:

1. Cultural competency training was offered to employees in the Corporate Training Calendar with 20 employees participating.
2. A new course entitled “Intercultural Problem Solving” was developed and offered to supervisors and managers with 20 employees participating.
3. Cultural Bridging training was hosted for customer service staff for Leisure Centers.
4. Partnerships continued to be fostered with community organizations who provide services to newcomers. These partnerships include regular referral of clients, presentations to employment programs at the Saskatoon Open Door Society, International Women of Saskatchewan, and Saskatchewan Intercultural Agency, participation in career fairs such as WeConnect, and providing work placements for students in Human Resources.
5. Information guides with presentations were provided to Safety Superintendents and Public Works Superintendents on religious accommodation procedures, Islamic traditions, and holidays.

## 2017 PRIORITIES

Based on the analysis, current strategies for recruitment of this equity group are working, with a consistent increase in representation throughout all occupational groups. With a more culturally diverse workforce, the City of Saskatoon must ensure that the workplace is utilizing this diversity efficiently and effectively.

### Diversity and Inclusion Action Plan Summary

#### PEOPLE

- Increasing the participation in Cultural Competency training. New facilitators will be trained within the organization in order to provide training workshops on a more regular basis. In 2017, six workshops of 25 participants will be offered. This training will increase skill level and improve communication between individuals of different cultures.
- A site on SharePoint will be launched that includes diversity and inclusion tools and resources and will be accessible to the organization.
- In collaboration with supervisors and managers identify additional tools and resources needed that would assist in ensuring an inclusive workplace.

#### SYSTEMS

- Incorporate inclusive competencies in Corporate Competencies being developed for the organization.

#### ENVIRONMENT

- Exit interviews and stay interviews will be conducted. Results will be reviewed for inclusive workplace practices.

## WOMEN IN UNDERREPRESENTED OCCUPATIONS

The performance goal set by City Council for Women in Underrepresented Occupations is based on the Saskatchewan Human Rights Commissions (SHRC) goal. Women are considered underrepresented in occupations if they occupy less than 45% of positions within occupations.

### CURRENT STATISTICS

#### Total Workforce

Table 9 shows the Women employee population in July indicates that there has not been a significant increase in total population over the last five years.

Table 9: Total Women Employee Population Trend - July 31

Equity Group	July 2012	July 2013	July 2014	July 2015	July 2016	SHRC Goal
Women	39.1%	39.9%	39.4%	39.3%	38.5%	45.0%

Table 10 shows the Women employee population in December indicates that there has not been a significant increase in total population as well over the last five years.

Table 10: Total Women Employee Population Trend - December 31

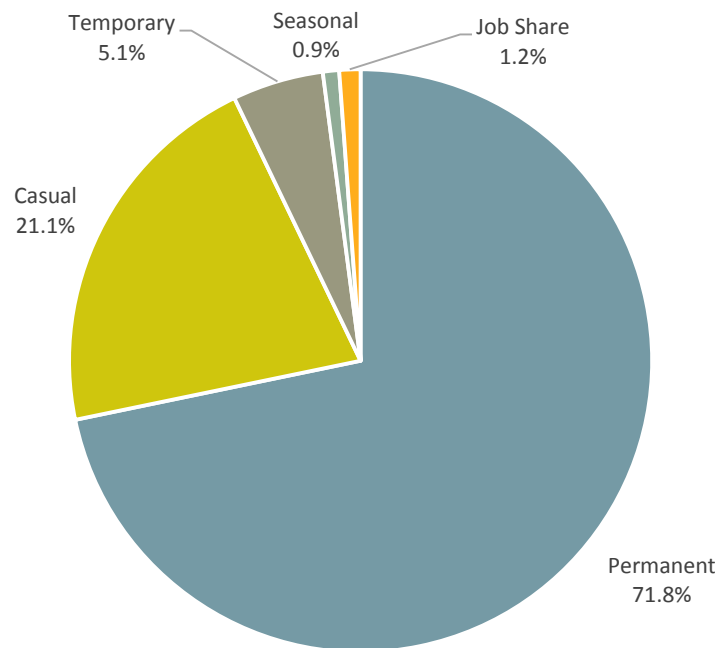
Equity Group	Dec 2012	Dec 2013	Dec 2014	Dec 2015	Dec 2016	SHRC Goal
Women	38.4%	38.4	39.9%	38.0%	38.0%	45.0%

## Employment Type Distribution

The information below provides a breakdown of women representation by each employment type. Employment type includes permanent, seasonal, temporary, casual and jobshare.

Chart 12 displays the distribution of Women by employment type for December 2016.

Chart 12: Women Employment Type - December 2016

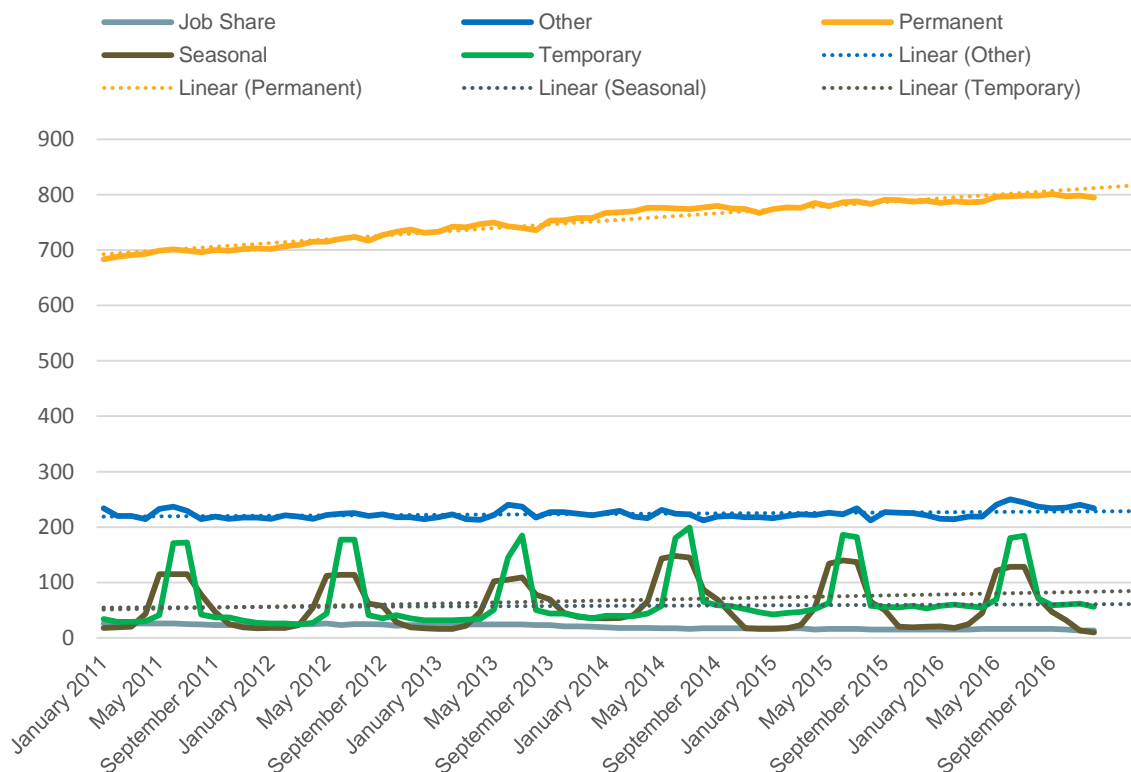


Currently, 71.8% of employees who self-declared as Women are permanent. This is lower than the City's overall average of 78.3%.

## Employment Type Trends

Chart 13 below show the six-year trend occurring for women employees based on employment type of permanent, seasonal, temporary, casual (other) and jobshare.

Chart 13: Women Employment Type Trend from 2010 to 2016



The yellow line representing permanent employees who are women indicates an increase over the last six years with the linear trend having a small positive increase over the last six years.

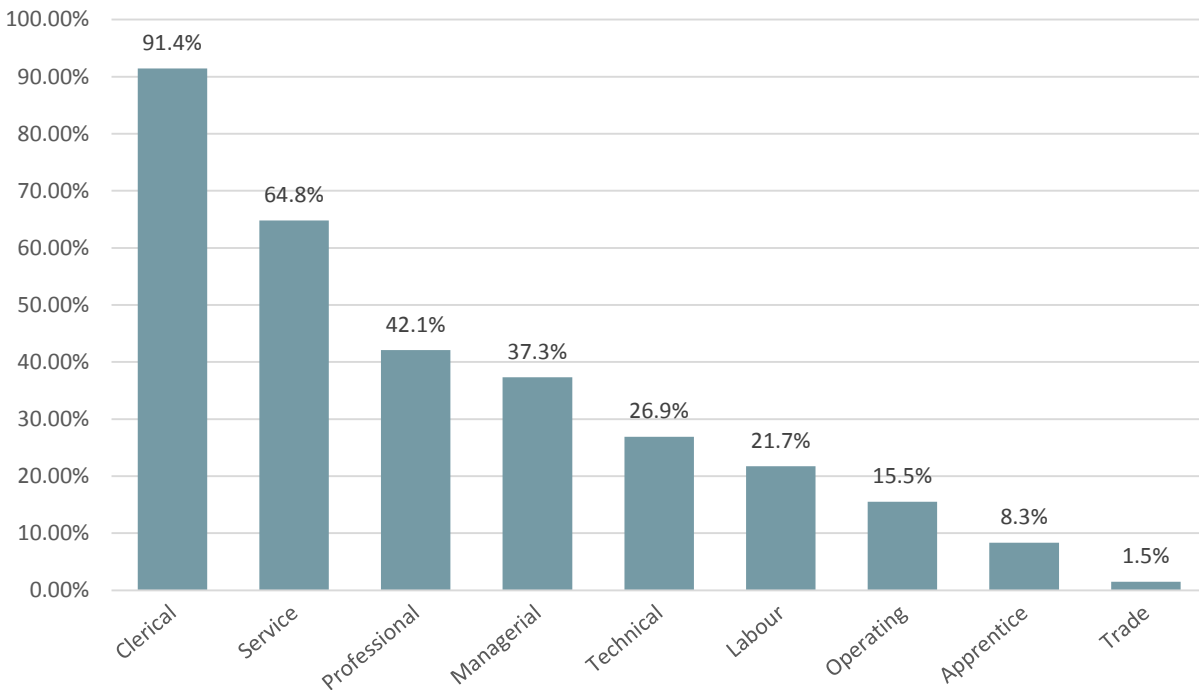
The brown line representing seasonal employees and the green line representing temporary employees fluctuates each year in spring and summer months. However, the linear trend line indicates no change based on the last six years. The blue line shows a consistent trend in relations to casual (other) positions.

## Occupational Group Distribution

Chart 14 below represents the percentage of women who occupy positions within each occupational group. The purpose of this information is to measure representation within occupational groups. Women are considered underrepresented in occupations if they occupy less than 45% of positions within occupations.

(See Appendix 4 for occupational group definitions).

Chart 14: Women Employee Representation by Occupational Group - December 2016



Occupations with less than 45% representation of women include: Professional (42.1%), Managerial (37.3%), Technical (26.9%), Labour (21.7%), Operating (15.5%), Apprentice (8.3%) and Trade (1.5%).

## New Hires

In 2016 we hired 683 employees (includes new hires and rehires, as well as recalls to seasonal and temporary positions).

In 2016, women represented 45.2% (309 employees) of total new hires to the organization.



## 2016 HIGHLIGHTS

The following provides an update on 2016 initiatives that were identified in the 2015 report to work towards the goal of an “inclusive workplace that embraces diverse backgrounds”:

1. Conducted significant awareness sessions for all employees in two divisions where women are underrepresented, that focused specifically on harassment, sexual harassment and respectful workplace.
2. Worked in collaboration with a community Aboriginal organization to hire a female engineer as a summer student.
3. Parks and Public Works Divisions both participated in training programs conducted by Saskatoon Trades and Skills Centre, whereby they provided practicum work placements to women who are training in the areas on landscaping and equipment operations.
4. Successfully recruited 57% women engineer internship programs with educational institutions.

## 2017 PRIORITIES

Based on the analysis, representation of women is still underrepresented in a majority of our occupational groups. The reasons why this could be occurring include a lack of women applicants applying for positions in certain occupations or the work environment is not inclusive for women. Initiatives in assessing these reasons will be the priority for 2017.

### Diversity and Inclusion Action Plan Summary

#### PEOPLE

- Work placements in Parks, Roadways and Operations, and Water and Wastestream will occur in collaboration with training and educational institutions for Landscaping and Heavy Equipment Operations.

#### ENVIRONMENT

- Results from exit interviews and stay surveys will be reviewed for inclusive workplace practices. If identified as a gap, strategies will be introduced to work towards enhancing the employee experience for women in underrepresented occupations.

#### SYSTEMS

- Using a new Business Intelligence tool, data will identify all occupations where women are underrepresented. HR will work closely with Divisions to identify new recruitment and hiring plans to help close this gap.
- Career planning tools will be developed and distributed for managers to use when working with employees specifically in seasonal/temporary positions that wish to achieve permanent positions. This will include the implementation of an Individual Development Plans that includes career development priorities.
- A structured data tool will be created and used to collect information on the aggregate candidate supply and factors contributing to a successful or unsuccessful recruitment drive.

## APPENDICES

### APPENDIX 1: DEFINITIONS OF 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)

## APPENDIX 2: DEFINITIONS OF EQUITY GROUPS

### Aboriginal

Aboriginal people are those who identify themselves as First Nations, Métis or Inuit.

### Persons with Disabilities

Persons with disabilities are persons who have a disability within the meaning of section 2(1) (d.1) of [\*The Saskatchewan Human Rights Code\*](#).

In addition, for the purposes of employment equity plans, persons with disabilities:

- have persistent physical, intellectual, mental, psychiatric, sensory or learning conditions that
  - require a technical device and/or personal support or service which enables such persons to perform the essential functions of a job; and/or
  - require some form of accommodation such as extra rest breaks, or time off/leave to obtain treatment as necessary, or modifications to job responsibility, job site, or work hours;
- consider themselves, and believe an employer or a potential employer would consider them disadvantaged in finding, retaining or advancing in employment because of that condition.

### Visible Minority

Persons, other than Aboriginal peoples, who are people of colour.

### Women in Underrepresented Occupations

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.

(Saskatchewan Human Rights Commission, 2015)

## APPENDIX 3: 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 also 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)

## APPENDIX 4: OCCUPATIONAL GROUP 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.*

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Prepared by Corporate Performance Department – Human Resources Division

