

ATTACHMENT 1

# Diversity and Inclusion

2017 Annual Report | April 2018



## TABLE OF CONTENTS

Executive Summary .....	5
Introduction.....	6
Employment Type .....	7
Occupational Groups .....	8
Aboriginal .....	9
Current Statistics .....	9
2018 Priorities .....	13
Persons With Disabilities.....	14
Current Statistics .....	14
2018 Priorities .....	18
Visible Minority .....	19
Current Statistics .....	19
2018 Priorities .....	23
Women In Underrepresented Occupations.....	24
Current Statistics .....	24
2018 Priorities .....	28
Sasaktoon Fire Department (SFD) .....	29
2017 Highlights .....	29
2018 Priorities .....	30
2017 Highlights .....	31
2018 Summary of Action Plan .....	36
Appendices .....	41
Appendix 1: Definitions of Diversity and Inclusion .....	41
Appendix 2: Definitions of Equity Groups .....	42
Appendix 3: Our Larger Role as an Equity Partner with the SHRC .....	43
Appendix 4: Occupational Group Definitions .....	44
References.....	45

**LIST OF TABLES**

Table 1: Employee Population Trend (% of Workforce) by Equity Group - July 31 ..... 5

Table 2: Employee Population Trend by Equity Group - December 31 ..... 5

Table 3: Total Aboriginal Employee Population Trend - July 31 ..... 9

Table 4: Total Aboriginal Employee Population Trend - December 31 ..... 9

Table 5: Total Employee Population for Persons with Disabilities Trend - July 31 ..... 14

Table 6: Total Employee Population for Persons with a Disabilities Trend - December 31 ..... 14

Table 7: Total Visible Minority Employee Population Trend - July 31 ..... 19

Table 8: Total Visible Minority Employee Population Trend - December 31 ..... 19

Table 9: Total Women Employee Population Trend - July 31 ..... 24

Table 10: Total Women Employee Population Trend - December 31 ..... 24

Table 11: Total Employee Population by Equity Group for Saskatoon Fire Department- December 31..... 29

**LIST OF CHARTS**

Chart 1: Total Workforce Employment Type - December 2017 ..... 7

Chart 2: Occupational Group Distribution - December 2017 ..... 8

Chart 3: Aboriginal Employment Type - December 2017 ..... 10

Chart 4: Aboriginal Employment Type Trend from 2012 to 2017 ..... 11

Chart 5: Aboriginal Employee Representation by Occupational Group - December 2017 ..... 12

Chart 6: Persons with a Disability Employment Type - December 2017 ..... 15

Chart 7: Persons with Disabilities Employment Type Trend from 2012 to 2017 ..... 16

Chart 8: Persons with Disabilities Representation by Occupational Group - December 2017 ..... 17

Chart 9: Visible Minority Employment Type - December 2017 ..... 20

Chart 10: Visible Minority Employment Type Trend from 2012 to 2017 ..... 21

Chart 11: Visible Minority Employee Representation by Occupational Group - December 2017 ..... 22

Chart 12: Women Employment Type - December 2016 ..... 25

Chart 13: Women Employment Type Trend from 2012 to 2017 ..... 26

Chart 14: Women Employee Representation by Occupational Group - December 2017 ..... 27

## EXECUTIVE SUMMARY

This report summarizes the progress made in 2017 by the City of Saskatoon (City) toward its long term strategy (2013-2023 Strategic Plan) to “offer an inclusive workplace that embraces diverse backgrounds.”

This report is based on the City’s workforce as at July 31, 2017, and December 31, 2017. The July 31<sup>st</sup> reporting date captures a representation of the City’s seasonal and temporary workforce. The December 31<sup>st</sup> 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 2,988 in December.

Table 1 provides the five-year employee population trend by equity group for July of each year (2013-2017). These results are compared with the Saskatchewan Human Rights Commission (SHRC) goals for employment equity partners in Saskatchewan.

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

Equity Group	July 2013	July 2014	July 2015	July 2016	July 2017	SHRC Goals
Aboriginal	7.7%	8.5%	8.6%	8.5%	8.4%	<b>14.0%</b>
Persons with Disabilities	3.0%	2.9%	2.9%	3.8%	3.7%	<b>12.4%</b>
Visible Minority	7.8%	8.7%	9.6%	10.4%	10.5%	<b>11.0%</b>
Women	39.9%	39.4%	39.3%	38.5%	37.5%	<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 2013	Dec 2014	Dec 2015	Dec 2016	Dec 2017	SHRC Goals
Aboriginal	6.2%	6.8%	7.2%	7.2%	7.1%	<b>14.0%</b>
Persons with Disabilities	3.8%	3.2%	3.9%	3.8%	3.7%	<b>12.4%</b>
Visible Minority	8.1%	7.8%	10.3%	10.6%	11.0%	<b>11.0%</b>
Women	38.4%	39.9%	38.0%	38.0%	37.0%	<b>46.0%</b>

## INTRODUCTION

This report summarizes the progress made in 2017 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 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). In addition, as an equity partner, the City also commits 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 has enhanced the diversity and inclusion portfolio to include initiatives outside of the four equity groups.

This year we are adding two additional components to the report. This will be the first year that the Saskatoon Fire Department is part of this annual report. In order to keep a year after year comparative for the statistics, these statistics have been separated into their own section.

The second addition to this report is the employee engagement scores for each of the equity groups, this being the first time this data has been collected by demographics. Employee engagement scores are a good indicator of inclusion and can provide information on how different demographic groups experience the workplace.

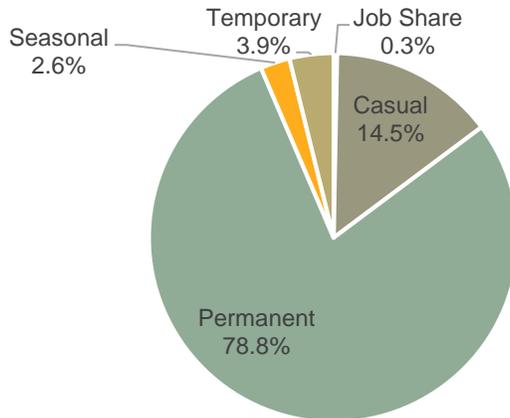
The report provides a statistical breakdown for each equity group by employment type (Permanent, Temporary, Seasonal, Casual (Other), and Jobshare) and occupational group (Labour, Operating, Clerical, Technical, Service, Trades, Apprentice, Professional, and Managerial).

The report also highlights initiatives from 2017 and identifies priorities for moving forward for 2018. In 2017, a systematic approach, the “Diversity and Inclusion Solutions Framework”, was used to develop the Diversity and Inclusion Action Plan. In 2018, the City is progressing to a more integrated systematic approach to diversity and inclusion planning, using the “Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World” (GDIB).

## EMPLOYMENT TYPE

Employment type is an important consideration in our diversity and inclusion strategy as it will show where the most opportunity for growth can be made. In July 65.3% of the City's workforce is permanent, in December this number increases to 78.8%.

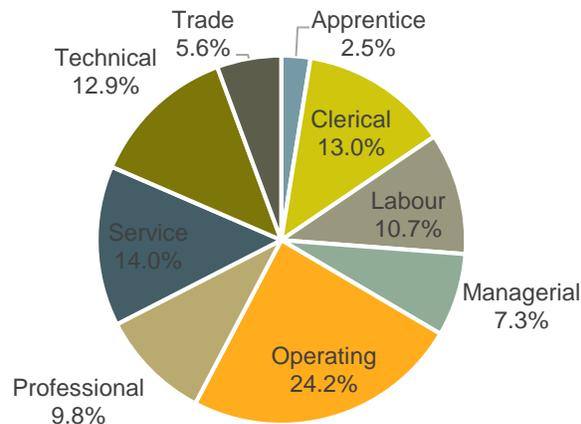
Chart 1: Total Workforce Employment Type - December 2017



## OCCUPATIONAL GROUPS

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

Chart 2: Occupational Group Distribution – December 2017



### Operating

Operating is the largest occupational group with approximately 24.2% of the overall employee population included in this group.

Saskatoon Transit employs 50.5% of employees in the operating occupational group. The second largest divisions are Water and Waste Stream and 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

Service is the second largest occupational category at 14.0%. There are 557 positions in service within the four city departments, however service has the lowest number of permanent positions. The Recreation and Community Development division employs 45% of the service positions.

### Clerical

At 13.0% clerical is the third largest occupational group. There are 405 positions in clerical with 86% of those being permanent. This makes the Clerical occupational group the second largest group for permanent employees.

## ABORIGINAL

The performance goal set by City Council for Aboriginal employees is based on the SHRC goal of 14.0%.

### CURRENT STATISTICS

#### Total Workforce

Table 3 shows the Aboriginal employee population in July has remained constant over the last four 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 the corporate goal of 14.0%.

Table 3: Total Aboriginal Employee Population Trend - July 31

Equity Group	July 2013	July 2014	July 2015	July 2016	July 2017	SHRC Goals
Aboriginal	7.7%	8.5%	8.6%	8.5%	8.4%	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

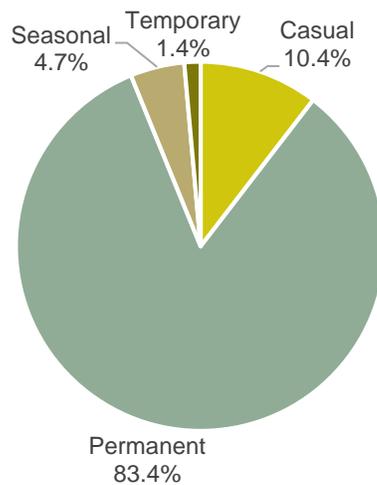
Equity Group	Dec 2013	Dec 2014	Dec 2015	Dec 2016	Dec 2017	SHRC Goals
Aboriginal	6.2%	6.8%	7.2%	7.2%	7.1%	14.0%

## Employment Type Distribution

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

Chart 3 displays the distribution of Aboriginal employees by employment type for December 2017. Aboriginal employees are employed predominantly in permanent positions (i.e. 83.4%). This is a higher percentage when compared to the organization as a whole which is 78.3% and an increase from 2016 at 76.7%.

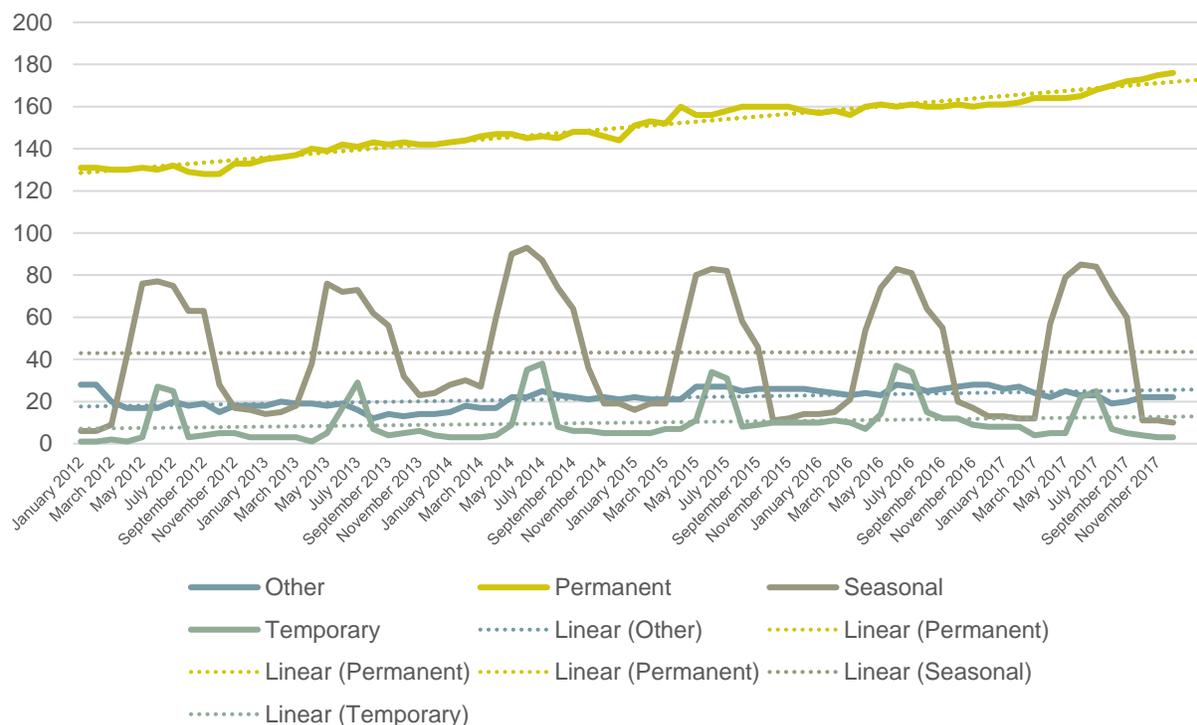
Chart 3: Aboriginal Employment Type - December 2017



## 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 2012 to 2017



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.

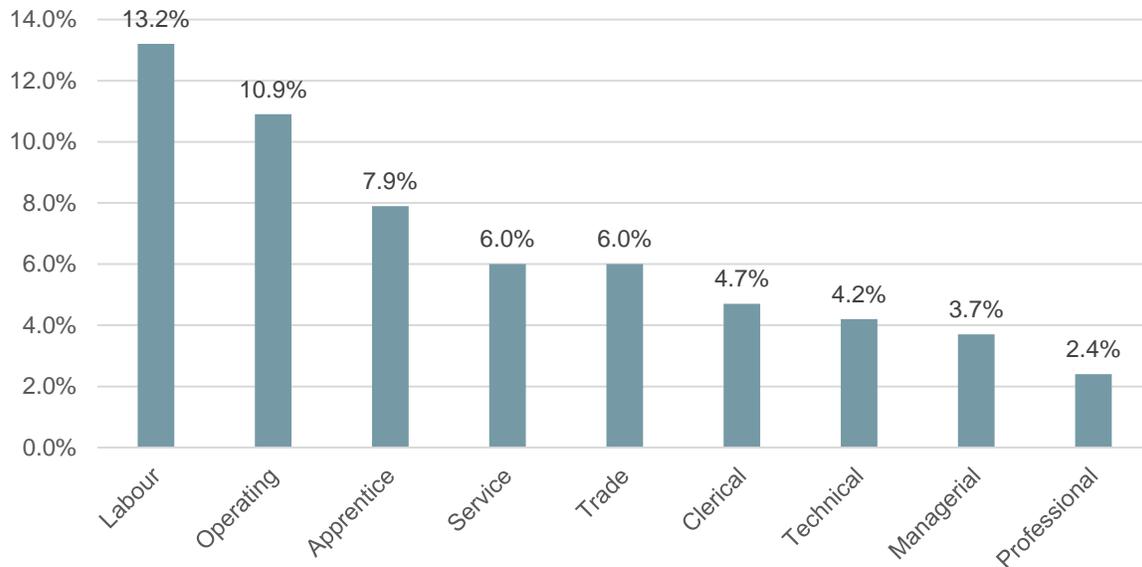
The brown line representing seasonal employees and the green line representing temporary employees fluctuate each year based on spring/summer hiring, with relatively no overall increase in the last six years overall. While current seasonal employment strategies need to be continued and enhanced, our 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 2017



**LABOUR:** Aboriginal employees account for 13.2% 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, Roadways and Operations, Water and Waste Stream, and Facilities and Fleet divisions.

**OPERATING:** Aboriginal employees account for 10.9% of the operating group.

**APPRENTICESHIP:** This category had an increase in representation moving from 4.2% to 7.9%. The increase was at Saskatoon Light & Power and Saskatoon Transit.

**SERVICE:** The service group is the fourth largest Aboriginal representation at 6.0%.

Occupational groups which increased in representation since 2016 were labour, operating, apprentice, trade, and clerical.

Occupational groups which decreased in representation since 2016 were service, technical, and managerial. Professional group remained the same.

## **New Hires**

In 2017, 881 employees were hired, this includes new hires and rehires (recalls to seasonal positions and temporary positions). Of those 667 were new hires to the organization, 214 were rehires.

Of the new hires in 2017, 8.7% were Aboriginal (58 employees). Of the rehires in 2017, 9.8% (21 employees) were Aboriginal. This is a total of 9.0% of all hires in 2017.

Of all new hires who self-declared as Aboriginal 36.7% were hired into seasonal positions, 29.1% into temporary, 21.5% into casual, and 12.7% were hired into permanent positions.

## **Employee Engagement**

In 2017, employees participated in a comprehensive employee engagement survey. To get an indication of the engagement of each equity group (one measure of inclusion), two scores are reported on: indicator score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”) and the overall engagement score.

From the results of that survey, Aboriginal employees (113 employees) scored the following:

Indicator score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”): 7.21. This is higher than the corporate overall score of 4.75.

Engagement score: 50% of employees who self-declared as Aboriginal were engaged. Compared to 49% of the corporate overall score of engaged employees.

## **2018 PRIORITIES**

To develop an Aboriginal strategy in line with the Truth and Reconciliation Commission’s Call to Action #92 to “Ensure that Aboriginal People have equitable access to jobs, training and education opportunities.” Creating and exploring new initiatives and approaches that support employment training and education opportunities inclusive to Aboriginal people. In addition the strategic goal, Quality of Life, is promoted with this Aboriginal strategy. Please refer to page 31 for a list of 2017 highlights and 2018 plans.

## 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 2013	July 2014	July 2015	July 2016	July 2017	SHRC Goals
People with Disabilities	3.0%	2.9%	2.9%	3.8%	3.7%	12.4%

Table 6 shows the employee population for Persons with Disabilities equity group in December has not increased significantly 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

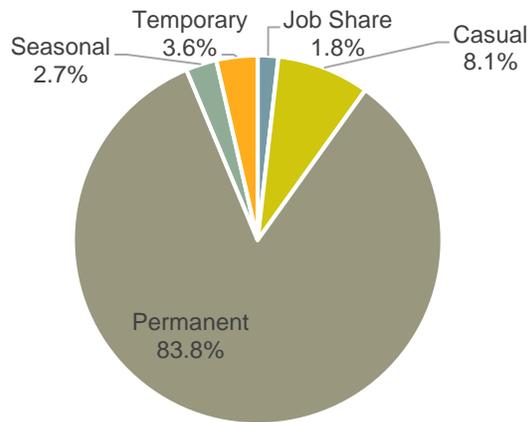
Equity Group	Dec 2013	Dec 2014	Dec 2015	Dec 2016	Dec 2017	SHRC Goals
People with Disabilities	3.8%	3.2%	3.9%	3.8%	3.7%	12.4 %

## 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 (other), and jobshare.

Chart 6 below shows the distribution of Persons with a Disability by employment type for December 2017. Persons with Disabilities are employed predominantly in permanent positions (83.8%). This is a higher percentage when compared to the organization as a whole which is 78.8%.

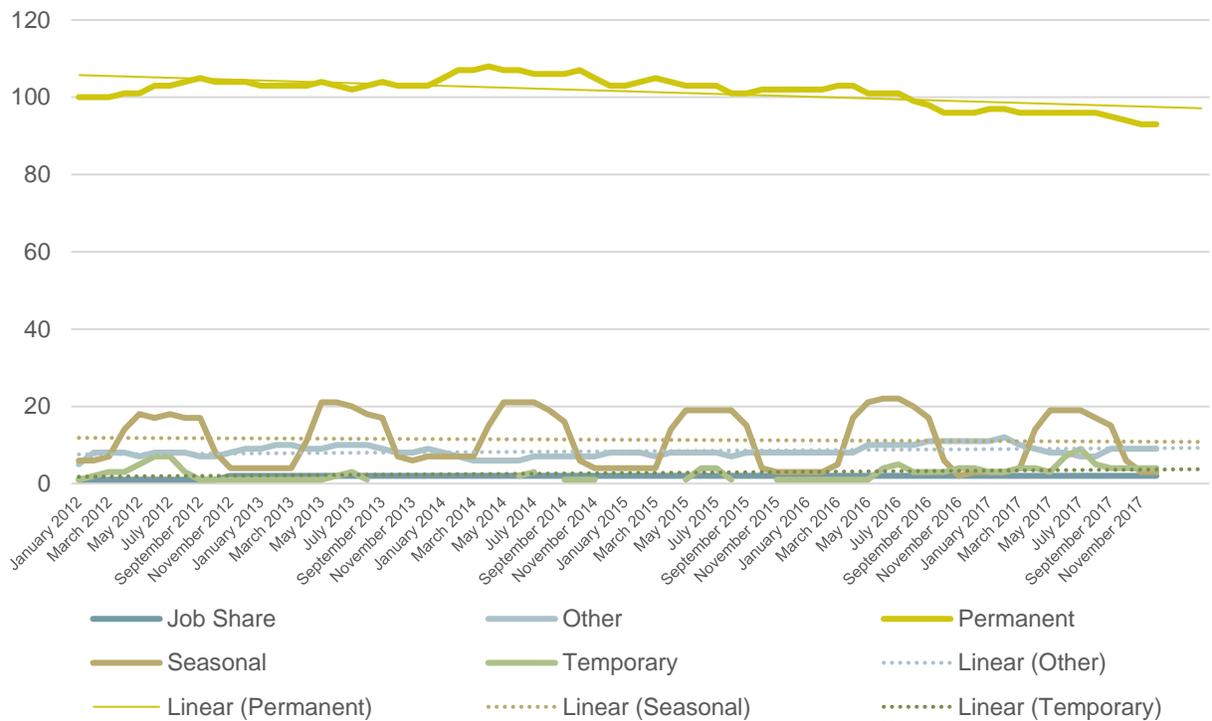
Chart 6: Persons with a Disability Employment Type - December 2017



## 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 2012 to 2017

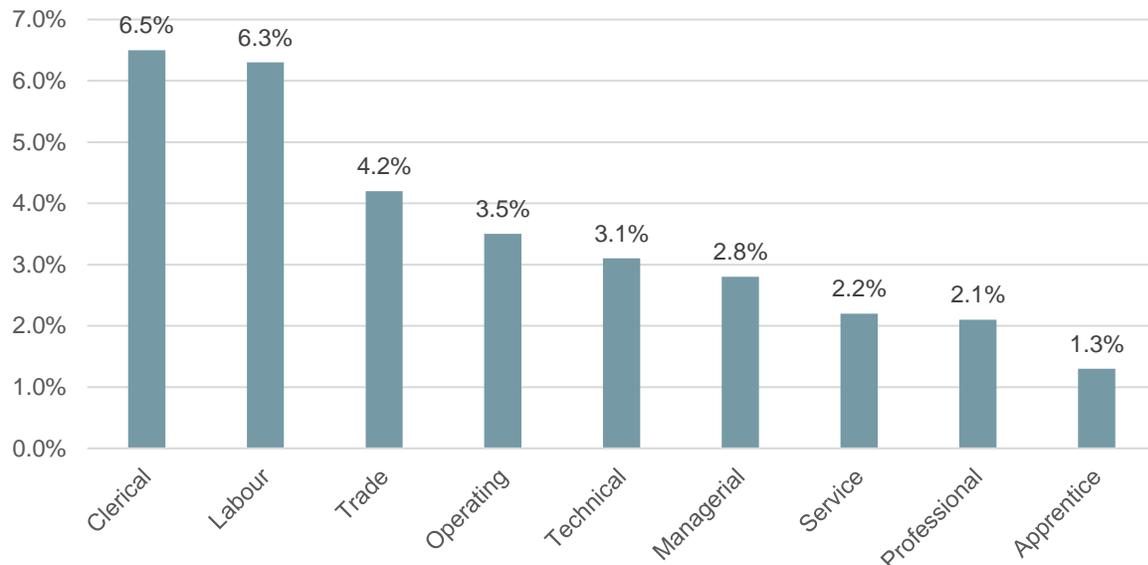


The yellow line representing permanent employees who have self-declared as a Person with Disabilities has seen no change over the last six years. The brown line representing seasonal employees and the green line representing temporary employees do result in seasonal increases in spring/summer hiring. 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 2017



**CLERICAL:** Similarly employees who self-declared as Persons with Disabilities account for 6.5% in the clerical occupational group. This is an increase from last year at 6.0%. The clerical group is a large population and provides a significant opportunity for our diversity and inclusion initiatives.

**LABOUR:** Employees who self-declared as a Persons with Disabilities account for 6.3% of employees in the labour occupational group. The majority of the employees in this group are employed as Building Custodians.

**TRADE:** The trade group has a representation of 4.2% of people who have self-declared as a Person with a Disability. This is an increase from 3.9% in 2016.

The occupational groups Apprentice, Professional, and Managerial have increased representation since 2016.

The occupational groups Service, Technical, Operating, and Labour have decreased since 2016.

## **New Hires**

In 2017, we hired 881 employees, this includes new hires and rehires, (recalls to seasonal positions and temporary positions). Of those, 667 were new hires to the organization, 214 were rehires.

In 2017, 1.1% (10 employees) of new hires self-declared in the equity group Persons with Disabilities. This is a decrease from 2016 at 1.9% (13 employees) of new hires who self-declared as a Person with a Disability. Of note these hires were in casual (other), seasonal, and temporary positions.

## **Employee Engagement**

In 2017, employees participated in a comprehensive employee engagement survey. There are two scores used to get an indication of the engagement of each equity group (one measure of inclusion), these are: Indicator Score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”) and the overall engagement score.

From the results of that survey employees who self-declared as a Person with a Disability (92 employees) scored the following:

Indicator score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”): -13.29. This is significantly lower than the corporate overall score of 4.75.

Engagement score: 43% of employees who self-declared as Persons with Disabilities were engaged. Compared to 49% of the corporate overall score of engaged employees.

## **2018 PRIORITIES**

Representation for this equity group has not increased over the last five years. One main consideration which has been noted is that research indicates that voluntary self-declaration for Persons with Disabilities is not a reliable measurement for employers to base their equity program success on. Many employees do not want to self-declare to their employer that they have a disability due to the stigma attached. Increased availability to the self-declaration form was developed in 2017 through the MyCity employee site. With this now in place, in 2018 a corporate self-declaration campaign will be developed and launched with the goal to collect more accurate statistics of the employee population. This campaign will enhance employees understanding of why we collect this information, explain the confidentiality of the data, and describe how it benefits the organization to have a more accurate account of the employee population. Another factor that will be addressed is workplace accessibility and inclusion for Persons with Disabilities. The results of past focus groups and most recently the employee engagement survey is the foundation for establishing additional resources in this area. Employee focus groups will be hosted in order to establish specific concerns from employees and where there may be opportunities for improved workplace inclusion. Please refer to page 31 for a list of 2017 highlights and 2018 plans.

## 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 2013	July 2014	July 2015	July 2016	July 2017	SHRC Goal
Visible Minority	7.8%	8.7%	9.6%	10.4%	10.5%	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

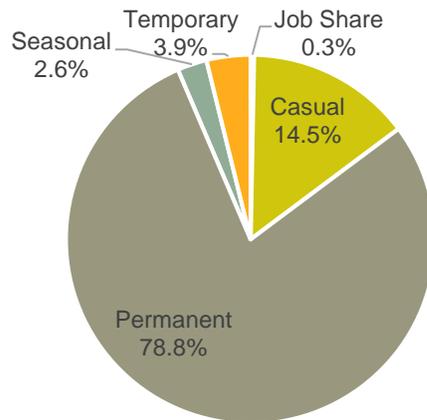
Equity Group	Dec 2013	Dec 2014	Dec 2015	Dec 2016	Dec 2017	SHRC Goals
Visible Minority	8.1%	7.8%	10.3%	10.6%	11.0%	11.0%

## 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 (other), and jobshare.

Chart 9 below shows the distribution of the Visible Minority employee population by employment type for December 2017. Currently, 78.8% of employees who self-declared as Visible Minorities are permanent, which is comparable to the City's overall average of 78.3%.

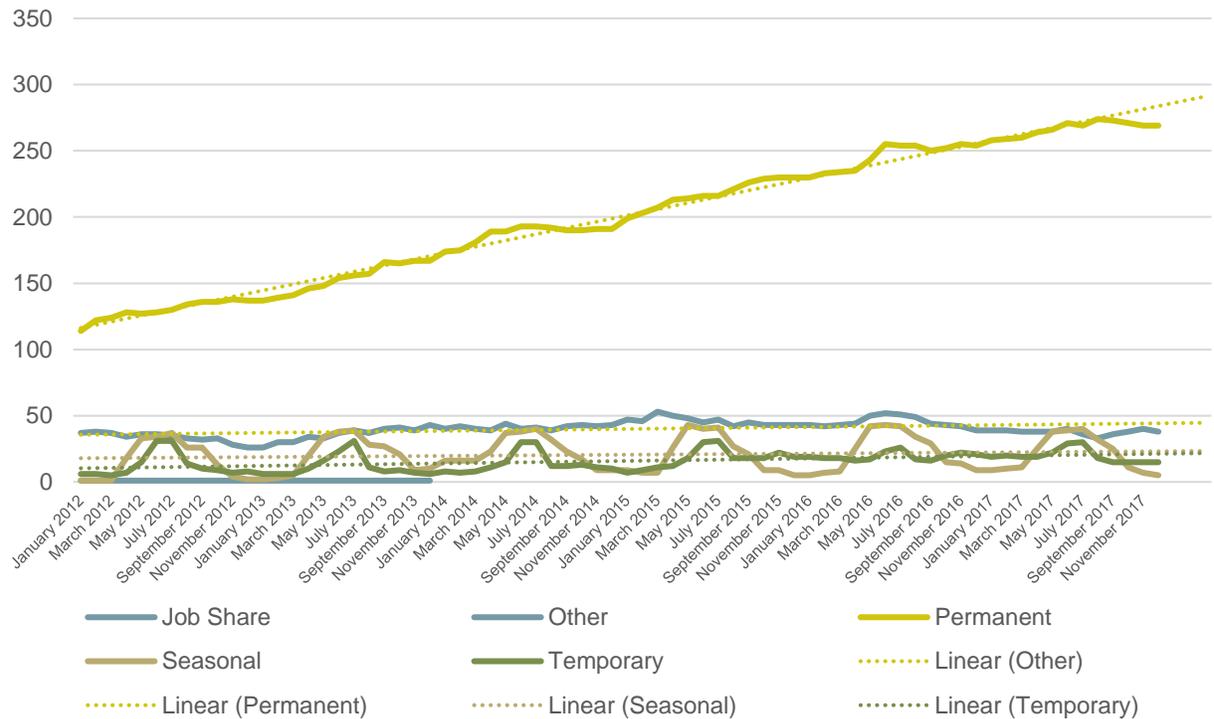
Chart 9: Visible Minority Employment Type - December 2017



## 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 2012 to 2017



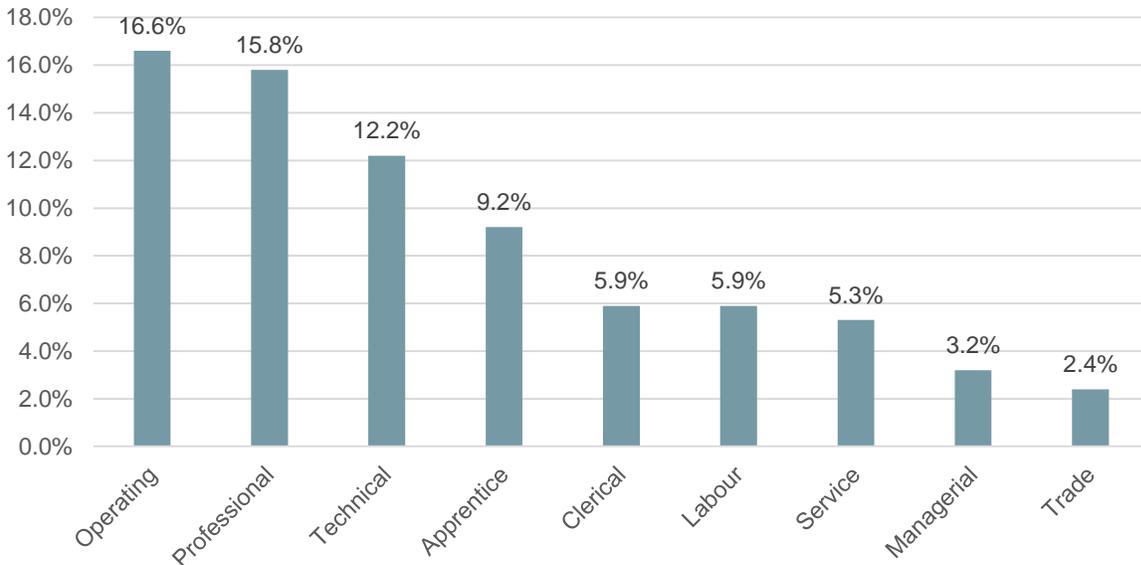
The yellow line shows the permanent employees who self-declared as a Visible Minority over the last six years. The linear trend indicates a positive change based on the last six years for permanent employees.

The green line representing seasonal employees and orange 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 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 2017



**OPERATING:** 16.6% of employees in the operating group have self-declared as a Visible Minority.

**PROFESSIONAL:** 15.8% of employees in the professional occupation group have self-declared as a Visible Minority.

**TECHNICAL:** 12.2% of employees in the technical occupational group have self-declared as a Visible Minority.

Occupational groups which saw an increase in representation since 2016 were service, apprentice, professional, and operating.

Occupational groups which saw a decrease in representation were labour, trade, managerial, clerical, and technical.

## **New Hires**

Of the 881 employees hired in 2017, 9.2% of new hires self-declared as a member of the Visible Minority equity group. This is a decrease from 2016 at 13.3%. Of these hires 38.3% were temporary, 33.3% were permanent, 21% were casual (other), and 7.4% were seasonal.

## **Employee Engagement**

In 2017, employees participated in a comprehensive employee engagement survey. There are two scores used to get an indication of the engagement of each equity group (one measure of inclusion), these are: indicator score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”) and the overall engagement score.

From the results of that survey Visible Minority employees (160 employees) scored the following:

Indicator score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”): 30.38. This is significantly higher than the corporate overall score of 4.75.

Engagement score: 65% of employees who self-declared as a Visible Minority were engaged. Compared to 49% of the corporate overall score of engaged employees.

## **2018 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. Therefore continued work to improve cultural competency will continue with mandatory training for supervisors and managers including the distribution of the diversity and inclusion recruitment and retention resources. Please refer to page 31 for a list of 2017 highlights and 2018 plans.

## WOMEN IN UNDERREPRESENTED OCCUPATIONS

The performance goal set by City Council for Women in Underrepresented Occupations is based on the 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 2013	July 2014	July 2015	July 2016	July 2017	SHRC Goal
Women	39.9%	39.4%	39.3%	38.5%	37.5%	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

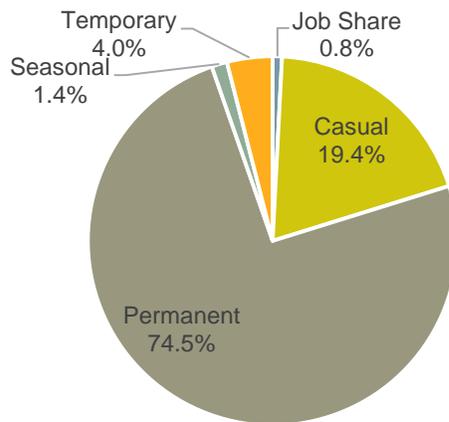
Equity Group	Dec 2013	Dec 2014	Dec 2015	Dec 2016	Dec 2017	SHRC Goal
Women	38.4	39.9%	38.0%	38.0%	37.0%	45.0%

## Employment Type Distribution

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

Chart 12 displays the distribution of Women by employment type for December 2017. Currently, 74.5% of employees who self-declared as Women are permanent. This is lower than the City's overall average of 78.3% however an increase from last year at 71.8%.

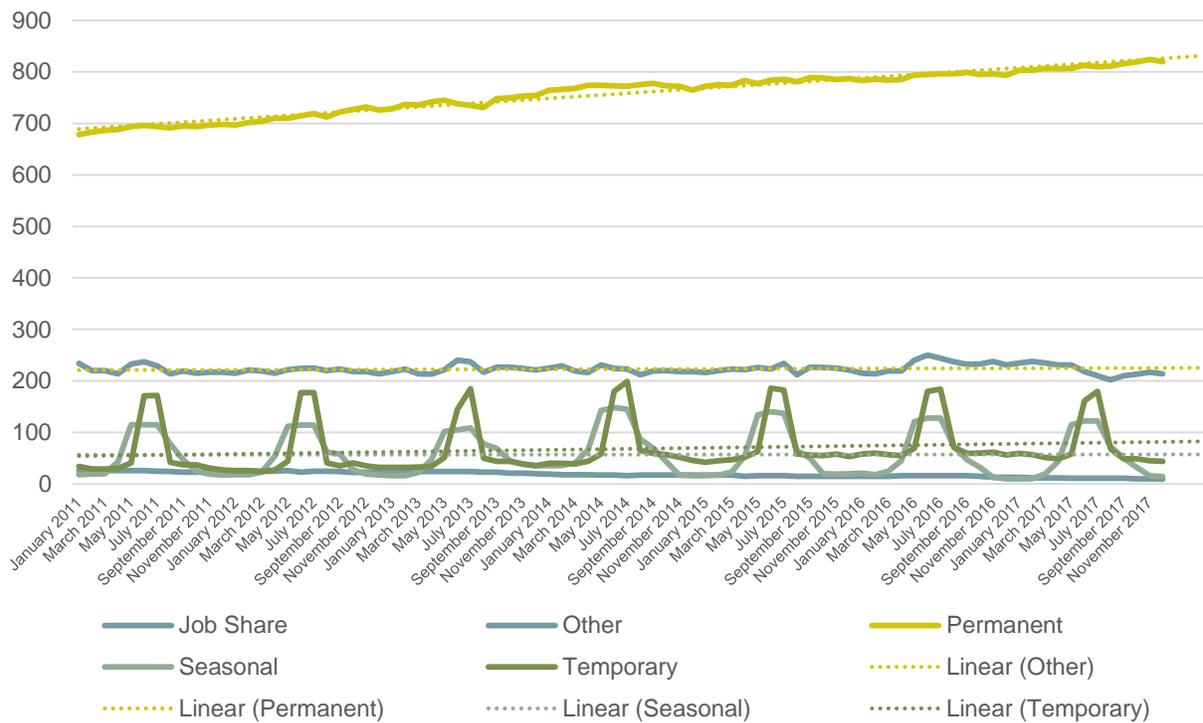
Chart 12: Women Employment Type - December 2017



## 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 2012 to 2017



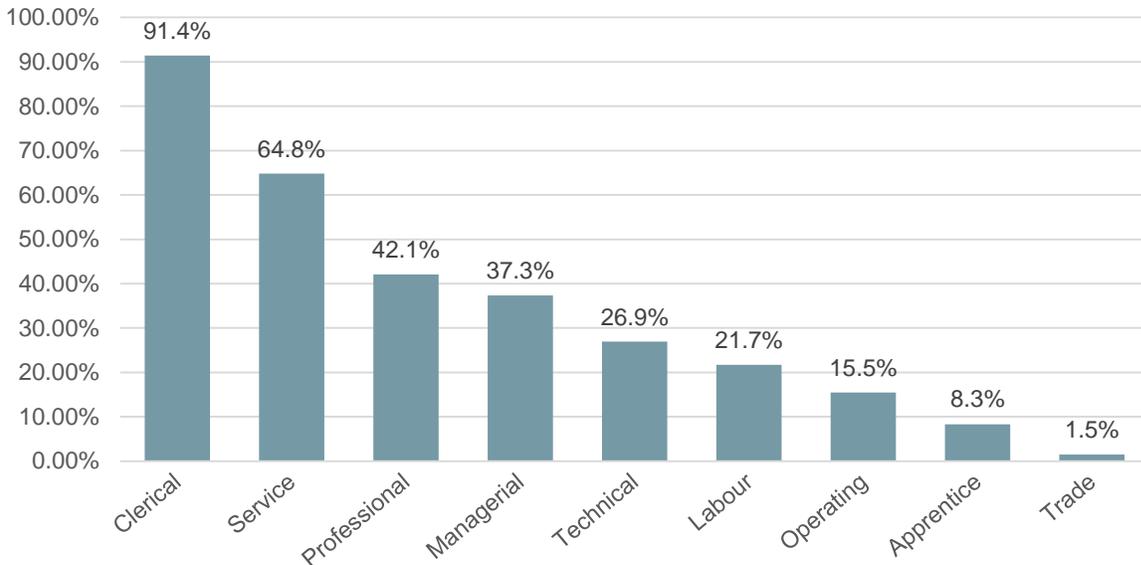
The yellow line representing permanent employees who are women indicates an increase over the last six years with the linear trend having a small positive increase over the last six years.

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 other (casual) 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 2017



Occupations with less than 45% representation of women include: professional (43.0%), managerial (35.5%), technical (26.3%), labour (22.9%), operating (15.4%), apprentice (2.6%), and trade (2.4%).

Occupational groups which saw an increase from 2016 were clerical, service, professional, labour, and trade

Occupational groups which saw a decrease from 2016 were managerial, technical, operating, and apprentice

## New Hires

Of the 881 employees hired in 2017, women represented 39.3% (346 employees) of total new hires to the organization. This is a decrease from 2016 at 45.2% (309 employees). Of these new hires 41.9% were temporary, 29.8% were casual, 17.9% were permanent and 10.4% were seasonal.

## **Employee Engagement**

In 2017, employees participated in a comprehensive employee engagement survey. There are two scores used to get an indication of the engagement of each equity group (one measure of inclusion), these are: indicator score (Answered the question “Would you recommend the City of Saskatoon to family and/or friends”) and the overall engagement score.

From the results of that survey women employees (568 employees) scored the following:

Indicator score: 6.87. This is higher than the corporate overall score of 4.75.

Engagement score: 48% of employees who self-declared as a women were engaged. Compared to 49% of the corporate overall score of engaged employees.

Of note men scored 9.02 on the indicator score and 50% engagement score.

## **2018 PRIORITIES**

Based on the analysis, representation of women is still underrepresented in a majority of our occupational groups. Currently out of the City’s 35 directors, 14 are women. This has increased significantly since 2001. However, the City continues to be challenged with a lack of women applicants applying for positions in certain occupations such as Trades and IT occupations. Recruitment efforts will be increased in those areas through exploring opportunities with educational institutions.

In addition, in 2018 further assessment will be done of working environments in those areas underrepresented by women, using the employee engagement survey, and where needed action plans put in place in order for improvement. Please refer to page 31 for a list of 2017 highlights and 2018 plans.

## SASAKTOON FIRE DEPARTMENT (SFD)

A new addition to diversity and inclusion reporting in 2017 is the inclusion of the Saskatoon Fire Department (SFD). This is the first year that the SFD is participating in the Diversity and Inclusion Annual Report with work already started in 2017 to close the gaps identified.

Table 11 shows the SFD employee population by equity group.

Table 11: Total Employee Population by Equity Group for Saskatoon Fire Department - December 31

Equity Group	Saskatoon Fire	SHRC Goals
Aboriginal	4.3%	14.0%
Visible Minority	2.1%	11.0%
Persons with a Disability	.6%	12.4%
Women	10.1%	46.0%

### 2017 HIGHLIGHTS

The SFD developed a Diversity and Inclusion Action Plan in 2017 to work towards closing the gap in all equity groups. Some key initiative in 2017 were:

- Strengthen Competencies
  - Fire Leadership meetings have included presentations of various diversity topics including: unconscious bias, current terminology, how to be an ally to LGBTQ2 community, disability awareness, mental health training.
  - For the month of March to recognize Cultural Diversity, Race Relations Month a diversity initiative was launched which encouraged people to share a part of their cultural background with the department.
- Enhance Community Partnerships
  - Fire leadership attended various community events such as Powwows, Pride events, International Day for the Elimination of Racial Discrimination (March 21)
- Recruitment and Attraction
  - Attended various career fairs in the community
  - Increased social media presence
  - Developed a recruitment video featuring female firefighters
  - Hosted a focused recruitment information event on the process for becoming a firefighter
  - Met with Fire colleges to discuss recruitment of diverse students.
- Streamline Processes

- Review qualifications for firefighter to ensure bona fide occupational requirements. Changed the NFPA 1031 (Fire Inspector I) to “preferred.”
- Review and revised hiring process to improve accessibility and understandability

## **2018 PRIORITIES**

In 2018 continued efforts will continue including:

- Complete mandatory Aboriginal Awareness training for all employees.
- Complete training for supervisors for Fundamentals of Cultural Competency.
- Host a focused information event in partnership with The Saskatoon Police Service for women who are interested in emergency services.
- Review recruitment process for firefighters to reduce barriers.
- Attend career fairs and community events.
- Launch an employee event to raise cultural awareness.

## 2017 HIGHLIGHTS

Using the “Diversity and Inclusion Solutions Framework” the 2017 diversity and inclusion highlights below provide the progress made towards the City’s strategic goal “to offer and inclusive workplace that embraces diverse backgrounds” in the categories of People, Systems, and Environment.

1. People		
#	Action Item	Ongoing or New Initiative
1.1	Developed and distributed to supervisors and managers new resource materials which outline a “how to guide” for hiring a diverse workforce and retaining an inclusive workplace. This guide is distributed to all supervisors and managers in the mandatory Role of the Supervisor course.	New
1.2	Developed an internal diversity and inclusion resource page on MyCity.Saskatoon.ca for employees to access and utilize as an additional learning tool. This includes a video message from His Worship, Mayor Clark on the importance of diversity in the workplace.	New
1.3	Eight “Managing Mental Health” training workshops were hosted with 133 employees attending.	New
1.4	Implemented mandatory Supervisor 101 program. This training program incorporates diversity and inclusion in two ways: <ul style="list-style-type: none"> <li>• There is an entire section devoted in the first course “Role of the Supervisor” to diversity and inclusion. Evaluations have consistently stated that this was the most valuable part of the course.</li> <li>• One of the mandatory courses of the programs is “Fundamentals of Cultural Competency”. Four employees received “train the trainer” education in order to facilitate this course in house. This training is also open to all employees. To date 257 employees have received this training.</li> </ul>	New
1.5	Implemented mandatory Aboriginal Awareness workshop for all employees. To date approximately 1,300 employees have attended.	Ongoing
1.6	Developed a new program entitled “Pathway to Reconciliation” which encourages employees to become Reconciliation Ambassadors. In order to become an Ambassador you must complete all of the following learning opportunities:	New

	<p>Aboriginal Awareness: to date 1,300 employees have participated.</p> <p>Blanket Exercise: to date 37 employees have participated.</p> <p>Understanding Racism: to date 63 employees have participated.</p> <p>Fundamentals of Cultural Competency: to date 257 employees have received this training.</p> <p>Resolving Conflicts Constructively: to date 362 employees have participated.</p> <p>To date two employees have become Reconciliation Ambassadors with 65 employees currently working towards this goal.</p>	
1.7	Facilitated two learning opportunities with an Aboriginal theme including a book club and TedTalk in the month of June. The book “Clearing the Plains” was studied and nine employees participated in the book discussion. The TedTalk featured Cadmus Delorme speaking on “Owning My Identity” and had ten people in attendance.	New
1.8	Provided training opportunity specifically to supervisors and managers entitled “Intercultural Problem Solving.” To date 18 employees have received this training which addresses cultural conflicts in the workplace and develops strategies to identify and address.	Ongoing
1.9	Implemented new training workshop entitled “Diversifying the Workplace: LGBTQ2S Identities and Inclusive Practices. To date 62 employees have received this training.	New
<b>2. Environment</b>		
2.1	<p>Implemented community relation activities with the purpose of: adding accessibility of job postings, providing guidance to job seekers on the recruitment process, and be approachable and transparent to the community regarding our recruitment process. These initiatives include:</p> <ul style="list-style-type: none"> <li>• Attended career fairs in the community such as WeConnect, Community Job Fair and the Future is Yours, to engage in and provide information to a diverse population of applicants on applying for City of Saskatoon jobs.</li> <li>• Send all weekly job postings to over 70 different community organizations and contacts.</li> <li>• Regularly post open positions on Aboriginalcareers.ca</li> <li>• Advertise in Eagle Feather news and online at eaglefeathernews.com</li> </ul>	Ongoing

	<ul style="list-style-type: none"> <li>• Present the recruitment and application process to program participants in programs at Saskatchewan Intercultural Association, Saskatoon Open Door Society, Global Gathering Place, and International Women of Saskatoon.</li> <li>• Meet with potential job applicants individually to explain the job application process and potential positions.</li> <li>• Participate in work placements for community organizations who have work placement/mentorship programs. In 2017, this included the YWCA Women in Trades program and the Saskatchewan Intercultural Association Mentorship Program.</li> <li>• Participate on committees such as SIIT Construction Trades committee, Saskatoon Trades and Skills Centre Programming Committee, and Canadian Council for Rehabilitation and Work, Business Advisory Committee.</li> </ul>	
<b>2.2</b>	To ensure accessibility of all corporate training, a new field was added during the time of registration that allows employees to request accommodations for training ahead of time. This ensures all employees are able to have a quality learning experience during corporate training. This includes accommodations such as sign language interpreter, adding closed captions to videos, audio record the course, note taker, receiving the presentation before hand, etc. To date 24 employees have requested a copy of the presentation before hand and five have requested closed captions on any audio visual.	New
<b>2.3</b>	Launched a recruitment campaign using InclusivitYXE slogan. This slogan was established as part of the research and development for a refresh in employer branding.	New
<b>2.4</b>	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, presentations on the recruitment process, personal meetings with job seekers, etc.	Ongoing
<b>2.5</b>	Partnered with Quint Development Corporation to host an Employer Spotlight to recruit for the seasonal labourer positions. This included meeting and shortlisting job seekers for interviews.	New
<b>2.6</b>	Launched an employee engagement survey which asked employees to identify demographic characteristics. These demographic questions are important to understand the work experiences of diverse employees and identify any gaps for inclusion.	New

2.7	Applied for and received the awards of being one of Canada's Best Diversity Employers for 2017. This recognition helps to establish an identity in the community and throughout the country that we have successful programs and initiatives which contribute to an inclusive workplace.	Ongoing
2.8	Attended community events such as Pride and Rock your Roots to support the diversity of our employees and enhance inclusion in the community. Many different divisions and dozens of employees either volunteered for the event or participated in the events.	Ongoing
2.9	Partnered with Saskatoon Trades and Skills Centre in two programs including Landscaping and Intro to Heavy Equipment Operations. These programs provided training and work experience for job seekers. This partnership includes establishing needed skillsets with STSC, recruitment of students, presentations to the students on City of Saskatoon jobs and two-week work placements. Out of 13 total students, the City hired 100% to seasonal labourer positions after the work placement (eight were Aboriginal, five were women and three were Visible Minority). The Landscaping program hosted seven students for a work placement. With two students not completing the course, the City hired five into seasonal labourer positions.	New
2.10	Utilized an external database which provides a list of Aboriginal job seekers along with their qualifications. This was utilized for our seasonal labourer positions in 2017 to recruit six people.	New
2.11	Out of all engineer internship positions recruited for in 2017, 55% were women. As an underrepresented occupation for women this is a positive step in future recruitment of professional engineer positions.	New
2.12	Disability management is currently done through the Disability Assistance Program. This program manages employee accommodations and return to work plans. In 2017, this program opened 235 cases and was able to close 131 leaving 104 remaining open.	Ongoing
<b>3. Systems</b>		
3.1	Implemented a diversity and inclusion section in Division's Business Plan templates to identify specific division plans and goals as part of their annual business planning.	New

<b>3.2</b>	Developed a diversity and inclusion business planning guide template for Directors to use to help them align their diversity and inclusion goals with identified gaps and their unique operations.	New
<b>3.3</b>	Added an additional opportunity for employees to self-declare through the new Diversity and Inclusion MyCity.Saskatoon.ca SharePoint Site. This also includes a comprehensive FAQ section which explains why we collect the information, what the information is used for, and where the information is confidentially stored.	New
<b>3.4</b>	Included the competency “Embraces Diversity” into the new Corporate Core Competencies developed in 2017.	New
<b>3.5</b>	Enhanced statistical reporting (frequency and type of information) to divisions on the four equity groups represented in their employee population. This included distribution of division statistics twice throughout the year including a presentation to the Senior Management Team.	New
<b>3.6</b>	Received positive recognition from the Saskatchewan Human Rights Commission after submitting the 2016 Employment Equity Report specifically for the new data tool being used.	New

## 2018 SUMMARY OF ACTION PLAN

In 2018, the strategic planning structure is progressing to a more integrated systematic approach using the Global Diversity and Inclusion Benchmarks: Standards for Organizations around the World. This approach will provide the organization with criteria to measure and monitor progress in diversity and inclusion through being able to:

- Realize the depth, breadth, and integrated scope of diversity and inclusion practices
- Assess the current state of diversity and inclusion
- Determine strategy
- Measure progress in managing diversity and fostering inclusion

The 2018 diversity and inclusion programs and initiatives are developed taking into account the nine key areas described below in order to ensure an integrated system approach:

1. The Foundation: Drive the Strategy
  - a. Diversity and Inclusion Vision, Strategy and Business Case
  - b. Leadership and Accountability
  - c. Diversity and Inclusion Structure and Implementation
2. Internal: Attract and Retain People
  - a. Recruitment, Retention, Development, and Advancement
  - b. Benefits, Work-life Integration, and Flexibility
  - c. Job Design, Classification, and Compensation
  - d. Diversity and Inclusion Learning and Education
3. Bridging: Align and Connect
  - a. Assessment, Measurement, and Research
  - b. Diversity and Inclusion Communications

## 1. The Foundation: Drive the Strategy

#	Action Item	Key area
1.1	Develop and launch a corporate diversity and inclusion communication campaign to promote the corporate diversity and inclusion goals and plans.	Diversity and Inclusion Vision, Strategy and Business Case
1.2	Post regular diversity and inclusion related topics in the City Manager's "Working Together" employee newsletter.	Leadership and Accountability
1.3	Implementation of the core competencies (which includes "embrace diversity"), into recruitment processes and performance reviews.	Leadership and Accountability
1.4	Present opportunities throughout the bargaining process to explore further involvement of union executive in diversity and inclusion planning.	Diversity and Inclusion Structure and Implementation

## 2. Internal: Attract and Retain People

2.1	Review and revise the public diversity and inclusion webpage on Saskatoon.ca to ensure accessibility and relevant content to the public which also corresponds with the new InclusivitYXE identity.	Recruitment, Retention, Development and Advancement
2.2	Review and refresh recruitment resources using the new InclusivitYXE identity.	Recruitment, Retention, Development and Advancement
2.3	Continue partnering with Saskatoon Trades and Skills Centre to provide skills training and work experience for job seekers belonging to equity group members. Parks, Roadways and Operations, and Water and Waste Stream and Facilities and Fleet divisions work collaboratively with STSC to recruit students and host work placements in three separate programs as part of a recruitment program in Labourer and Building Custodian positions.	Recruitment, Retention, Development and Advancement
2.4	Continue working in partnership with community organizations to attract and recruit a diverse range of applicants and have an open and transparent recruitment process. This will include:	Recruitment, Retention, Development

	<ul style="list-style-type: none"> <li>• Attendance at career fairs</li> <li>• Presentations on the recruitment and selection process to community organizations</li> <li>• One on one consultations with job seekers to review application process, resumes, job opportunities</li> <li>• Participation in pre-employment training programs.</li> <li>• Support on wage subsidy, summer student, work experience, apprenticeship and transition to employment programs.</li> </ul>	and Advancement
2.5	Utilize the employee engagement survey to identify inclusion gaps and develop action plans.	Recruitment, Retention, Development and Advancement
2.6	Through the talent acquisition planning in HR, integrate diversity and inclusion into project work related to recruitment processes, onboarding program, competency framework, and applicant tracking system.	Recruitment, Retention, Development and Advancement
2.7	<p>Continue to provide a comprehensive opportunity for learning and development in the area of diversity and inclusion. This will include:</p> <ul style="list-style-type: none"> <li>• Completion of the mandatory Aboriginal Awareness Training for all employees</li> <li>• Pathway to Reconciliation will continue to increase the number of Reconciliation Ambassadors</li> <li>• Fundamentals of Cultural Competency: Mandatory for all supervisors and managers and part of the Pathway to Reconciliation, voluntary participation for all other employees.</li> <li>• Intercultural Problem Solving: Continued learning for all supervisors and managers.</li> <li>• Religious Accommodation: The Legal Side: Continued learning for all supervisors and managers</li> <li>• Understanding Invisible Disabilities: Open to all employees</li> <li>• Diversifying the Workplace: LGBTQ2S Identities and Inclusive Practices: Open to all employees</li> <li>• Understanding Racism: Open to all employees and part of the Pathway to Reconciliation program.</li> </ul>	Recruitment, Retention, Development and Advancement

	<ul style="list-style-type: none"> <li>Book Club and TedTalk: Topics related to diversity and inclusion will be selected throughout the year. For example an Aboriginal Theme in the month of June.</li> </ul>	
<b>2.8</b>	To put a focus on increasing the number of Aboriginal employees in professional, managerial, and technical occupations by assessing core curriculum and programs, and identify entry points to employment.	Recruitment, Retention, Development and Advancement
<b>2.9</b>	Design, develop, and coordinate pre-employment readiness programs to prepare job seekers for long-term sustainable careers to improve the quality of life.	Recruitment, Retention, Development and Advancement
<b>2.10</b>	To work in partnership with educational institutions to design curriculum and training based on employment trends.	Recruitment, Retention, Development and Advancement
<b>2.11</b>	Sign a Memorandum of Understanding (MOU) with Saskatchewan Indian Institute of Technologies (SIIT) to undertake recruitment, training and education activities which includes actively engaging with learners, identifying barriers to employment and taking action to increase the quality of life.	Recruitment, Retention, Development and Advancement
<b>2.12</b>	Sign a MOU with Gabriel Dumont Institute Training & Employment (GDITE) to provide an employment program that supports Aboriginal students into entry level positions.	Recruitment, Retention, Development and Advancement
<b>2.13</b>	Provide one on one consultations with job seekers to assist with the application and interview process, and to provide feedback.	Recruitment, Retention, Development and Advancement
<b>2.14</b>	Provide support on wage subsidy, summer student, work experience, apprenticeship and transition to employment applications and programs.	Recruitment, Retention, Development and Advancement

### 3. Bridging: Align and Connect

3.1	Provide employment equity statistics and analysis to divisions quarterly and/or upon request in order to help divisions identify diversity and inclusion gaps, set specific goals based on their operations and assess specific initiatives for effectiveness.	Assessment, Measurement and Research
3.2	Review results of employee engagement survey through the demographics identified and establish action plans based on gaps.	Assessment, Measurement and Research
3.3	Develop and launch a corporate wide self-declaration awareness campaign to encourage employees to self-declare. The goal will be to receive a more accurate reflection of the current employee population in the four equity groups.	Assessment, Measurement and Research
3.4	<p>Develop a communications plan to ensure frequent, ongoing, innovative information on diversity and inclusion. Some examples include:</p> <ul style="list-style-type: none"> <li>• Use of social media for internal and external branding using LinkedIn, Facebook, Instagram, and Twitter.</li> <li>• Review and revise the MyCity employee SharePoint page.</li> </ul>	Diversity and Inclusion Communications
3.5	Participation in community events such a Rock Your Roots, Pride Parade, etc. will continue for the following reasons: support the organization's employees, foster community relationships, show leadership in demonstrating how diversity is needed for a sustainable organization and community.	Connecting diversity and inclusion and sustainability
3.6	Provide presentations on the Aboriginal Strategy to both internal and external stakeholders.	Diversity and Inclusion Communications

## 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.*

## REFERENCES

O'Mara, J., & Richter, A. (2016). *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World*. 95 Expert Panelists, Julie O'Mara and Alan Richter.

Saskatchewan Human Rights Commission. (2015). *Policy on Equity Programs*. Retrieved August 25, 2015, from Saskatchewan Human Rights Commission:  
<http://saskatchewanhumanrights.ca/equity-site/policy-on-equity-programs>

Prepared by Corporate Performance Department – Employee Experience and Performance Division

