The Conference Board of Canada
Insights You Can Count On

An Employer's Guide

Business Critical:
Maximizing the Talents
of Visible Minorities

HUMAN RESOURCE MANAGEMENT

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Insights You Can Count On

Business Critical: Maximizing the Talents of Visible Minorities—An Employer's Guide
by *Bente Baklid, Allison P. Cowan, Judith L. MacBride-King and Aretha Mallett*

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- A not-for-profit Canadian organization that takes a business-like approach to its operations.
- Objective and non-partisan. We do not lobby for specific interests.
- Funded exclusively through the fees we charge for services to the private and public sectors.
- Experts in running conferences but also at conducting, publishing and disseminating research, helping people network, developing individual leadership skills and building organizational capacity.
- Specialists in economic trends, as well as organizational performance and public policy issues.
- Not a government department or agency, although we are often hired to provide services for all levels of government.
- Independent from, but affiliated with, The Conference Board, Inc. of New York, which serves nearly 2,000 companies in 60 nations and has offices in Brussels and Hong Kong.

Contents

PART A: Making It Work

PART B: Business Case

1
2
3
4

5
6

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formerly Diversity Advisor
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RBC Financial Group

Sharon Ross

Norma Tombari
Senior Manager
Diversity and Workforce Solutions
RBC Financial Group

Susan Turner
Director, Diversity and Workplace Programs
IBM Canada

Moving From Words To Action

Almost 20 years ago, the Government of Canada enacted employment equity legislation to end systemic workplace discrimination against visible minorities, as well as against women, aboriginal peoples and people with disabilities. For more than two decades, there has been much talk in Canada about the imperative to foster inclusive workplaces. While many Canadian organizations have invested resources and developed policies to build diverse workforces, too few are able to demonstrate measurable success in attracting, developing and promoting visible minority talent. The challenge of moving beyond words to action—making concrete organizational changes to maximize the talents of visible minorities— is not over.

In a knowledge economy, the future prosperity of a nation depends on the quality and engagement of its people. In Canada, the entry of a growing number of visible minorities, both Canadian-born and immigrant, into the labour force is changing the composition of the workforce. As we increase our reliance on immigration to replenish our population and boost our economy, the challenge is to remove any barriers and to create the opportunities that will allow organizations to tap into the rich experiences, skills and abilities of visible minority talent.

Visible minorities represent an important resource for Canadian organizations. The facts speak for themselves:

- The face of Canada is changing. The visible minority population—13.4 per cent of our population in 2001—has grown five times faster than the Canadian population as a whole.
- In Toronto and Vancouver, almost one in two residents belongs to a visible minority group.

- Almost three-quarters of all newcomers to Canada are visible minorities.
- Visible minorities are poorly represented in executive positions and on boards of directors. A recent survey of organizations in Canada showed that 1.7 per cent of all the directors on boards are visible minorities. Compare this to 13 per cent in similar organizations in the United States.[1]
- Canada has an aging population—in 1980, the median age of Canadians was 29 years. In 2000, it was 37. Since many other developed nations are aging at the same rate, or faster, the international competition for talent will intensify.

ABOUT THE PROJECT AND THIS GUIDE

In 2003, The Conference Board of Canada, in partnership with Senator Donald H. Oliver, QC, and a group of Canada's leading private and public sector organizations, began a project— *Learning from the Best: A Program of Research and Education on "Best Practices" in Maximizing the Talents of Visible Minorities*— to explore the barriers to, and facilitators of, visible minority advancement. One outcome of the project is this employer's guide.

WHY A GUIDE?

The guide has been designed to help Canadian organizations maximize the talents of visible minorities, creating a practical tool to bridge the gap between rhetoric and results. Its goal is to provide human resources (HR) managers and line managers with concrete strategies to drive diversity to the core of their organizations, and to fully recognize and leverage the potential of visible minority employees.

Terms Used in the Guide

Diversity: A positive construct indicating the richness that exists when people from a variety of backgrounds, cultures and ethnicities bring different talents, skills and experiences to a group.

Representation rates: The percentage of visible minority employees in the organization relative to the external labour market availability of visible minorities, taking into account occupational qualifications, eligibility and geographic area.

Visible minorities: Persons, other than Aboriginal persons, who are non-white and non-Caucasian and are either native-born Canadians or immigrants. The following population groups make up the total visible minority group assessed in this study: Arabs, Blacks, Chinese, Latin Americans, Other Asians, Pacific Islanders, South Asians, West Asians and Multiple Visible Minority Origins.

Source: Employment Equity Act (1995, c. 44).

Learning from the Best is the most comprehensive project to date on the issues related to visible minority representation in organizations. Several characteristics set it apart. It is based on comprehensive research, incorporating the perspectives of public and private sector organizations, employees, visible minorities and immigrants, as well as business, from both Canada and around the world.[2] This guide draws on the substantial knowledge generated from the project and synthesizes the results from:

• Case study research with 12 organizations (representing both the private and public sectors) in Australia, Canada, South Africa and the United States, that have made impressive strides in creating inclusive work cultures for visible minorities. (Table 1 lists the case study organizations, Appendix 1 provides a profile of each organization and Appendix 2 lists the criteria used for selecting them.)

• Seven focus groups with visible minorities, both Canadian-born and recent immigrants, who hold professional and/or managerial positions in public and private sector organizations (see the Conference Board publication *The Voices of Visible Minorities. Speaking Out on Breaking Down Barriers*[3] for more information on the focus group methodology and results. It is available from The Conference Board of Canada's e-library at <www.conferenceboard.ca/boardwiseii>);

• Ten interviews with executive search firms, non-governmental organizations (NGOs) and labour groups about

their perspectives on the barriers to and the potential solutions for maximizing the talents of visible minorities;

• A survey of 69 medium and large Canadian organizations on the representation of visible minorities on boards of directors, senior management committees and in executive positions;

• An analysis of the contribution of visible minorities to Canada's economic growth (see the Conference Board publication *Making a Visible Difference. The Contribution of Visible Minorities to Canadian Economic Growth*[4] for more information on the methodology and results. It is available from The Conference Board of Canada's e-library at <www.conferenceboard.ca/boardwiseii>); and

• An extensive literature review of relevant materials and resources.

By leveraging the strategies and experiences that have a measurable impact on attracting, developing and promoting visible minority talent, The Conference Board of Canada hopes this guide will inspire those organizations who already focus on visible minorities to embrace full participation with more vigour. Equally important, the Board hopes this guide will encourage others to take the necessary steps to make change happen not by chance, but by design—maximizing the talents of visible minorities and pursuing diversity as a core business strategy.

Table 1: Snapshots of Excellence: Case Study Organizations[1]

Private Sector (Canadian)	
Ernst & Young LLP	Ernst & Young is a global leader in audit, tax and transaction advisory services. <www.ey.com/ca>
IBM Canada Ltd.	IBM Canada Ltd. is one of Canada's leading providers of advanced information technology products and services. <www.ibm.com>
Pelmorex Inc.	Pelmorex Inc. owns and operates the broadcasting license for The Weather Network and its French sister station, MétéoMédia. <www.theweathernetwork.com>
RBC Financial Group	RBC Financial Group is one of Canada's largest financial institutions. <www.rbc.com>
Private Sector (International)	
American Express (U.S.)	American Express Company is a diversified worldwide travel, financial and network services company. <www.americanexpress.com>
SABMiller (South Africa)	One of the world's largest brewing companies, SABMiller, was created when South African Breweries acquired 100% of Miller Brewing Company in July 2002. <www.sablimited.co.za>
Public Sector (Canadian)	
Canada Revenue Agency	The Canada Revenue Agency (CRA) is a federal agency that administers tax laws for the Government of Canada and for most provinces and territories. <www.cra-arc.gc.ca>
Health Canada	Health Canada is a federal department responsible for helping Canadians maintain and improve their health. <www.hc-sc.gc.ca>
Service de police de la Ville de Montréal	The Service de police de la Ville de Montréal is Canada's second largest police force and the eighth largest in North America. <www.spcum.qc.ca>
Statistics Canada	Statistics Canada is a federal agency responsible for producing and providing statistics for the whole of Canada and each of the provinces. <www.statcan.ca>
Public Sector (International)	
Centrelink (Australia)	Centrelink is an Australian Government agency that delivers payments and services to the 6.3 million customers (almost a third of the Australian population) on behalf of the Australian Government and private sector organizations. <www.centrelink.gov.au>
Department of Veterans' Affairs (U.S.)	A U.S. federal department, the Department of Veterans' Affairs (DVA) is responsible for providing federal benefits to veterans and their dependents. <www.va.gov>

1   For more information on the case study organizations and the criteria for selecting them, see Appendices 1 and 2.

MAKING IT HAPPEN REQUIRES COMMITMENT AND LEADERSHIP

Three converging factors characterize the success of all the organizations we studied. They:

- Have committed leaders who understand that it is business critical to tap into the visible minority workforce;
- Ensure a sustained and strategic focus on developing and nurturing visible minority talent; and
- Listen closely to the needs and opinions of their employees and take action to continuously improve the work environment for visible minorities and other employees, creating a culture of inclusion.

Realizing the business benefits promised by engaging a heterogeneous workforce demands specific attention by an organization's leadership, including leaders at the top, line managers and HR and diversity professionals.

The Role of Leaders

Leaders (chief executive officers, vice-presidents, executives, deputy ministers and assistant deputy ministers) must commit to and drive the necessary change initiatives to ensure that a diverse workforce brings business results. This commitment cannot be sporadic or programmatic. Leaders must show on-going, sustained commitment. They do this by:

- Ensuring adequate human and financial resources to support diversity efforts;
- Holding executives, managers and employees accountable for change by building diversity measures right into standard accountability and performance agreements. They also hold themselves accountable for the results to their boards of directors, shareholders and customers and citizens;
- Leading by example. Building organizational support for, and commitment to, workplace diversity by promoting and participating in diversity-related activities and events in the organization; and
- Speaking on topics related to diversity at external events such as recruitment drives, business forums and visible minority community functions.

The Role of Line-Managers

Line managers are crucial players in supporting visible minority employees to develop, perform, thrive and feel valued in the workplace. Line managers decide who gets promoted, who receives training and development opportunities, who gets acting or stretch assignments, who ends up on high-potential lists and who is rewarded or penalized.

From the point of view of visible minority employees, managers can make or break a promising career. Managers who are fair and inclusive:

- Empower visible minority employees to strive for excellence on the job;
- Actively support the career aspirations of visible minorities who report to them;
- Consider cultural differences in how they manage people, including being sensitive to times of the day or specific dates that may coincide with cultural observances or celebrations; and
- Encourage and support visible minority networking and network membership.

The Role of Human Resources and Diversity Professionals

Human resources and diversity professionals guide and assist others in the organization in maximizing the talents of visible minorities. They are, in essence, brokers and facilitators of change. They are responsible for a myriad of programs, initiatives and tasks, including:

- Being the architects and overseers of the organization's diversity strategy;
- Communicating the organization's vision of inclusiveness and what it means to its employees;
- Ensuring that recruitment, selection and promotion processes in the organization are barrier- and bias-free; and
- Managing and tracking visible minority participation in leadership and other development programs.

In addition, HR and diversity professionals are responsible for the development and delivery of diversity training to staff and managers, and they help to create inclusive workplace cultures by ensuring appropriate accommodations.

OVERVIEW OF THE GUIDE

This guide is divided into two parts. **Part A: Making It Work,** provides practical information on what your organization can do to create welcoming work environments for visible minorities. **Part B: Building the Business Case**, contains useful information to help your organization develop its business case for diversity.

Each section of **Part A: Making It Work** includes facts, practical checklists, usable tools, resources, brief tips and insights gathered from committed leaders, experienced managers and visible minority professionals. All of the successful strategies and approaches are illustrated with concrete examples and stories from our case study organizations, allowing you to see both the application of strategies and the results. The specific sections of the guide are outlined below.

PART A: MAKING IT WORK
Section 1: Getting Focused provides a framework for developing a diversity strategy and aligning it with your organization's goals and values; particular attention is paid to developing a profile of your existing workforce and building accountability structures to support change.

Section 2: Hiring Visible Minorities examines successful approaches to recruiting and selecting visible minority talent. It provides a range of adaptable tools and ideas that will enable you to reach beyond your traditional strategies to attract visible minorities.

Section 3: Building and Promoting Visible Minority Talent looks at successful development strategies for building and enhancing your leadership pipeline with visible minority talent. It also looks at both formal and informal opportunities for growth and development.

Section 4: Creating a Culture of Inclusion describes the strategies, policies and practices that are needed to create a culture of inclusion, including the role of senior leaders, human resources and diversity professionals, and employees in general.

PART B: BUILDING THE BUSINESS CASE
Section 5: The Changing Face of Canada: Building the Business Case describes the global and national context for our focus on visible minorities. It provides an overview of the demographic trends in Canada and the world, and examines the overt and hidden challenges that limit organizations' ability to maximize the skills and talents of visible minorities.

Section 6: The Benefits to Organizations of Focusing on Visible Minorities: Building the Business Case outlines the business benefits your organization can realize by focusing on visible minorities. It provides a model for understanding the links between leveraging the talents of visible minorities and business outcomes, offering ideas and strategies for building and communicating your own organization's business case.

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1   SpencerStuart and Joseph L. Rotman School of Management, *The Canadian Board Index: Board Trends and Practices at Leading Canadian Companies—Building and Retaining Director Talent in Challenging Times* (Toronto: SpencerStuart and Joseph L. Rotman School of Management, 2003). Also available on-line [Accessed February 6, 2005] at <www.rotman.utoronto.ca/news/boardindex.pdf>.

2   The project also has an *educational component,* which has included a Leaders' Summit, research publications and updates, and this employer's guide *Business Critical: Maximizing the Talents of Visible Minorities.* The Leaders' Summit on Visible Minorities (May 27, 2004), was organized to share some of the project's research results and to learn from visible minority leaders' experiences. It included a dialogue with leaders on challenges and solutions, and an evening celebrating Canada's visible minorities. Research publications generated by the project have included Pedro Antunes, Judith L. MacBride-King and Julie Swettenham, *Making a Visible Difference: The Contribution of Visible Minorities to Canadian Economic Growth* (Ottawa: The Conference Board of Canada, 2004),

Judith L. MacBride-King and Prem Benimadhu, *Maximizing the Talents of Visible Minorities. Potential, Performance and Organizational Practices* (Ottawa: The Conference Board of Canada, 2004) and Bente Baklid, *The Voices of Visible Minorities: Speaking Out on Breaking Down Barriers* (Ottawa: The Conference Board of Canada, 2004). This employer's guide, *Business Critical: Maximizing the Talents of Visible Minorities,* has been produced to provide line managers and human resources practitioners with facts, practical advice, best practice examples and checklists to help them maximize the talents of visible minority employees.

3   Bente Baklid, *The Voices of Visible Minorities: Speaking Out on Breaking Down Barriers* (Ottawa: The Conference Board of Canada, 2004).

4   Pedro Antunes, Judith L. MacBride-King and Julie Swettenham, *Making a Visible Difference: The Contribution of Visible Minorities to Canadian Economic Growth* (Ottawa: The Conference Board of Canada, 2004).

1

Getting Focused

In This Section

A clearly defined diversity strategy is crucial to maximizing the talents of visible minorities. This section:

- Provides you with tools to create a diversity strategy for your organization;

- Explores critical issues that you will face in implementing a diversity initiative;

- Suggests metrics and measurable goals for implementation; and

- Helps you build accountability structures to support change.

FORGING THE LINK

Initiatives to maximize the talents of visible minorities require a well-articulated diversity strategy. Without such a strategy, diversity remains simply another organizational program. A diversity strategy must be founded on core corporate values and strategies, if you want it to become an inherent part of your organization's culture. The diversity strategy–corporate strategy link will allow your employees to understand how diversity contributes to your organization's success and growth.

CREATE A DIVERSITY STRATEGY

Building and sustaining diversity happens not by chance, but by design. The organizations we studied have developed a clear business case for diversity. They know that their labour force and their customer base are increasingly heterogeneous. In this era of globalization, some private sector companies are tapping into the markets of emerging economies and engaging in offshoring activities. Some are responding to demographic and economic changes by making diversity fundamental to their organization's vision and values.

- **RBC Financial Group** builds diversity into its core values. At RBC Financial Group, leveraging diversity goes beyond understanding diversity. "It's about embracing diversity as both a business and social imperative to help us meet our strategic priorities and the needs of our employees and customers."[1]

Exhibit 1: Strategic Diversity Planning Factors

INTERNAL ENVIRONMENT

Business Drivers

Current Employees' Skills and Education

Collective Agreements

Tools & Technology

Employee Expectations

Internal Demographics

Strategic Diversity Planning Factors

Prospective Employee Expectations

External Demographics

Customer Expectations

Legislation

Prospective Employees' Skills and Education

EXTERNAL ENVIRONMENT

Adapted from "Case Study: The City of Edmonton's New Corporate Workforce Plan," a presentation by Jeff MacPherson, Manager, Human Resources Branch, City of Edmonton, to the Conference Board's Human Resource Development Centre, Ottawa; February 24, 2004.

- **The Canada Revenue Agency's** multi-year Strategic Direction for Employment Equity is designed alongside its organizational business plan. In the plan, the Canada Revenue Agency (CRA) considers its workforce analysis as well as internal and external factors that could have an impact on meeting the Agency's overall objectives. The plan defines measurable indicators of success and is used to drive the future direction of the Agency's employment equity program.

- **Ernst & Young's** People-first approach drives diversity into the core of its operations. Its people strategy creates an environment in which employees from a variety of backgrounds work together to help achieve the long-term goals of the organization.

It is important for organizations to take into account a host of internal and external factors to plan the strategy properly. (See Exhibit 1.) For instance, you need to assess customer expectations externally. You also need to focus on both internal and external demographics. In a unionized setting, you need to seek the collaboration of union representatives.

Profile: **RBC Financial Group**

Diversity: A Core Value

"*Through living the RBC value Diversity for Growth and Innovation, we have strengthened our ability to create an inclusive environment—one that attracts, engages and leverages the talents of diverse employees to enable us to deliver on our vision: 'Always earning the right to be our clients' first choice*"

—Gordon Nixon, President and Chief Executive Officer

At RBC Financial Group, diversity is ingrained in the organization at the highest level. "Diversity for growth and innovation" is one of the five core value statements that drive how it does business. The other core value statements are "Excellent service to clients and each other", "Work together to succeed", "Personal responsibility for high performance" and "Trust through integrity in everything we do".

Service	Teamwork	Responsibility	Diversity	Integrity

These core values are aligned with RBC Financial Group's overall business and strategic goals and contribute to achieving its overall vision. The values reflect RBC Financial Group's belief that talented individuals are more innovative in open, supportive and inclusive environments—where different ideas and opinions are valued and encouraged.

What are the advantages of having strong values? The short answer: a company with clearly defined core values, and the processes to support them, creates a competitive advantage for itself in today's marketplace:

- Customers recognize that they will be treated with integrity and respect. Core values signal that diversity means something to the company and to its management.

- Employees know what is required of them and what they can expect from their leaders. Strong core values build trust, cement relationships and create stability.

Visible minority employees at RBC told us that differences are respected in the work environment. They, in turn, live the values. Their respect for diversity means giving colleagues and managers the benefit of the doubt. This is what we heard:

- "When something said is inappropriate, you don't have to jump all over people. You must look at the person and find out whether the comment was intentional or unintentional. And then, in a light way, you need to educate that person."

- "One of my white colleagues learned how to say 'Happy New Year' in Chinese in time for this holiday. He came to me to wish me a happy New Year—in Chinese. Problem was, I'm Japanese, not Chinese. I didn't see this as a great offence but as a positive sign of someone trying to make an effort."

RBC Financial Group attributes its success—it is one of North America's leading diversified financial services companies—to the unique perspectives and contributions of its employees. RBC Financial Group's workforce is highly representative of the communities it serves—and ahead of the demographic curve in focusing on visible minority talent: 22 per cent of its employees were visible minorities in 2004, compared with 16 per cent in 2000.

Name: RBC Financial Group
Number of employees: 49,260 employees in Canada
Visible minority representation: 22%

Tool: Developing a Diversity Strategy

An outline of the activities and initiatives that need to be completed over a period of three to five years is a good place to start in developing your strategic plan for diversity. The following elements are the critical pieces of such a plan:

Activities and Initiatives	Planned	In Progress	Done
• A **definition** of diversity	☐	☐	☐
• **Policy statements** supporting these activities and best-practice examples	☐	☐	☐
• **Current organizational demographic data**, including representation gaps	☐	☐	☐
• An **implementation strategy** and plan of action for incorporating diversity management, including:	☐	☐	☐
• **cultural audit plans**—to find out how different groups are perceived, how such differences affect the work of individuals and teams, and how well differences are managed	☐	☐	☐
• **training plans**—to make sure that everyone has the knowledge and skills they need to support diverse work environments	☐	☐	☐
• **measures of effectiveness**—to track improvement and to know when targets and goals have been achieved	☐	☐	☐
• **a description of the diversity initiatives**, programs and processes currently in place, if any	☐	☐	☐
• **accountability methods**—to make sure that all employees know what is expected of them	☐	☐	☐
• **rewards and recognition systems**—to celebrate behaviours that fully support diversity and inclusive work environments	☐	☐	☐
• **professional development and learning plans**—to make sure that visible minorities are fully integrated in the organization's talent management process and given an equitable chance to excel	☐	☐	☐
• A **communications plan** for implementing the diversity strategy and related initiatives and activities	☐	☐	☐
• A **plan for ongoing assessment** of strengths and barriers in:	☐	☐	☐
• the **workplace culture**	☐	☐	☐
• the **implementation** of bias-free approaches to the recruitment, selection, development, assessment and progression of visible minority candidates	☐	☐	☐

Ensure Infrastructure and Resources

To have an effective diversity strategy, you need the proper infrastructure and resources.[2]

A diversity leader is critical to the success of a diversity strategy. This person plays a key role in aligning diversity and organizational objectives and keeping diversity issues on the senior leadership agenda.

According to The Conference Board, Inc., the role of the diversity executive is to:[3]

- **Provide strategic direction**—aligning diversity and organizational objectives;
- **Integrate diversity into key business and human resource practices, initiatives and objectives**—making diversity considerations a part of everything that the organization does;
- **Focus on external relations**—forging links between the organization and the wider community, including educational institutions, advocacy groups and the government;
- **Communicate**—on business strategy and diversity, commitment and values, and public relations;
- **Consult and coach**—advising the CEO and other leaders;
- **Build relationships**—with business partners, allies and champions; and
- **Oversee diversity measurement and accountability**—using internal information, customer information and benchmarking.

Reporting relationships of diversity leaders vary. The Conference Board, Inc.'s survey found that most diversity leaders in the U.S. operate within human resources departments and that the majority (72 per cent) report to a vice-president. Sixteen per cent report to the Chief Executive Officer (CEO) or president, and 12 per cent to an executive director or manager.[4]

Some organizations, such as Ernst & Young, find it more effective to choose leaders for diversity efforts from outside the human resources department, albeit with the support of the human resources team. These organizations ensure that line-persons run many of the sub-committees and initiatives.

A proper diversity infrastructure should be complemented by senior leaders' continuous commitment to diversity. Deputy ministers and CEOs should drive the diversity strategy. (See Section 4: Creating a Culture of Inclusion for more information on the role of senior leaders.)

KNOW YOUR WORKFORCE

Creating a clear picture of your existing workforce is a critical step in building your diversity strategy. It is impossible to plan where you are going if you do not know where you are.

Collecting data about the composition of your workforce will give you the concrete facts and figures you need to set goals, refine policies and programs, and measure success.

Did You Know?

There Are Majorities Within Minorities

More than a quarter of the visible minority population in Canada is Chinese. South Asians and Blacks comprise almost 40 per cent of all visible minorities in Canada.

Largest Visible Minority Groups in Canada	Total Individuals	Per cent of All Visible Minorities*
Chinese	1,029,395	25.8
South Asians	917,075	23.0
Blacks	662,210	16.6
Arabs and West Asians	303,965	7.6
Latin Americans	216,975	5.4
Koreans	100,660	2.5
Japanese	73,315	1.8

* Table includes only selected visible minority groups. Percentages, therefore, do not add up to 100.
Source: Statistics Canada.

CONDUCT A WORKFORCE ANALYSIS

A workforce analysis is the foundation of your organization's diversity plan. It focuses your efforts on the appropriate strategies and solutions for overcoming any existing and potential barriers for visible minority employees. Since this analysis informs and directs the creation of your organization's programs and policies, it is critical to determine exactly what information you need and how you are going to collect it.

Tool: Steps in a Workforce Analysis

Steps	Planned	In Progress	Done
1. Compile internal data (including existing organizational data, information from employee surveys, focus groups and other sources).	☐	☐	☐
2. Review job descriptions and code jobs.	☐	☐	☐
3. Design the analysis framework.	☐	☐	☐
4. Extract and/or calculate external representation rates.	☐	☐	☐
5. Calculate the internal representation rate and representation gap:	☐	☐	☐
• Determine areas of significant under-representation, both in size of percentage gap and in actual numbers of visible minorities.	☐	☐	☐
• Look at the big picture to see how you are doing overall— compare the numbers you have with the representation rates for your region and the occupational group in question.	☐	☐	☐
6. Draw conclusions and prepare a summary to use in the preparation of your employment equity or diversity plan.	☐	☐	☐

Adapted from Social Development Canada, "Guidelines for the Employment Equity Act and Regulations" [on-line]. [Accessed February 1, 2005]. <www.sdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lswe/we/legislation/guidelines/gdln5.shtml&hs=wzp>.

When you design your data collection strategy, you also need to determine whether you want to look at visible minorities as a single entity, or as specific groups representing different racial and ethnic communities.

RBC Financial Group gathers data about both general and specific visible minority representation. Employees are asked to self-identify as visible minorities and to also indicate their specific subcategory—including Asian, Black and East Indian. This approach allows RBC Financial Group to compare its employee base with the general workforce in terms of both total and specific visible minority representation. It uses this information to ensure that all racial and ethnic groups are represented according to their availability in the labour market, and to inform its talent management processes. This also provides insight into its ability to respond to client and market needs.

Self-Identification—Essential, but Highly Charged

To find out how many visible minorities work in your organization, you must give all employees the opportunity to indicate whether they belong to a visible minority group or not. This is the only way to determine the number of visible minority employees on your payroll—both as a whole and across individual offices, departments and positions.

Tool: Self-identification Strategies That Work

The self-identification strategies used by our case study organizations are listed here. How do they compare with your own?

Strategies Used by Case Study Organizations	What Are You Doing?

- Ask employees to self-identify early on in the selection process.

- Make self-identification a part of the hiring process— provide new employees with a self-identification form and time with a manager who can explain the purpose and benefits of self-identification.

- Include self-identification forms in all letters of offer and appointment.

- Collect data through employee surveys that are actively promoted by a diversity team.

- E-mail forms to all staff once or several times a year.

- Communicate the benefits of self-identification (e.g., priority consideration for some job competitions and participation as selection board members).

- Involve unions in the self-identification process and seek their advice on how to improve the overall process.

- Communicate the results of the self-identification survey to employees, including any increases or decreases over time.

The voluntary nature of self-identification presents serious challenges. Many employees do not want to be singled out as visible minorities. Some do not want to appear as a check-mark on a manager's diversity "to do" list; others do not see any personal or professional gain by self-identifying.

Since self-identification is critical to gathering concrete, objective and descriptive data about the composition and movement of your workforce, you need to develop strategies to promote and support the process.

Sell Self-Identification

Be open and transparent about the self-identification process. This increases the number of employees willing to self-identify and enables all employees to understand and support the process. Consider both the message you deliver and the methods you use to gather information. The message should clearly state:
- How the information will be used;
- The benefits to both employees and to the organization of accurate workforce composition data; and
- The confidentiality of individual information, and that only aggregate data will be publicly shared.

On Self-Identification

Many organizations that collect employee data to comply with the *Employment Equity Act* find visible minorities reluctant to self-identify.

The visible minorities in our focus groups who understood the reasons for collecting this information—and could see the benefits to themselves and to their organizations—had no real objections to self-identification. Nevertheless, many participants noted that they often hesitate before checking off the "visible minority" box on employee survey forms. They wanted to know how the information would be used. A few said they would not identify themselves as visible minorities because they believed it would benefit only their manager. Other participants saw self-identification as a way of creating different employee groups based on race or culture. This was seen as problematic—in their view "equality cannot come about through the creation of differences." For these individuals, equality and inclusiveness will only exist when our society is colour-blind and visible minorities do not feel that they are different.

Visible minorities' willingness to self-identify is also affected by the methods you use to promote the process and solicit information from employees. IBM Canada has tried several approaches to increase self-identification among visible minority employees. In its latest effort, which engaged the company's diversity team, it achieved an increase of 3 per cent in completed self-identification surveys. The reason for the improvement? The diversity team was actively involved in all stages of the campaign, from sending out the survey to promoting the importance and use of self-identification information.

SET MEASURABLE GOALS

Having determined the questions you need to ask to understand the full complexity of your workforce, you are in a position to decide what human resources data you need to generate and track.[5] Include important trends such as visible minority representation at all levels, as well as hiring, turnover, allocation to the right development and work opportunities, and promotion rates.[6] Organizations such as Ernst & Young also include performance ratings.

Once you have collected the data, compare and contrast a variety of metrics to understand where visible minorities stand, as a whole or by ethnic group, in relation to other employees in your organization. This kind of gap analysis pinpoints areas and levels within your organization that may not be as diverse as others, and gives direction on where to focus efforts to increase the number of visible minorities.

Moving into the national context, you can use external data to compare the number of visible minorities in your organization to the number of visible minorities (with the relevant skills, education and experience) in Canada or a specific region. Workforce availability estimates are calculated based on Census information from Statistics Canada. (See Table 1 for an example of how internal and external data can be used to identify gaps.)

The CRA uses a workforce analysis to direct its talent management programs and identify internal barriers to visible minority advancement. It produces a detailed internal workforce analysis by occupational group for visible minorities, comparing the number of self-identified visible minorities (in 11 occupational groups) to their number in the labour market. The analysis highlights gaps in each of the occupational groups. Senior CRA officials then work to fill the gaps through management development programs, recruitment campaigns and staffing actions. the CRA's workforce analysis also helps to identify where changes in policies, practices and systems are needed to remove barriers to visible minority advancement.

Table 1: Workforce Analysis Summary—An Example

Occupational Groups	All Employees #	Visible Minorities Representation #	%	Availability #	%	Gap %
Senior managers	425	18	4.3	31	7.3	**−3.0**
Middle and other managers	4,066	372	9.1	382	9.4	**−0.3**
Professionals	9,475	1,348	14.2	1,061	11.2	**3.0**
Semi-professionals and technicians	66	9	13.6	8	12.7	**0.9**
Supervisors	1,229	41	3.3	120	9.8	**−6.5**
Administrative and senior clerical workers	19,590	1,558	8.0	2,841	14.5	**−6.5**
Clerical personnel	12,429	725	5.8	2,212	17.8	**−12.0**
Intermediate sales and service personnel	95	0	0.0	13	13.5	**−13.5**

Profile: **Pelmorex Inc.**

Turning Data into Strategy

Pelmorex's journey toward excellence in employment equity and diversity started in 1996. Today, its visible minority representation rates exceed external availability, due in large part to quarterly workforce analyses and gap management.

At Pelmorex, employment equity and diversity are embedded in all management practices—from monitoring diversity plans, through tying support for diversity to the company's annual bonus criteria, to recruitment and promotional practices.

The company's efforts are paying off in several ways:

- In a 2004 employee survey, 95 per cent of its workforce agreed that Pelmorex highly values equity in the workplace.
- The company has gained external recognition for its efforts. For example, it received the 2003 Employment Equity Vision Award for Workplace Equity from Human Resources and Skills Development Canada—in recognition of its special efforts and outstanding achievements in developing equity, diversity and inclusiveness in the workplace.
- Pelmorex's increasingly diverse workforce has a direct impact on the company's broadcast programming, which has become more diverse and culturally relevant to its viewers. For example, different international weather-related stories are developed and broadcast in line with regional demographic variations.

Name: Pelmorex Inc.
Number of employees: 300 employees in Canada
Visible minority representation: 16%

More information is available at <www.theweathernetwork.com/twn/careers/careers2.htm>.

USE METRICS TO DRIVE CHANGE

Diversity is not about quotas. However, it is important that you treat diversity just as you would treat other business items, such as sales, results and return on equity.

In 1996, members of The Conference Board, Inc.'s Diversity Council identified a series of diversity measures. Referred to collectively as the Strategic Diversity Measurement Model, the metrics target impacts.[7] These strategic diversity measures include:

- Greater representation of visible minorities at all levels of the organization;
- Increasing numbers of visible minorities in the developmental pipeline;
- Lower ratio of rejections to job offers;
- Reduced turnover rates;
- Increased involvement of top leadership in diversity initiatives;
- Use of flexible work arrangements;
- Management behaviours that visibly support diversity;
- Increased market share due to specific market-driven strategies;
- Improved customer satisfaction; and
- Positive public relations.

Successful organizations develop a comprehensive range of qualitative and quantitative strategies to carefully measure their progress. Quarterly, bi-annual or year-end reviews, from different departments or across the organization, are supplemented with employee surveys, self-assessments and surveys of clients and peers about the organization's success.[8]

Information, by itself, will not change visible minority representation or advancement in your organization. But when accurate information is used to create and monitor a plan for action, it becomes a very powerful tool for transformation and accountability.

Tool: Common Responses to Change

Disposition	People's Response to Change	Looks Like
Commitment	Want change to happen	People are willing to create whatever structures, systems and frameworks are necessary for changes to work
Genuine compliance	See the virtue in the change, do what is asked and think proactively about what is needed	People act according to the frameworks, proactively complying with the specifics outlined
Formal compliance	Can describe the benefits of the change and are not hostile to it	People do what they are asked but no more; they stick to the letter of the framework
Grudging compliance	Do not accept that there are benefits and do not agree with the change	People do just enough of what is asked to protect their jobs; they voice opposition and hope for failure of the changes requested
Non-compliance	Do not accept that there are benefits and have nothing to lose by opposing the change	People do not do what is asked; they work outside the framework

Adapted from University of Luton, "Effecting Change in Higher Education Tool Kit" [on-line]. [Accessed February 1, 2005]. <www.effectingchange.luton.ac.uk/toolkit/index.php?content=toolen10>.

Equity versus Merit

Challenge

Diversity's detractors often argue that merit principles are abandoned when organizations strive to create a diverse workforce. They see these organizations as "sacrificing performance and productivity at the altar of social and cultural diversity." Their view is that "product quality, not social equality, should be the corporation's mandate in a free society."[1]

Opportunity

The organizations in our case studies see no contradiction between diversity and merit. They are not only committed to inclusive work environments where visible minorities can thrive, but they also make a point of ensuring that all employees are treated equitably: Merit is the cornerstone of their policies and practices.

This is what some Canadian and American leaders have to say:

"*Fairness means that we will not bend the merit principle: the best candidates will always win, irrespective of sex, official language, or skin colour. But it also means that the best candidates will always win, irrespective of sex, official language, or skin colour—in other words that discrimination is not acceptable.*"

—Ivan Fellegi, Chief Statistician, Statistics Canada[2]

"*We will not tolerate any barriers to inclusiveness on our journey to a meritocracy.*"

—Douglas Lord, President and Chief Executive Officer, Xerox Canada Ltd.

"*We don't focus on quotas, we focus on quality.*"

—Ellen Bloom, Senior Vice-President, Human Resources, American Express

. . . And visible minorities themselves are in full agreement that merit must be maintained:

"*I think that it is so important for visible minorities to have career development opportunities . . . . But I want to make sure that I am selected on the basis of my skills and not because of my colour.*"

—Focus group participant

1   Dinesh D'Souza, "Beyond Affirmative Action: The Perils of Managing Diversity," The Chief Executive [on-line]. (December. 1, 1996), [Accessed February 1, 2005]. <www.findarticles.com/p/articles/mi_m4070/is_n119/ai_19045233>.

2   Ivan Fellegi, speech at an *Embracing Change* session at Statistics Canada, Ottawa, January 10, 2003.

MAKE IT HAPPEN

Change can be hard to implement, especially if the people involved do not feel it is necessary. Policies, programs and measures are of little value unless people support and live by them. Getting employees and management onside is critical. Common barriers to organizational change include lack of leadership, insufficient vision, failure to communicate vision and goals, failure to create short term wins and not anchoring changes firmly within the corporate culture.[9]

There are several common responses to change, ranging from commitment to non-compliance. **Common Responses to Change** shows the steps along the continuum and the related responses and actions. As you engage employees and management in the change process, you must have, at a minimum, grudging compliance. The ultimate goal—an inclusive workplace—requires commitment by all. (Section 4: Creating a Culture of Inclusion examines how to win commitment for diversity in more detail.)

Diversity Competence: A Performance Assessment Rating Example

Not effective   When someone:

- shows disdain for workplace diversity
- excludes people of different cultural backgrounds from personal networks
- lacks understanding of the impact of diversity on business relationships
- finds it difficult to deal with people of different cultures and styles
- discourages people of different cultures and styles from participating in the work environment

Role model   When someone:

- is familiar with and able to address diverse market opportunities
- can address the needs of diverse internal and external customers
- actively creates an environment where various cultures and styles are welcome
- initiates personal development related to diversity

Adapted from Patricia Digh, "The Next Challenge: Holding People Accountable," *HR Magazine* [on-line]. (October 1998), [Accessed January 7, 2005]. <www.findarticles.com/p/articles/mi_m3495/is_n11_v43/ai_21232672>.

BUILD ACCOUNTABILITY STRUCTURES TO SUPPORT CHANGE

In order to match your organization's strategic goals with specific desired behaviours, you need to create explicitly defined roles, responsibilities and accountabilities related to diversity. They provide your employees with unambiguous and measurable indicators of the organization's expectations and values.

Once clear roles and responsibilities are established, follow-up mechanisms and systems keep the momentum going. After a while, you will find that diversity management becomes a routine business practice.

Hold Managers Accountable

The roles and actions of leaders, managers and direct supervisors are critical to creating a productive, diverse workforce. Leaders at all levels set the organizational cultural tone. They act as gatekeepers to opportunity. A successful strategy to build a diverse workforce depends on their ability to recruit, retain and promote visible minority employees.

In a corporate environment, "what gets measured gets done." Leading organizations hold their senior leaders and managers accountable for supporting, managing and developing visible minority employees by setting clear, measurable objectives and connecting them to performance plans and assessments.

Meeting diversity goals is a performance measure built right into the top-level accountability structures of the federal public service. Diversity, including Embracing Change[10], is a corporate priority for the public service and part of deputy ministers' performance agreements.[11] (See Section 4 for a discussion of the important role of senior leaders in successfully implementing culture change initiatives.)

The Diversity Competency

One way to hold managers accountable for change is by including a diversity competency in performance assessments. Your organization can use a variety of tools to measure managers' success at managing diversity. The most common include: [12]

- representation metrics,
- employee opinion surveys,
- cultural audits,
- focus groups,
- customer satisfaction surveys,
- management and employee performance evaluations, and
- diversity training.

Many performance assessment models include a rating for a diversity competence. A manager's diversity competence, for example, might be assessed along a continuum ranging from "not effective," through "moderately effective" to

People Point

People Point is an in-house, on-line tool that allows employees to anonymously rate and comment on the ability of individuals in the organization on an annual basis. It is used to foster a positive work environment that supports growth, including valuing diversity. Employees can evaluate anyone at the senior manager level and up, including the firm's partners. In any one year, an employee can give feedback on any number of individuals but just once on any particular person.

Leadership at Ernst & Young look at the ratings and comments to determine themes and identify best practices. They also focus on rectifying any recurring problem areas and take steps to support individuals who are in new leadership roles, or hold roles of influence. People Point information is included in the performance assessment of partners.

Name: Ernst & Young LLP
Number of employees: 2,900 employees in Canada
Visible minority representation: 19%

"role model."[13] **Diversity Competence: A Performance Assessment Rating Example** gives examples of the behaviours and characteristics associated with the high and low ends of the continuum.

Depending on the needs and goals of your organization, evaluations can be based on overall areas such as business results, relationships and contributions to the organization, or on more targeted areas such as managing people and creating a culture of inclusion. Whatever the approach, each rating must be carefully defined to help managers understand both what is required of them and where they could improve their performance.

Hold Employees Accountable

All of your employees—visible minorities and others—have a role to play in creating an inclusive workplace culture. To highlight and support their ability to meet your organization's expectations, you need to delineate specific goals and objectives related to your diversity strategy and hold all employees accountable, using formal and quasi-formal structures.

The CRA includes a diversity competency in its assessment of all employees, reinforcing their shared responsibility for creating an inclusive workplace. The competency—Supporting Employment Equity and Diversity (SEED)—is part of the Agency's Competency Based Human Resources Management System. It is defined as "demonstrating one's commitment to

the equitable treatment of all employees by recognizing, acknowledging and valuing individual differences and needs through the principles of acceptance and accommodation". This competency is integrated into managers' performance agreements as a measurement criterion.

Voices of Visible Minorities

"Involve everyone in the organization to make it happen, not just a few or just the employment equity groups."

—Focus group participant

Provide Rewards or Incentives

The majority of our case study organizations attach incentives and performance pay to meeting representation and diversity goals.

At the CRA, diversity and hiring objectives are embedded in management accountability contracts. The Agency rewards managers financially for good people management, sending the message to both managers and staff that diversity is a business imperative. By putting their pay at risk, managers are more likely to meet—and in many cases exceed—their objectives. Most managers make an effort to recruit and train visible minority employees, and in the process enhance their reputation among colleagues and staff. "Few managers want to be seen as bad people managers," explains Dan Tucker,

Employment Systems Reviews and Evaluations

An employment systems review (ESR) is a comprehensive examination of an organization's policies, programs and practices. It is undertaken to identify and remove systemic and attitudinal barriers. While all organizations under the *Employment Equity Act* are required to conduct ESRs, other organizations can also benefit from an audit of their employment systems.

Some questions to consider in the ESR: Are visible minorities prevented from getting into the organization or advancing? How do an organization's systems and culture affect access to employment opportunities? Are there unnecessary job requirements or non-job–related screening criteria that limit the opportunities of visible minorities?

Organizations normally start such a review by focusing on representation gaps identified through the workforce analysis. An ESR targets areas that impact visible minorities' employment experiences, such as:

- recruitment
- selection
- hiring
- assignments
- deployments and transfers
- training and development
- promotion
- retention
- termination of employment
- accommodation of special needs

Leading organizations continuously review policies and practices to make sure they are bias-free:

- Statistics Canada makes employment system decisions based on a range of qualitative and quantitative data. One of the tools used is the Personnel Simulation System (PERSIM) model designed to project personnel flows into, out of and within the organization. PERSIM micro-level data provide an accurate picture of the organization's demographic profile, career paths, future staffing projections, probabilities of movement within the organization and exit projections. The agency's initial data are gathered from its Human Resources Information System which contains over 20 years of historical data on all employment activity as well as employee self-identification information.

- At organizations such as the CRA, Health Canada and Statistics Canada, the ESR is a continuous process and has been used successfully to ensure that the organization's tools and policies are bias-free. The process is built into the design and testing phase of all new human resources systems.

There are many steps involved in conducting an ESR. The following links provide additional information on how to review an organization's employment policies, programs and practices:

- Public Service Human Resources Management Agency of Canada <www.hrma-agrh.gc.ca/ee/publications/ee/esr-rse_e.asp>

- Canadian Human Rights Commission <www.chrc-ccdp.ca/publications/system_review_toc-en.asp>

- Human Resources and Skills Development Canada <www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lswe/we/legislation/guidelines/gdln6.shtml&hs=wzp>

Assistant Commissioner of Human Resources at the CRA. Diversity values can be built into your organization's reward and recognition program to encourage employees to foster inclusive working environments. The U.S. Department of Veterans' Affairs (DVA) has a reward program that celebrates teams that foster a diverse work environment. Each year the winning team receives a monetary award that must be used to create or support new and innovative diversity programs or initiatives. The success and popularity of the Diversity Awards Program, in place since 1993, has spurred the DVA to recognize and reward exemplary teams on a regular basis.[14]

REVIEW AND EVALUATE EMPLOYMENT SYSTEMS

You may believe your organization is not reaping the benefits of diversity or notice that there are persistent representation gaps identified by your workforce analysis. If so, an employment systems review (ESR) may answer some questions and help you pinpoint problems. Conducting an ESR allows an organization to go deep into its programs and policies to identify systemic barriers preventing visible minorities from getting into the organization or advancing within it. (For more information see **Employment Systems Reviews and Evaluations**.)

1 RBC Financial Group, "RBC and Corporate Responsibility in Your Community—Diversity" [on-line]. [Accessed January 29, 2005]. <www.rbc.com/community/rbc_community/causes/diversity/diversity.html>.

2 A Society for Human Resources Management survey of U.S.based Fortune 1000 companies found the average budget for diversity was $239,000. However, the average diversity budget for companies that had a separate diversity department was $1.5 million. The range for diversity department budgets was $30,000 to $5.1 million. Society for Human Resources Management, "Impact of Diversity Initiatives on the Bottom Line" [on-line]. (SHRM: Alexandria, Virginia, 2001), [Accessed February 2, 2005]. <www.shrm.org>.

3 Michael L. Wheeler, *The Diversity Executive: Tasks, Competencies, and Strategies for Effective Leadership* (New York: The Conference Board, Inc., 2001), p 16.

4 Ibid., p.16.

5 Sheila Wellington, "What Gets Measured Gets Done: Using Metrics to Support Diversity" [on-line]. [Accessed February 2, 2005]. Available from the Society for Human Resources Management. <www.shrm.org/diversity/hottopics/measured.asp>.

6 Ibid.

7 Michael L. Wheeler, *Corporate Practices in Diversity Measurement* (New York: The Conference Board Inc., 1996), p. 83.

8 Patricia Digh, "The Next Challenge: Holding People Accountable," *HR Magazine* [on-line]. (October 1998), [Accessed January 7, 2005]. <www.findarticles.com/p/articles/mi_m3495/is_n11_v43/ai_21232672>.

9 Susan Pollentsky, *Reasoned Strategy or Leap of Faith? Managing Knowledge-Led Cultural Change in Organizations. Reading the Cultural Terrain: Transforming Barriers into Enablers to Effectively Manage Change.* Presentation at the Business Process Management Conference held at Coronado, CA, December 3–5, 2001.

10 *Embracing Change* is an organization-wide diversity action plan endorsed by the Government of Canada in 2000 to address persistent under-representation and to improve the participation of visible minorities in the federal public service.

11 *Employment Equity in the Federal Public Service 2002–2003,* Annual Report to Parliament [on-line]. (Government of Canada: Ottawa 2004), [Accessed February 2, 2005]. <www.tbs-sct.gc.ca/report/empequi/2003/ee00_e.asp>.

12 Digh, "The Next Challenge: Holding People Accountable."

13 Ibid.

14 More information about the program is available at <www1.va.gov/Diversity/page.cfm?pg=5>.

2

Hiring Visible Minorities

In This Section

Your organization needs innovative recruitment and selection practices to attract visible minorities. This section:

- Provides examples of successful recruitment and selection practices, including accessing immigrant visible minorities;

- Explores issues pertaining to job interviews; and

- Examines strategies to develop tomorrow's pipeline of visible minority employees.

BREAK WITH TRADITION

Organizations are realizing that traditional recruitment and selection practices do little to help them tap the growing visible minority talent pool. Hiring diverse candidates requires diverse hiring practices. Want ads in mainstream media, walk-ins, referrals, employment agencies, search firms and word of mouth are not very effective in attracting a broad spectrum of visible minority candidates.

Successful organizations understand that attracting visible minority candidates means creating and marketing an employment brand that focuses on inclusion. The employment brand promotes a specific perception of an organization and its values.

If your organization is seen as a place where all employees are treated with respect, where visible minority talent is valued and where leadership and management positions include visible minorities, you will increase your chances of drawing recruits from diverse backgrounds.

It is equally important for your organization to deliver on the value proposition of inclusion. Your ability to deliver will set you apart in the market. Honoring the value proposition makes the brand real for those you want to attract. The new employment brand of the Service de police de la Ville de Montréal (SPVM) resulted in a substantial increase in the number of visible minority applications. (See Profile: **Service de police de la Ville de Montréal— Creative Recruitment Strategies Hit the Mark**.)

FIND VISIBLE MINORITY CANDIDATES

If parts of your organization are not as diverse as you would like them to be, then bringing visible minorities in from the outside is often the quickest way to fix the problem. In addition to broadening your demographics almost immediately, external candidates bring new ideas, new connections and needed skills that enrich the culture and operation of your organization.

Our case study organizations involve individuals from different levels of their organization and use multiple recruitment strategies to attract visible minorities. For example:

- **Health Canada** advertises in ethnic media and maintains relationships with organizations and associations with ties to visible minority groups. The department's ongoing visible minority recruitment campaign also involves working closely with university employment equity centres and staffing career fair booths with visible minority employees.
- The CEO of **American Express** personally goes to recruitment drives at college campuses, and the company's summer internship program for college students has been successful in converting many visible minority interns into full-time employees.

In some organizations, executives and managers are expected to join ethnic and racial professional organizations and community groups to build connections that allow them to access visible minority talent.[1] This outreach and networking not only increases your chances of finding potential talent, but it also signals to visible minorities that your organization is fully committed to a diverse work environment.

Other approaches used by our case study organizations to successfully recruit visible minority employees are listed in the tool **Broaden Your Recruitment Strategies**. How do these strategies compare with your own?

RECOGNIZING FOREIGN CREDENTIALS

Validating foreign credentials poses significant barriers to employing skilled immigrant visible minorities. This persistent problem means that we continue to underutilize an important pool of skilled workers. According to a longitudinal survey of immigrants to Canada, 70 per cent of new immigrants trying to enter the labour force identified at least one problem with the process. The three most-mentioned issues were lack of Canadian work experience, transferability of foreign qualifications and language barriers.[2]

Tool: Advertising to Attract Visible Minority Talent

- Use the language of your target group.

- Consider running advertisements in languages other than English or French.

- Include a statement encouraging visible minorities to apply. For example, the Public Service Commission uses the following statement:

   "The Public Service of Canada is committed to building a skilled, diverse workforce reflective of Canadian society. As a result, it promotes employment equity and encourages candidates to indicate voluntarily on their application if they are a woman, an Aboriginal person, a person with a disability or a member of a visible minority group."

- Include a statement about your organization's commitment to diversity.

- If applicable, include a statement that indicates your organization is committed to work–life balance, provides flexible work hours or provides prayer rooms/quiet rooms; mention other initiatives that would indicate your commitment to nurturing a diverse workforce.

Profile: **Service de police de la Ville de Montréal (SPVM)**

Creative Recruitment Strategies Hit the Mark

When Montréal's police force identified a need to increase the number of visible minorities in the organization, it found that standard recruitment tactics were ineffective. Once the SPVM changed its recruitment strategy for visible minorities, it saw immediate results.

To identify recruitment methods that would yield the desired results, the SPVM held a series of focus groups with its target groups. They learned that:

- Advertising in ethnic newspapers and posting job opportunities on community centre bulletin boards did not reach potential recruits because visible minority youth tended not to read those publications, or go to community centres.

- Unlike the majority of their applicants, visible minorities interested in a policing career generally also had a university degree, were between 22 and 35 years of age, had no policing background, often had families of their own, and were looking for a new career. As recruits, they would bring additional skills and competencies to the police force.

- Many visible minorities had a negative image of police and policing. In some cases, perceptions could be linked to oppressive police environments in their countries of origin. In other cases, perceptions were based on the opinions of family members who did not see policing as a good career choice for their sons or daughters.

The SPVM used this information to create its 2002 recruitment strategy, targeting visible minorities enrolled in post-secondary educational institutions. The marketing approach was designed to get their attention and to convey that the SPVM needed their talents (the focus groups showed that visible minorities were much more receptive to messages that targeted their competence rather than their minority status).

The campaign was smart, different, and direct. Seven recruitment posters were produced, which featured visible minority youth and snappy captions such as "The Police Is After You" and "The Police Is Watching You."

Posters appeared in areas of the city where visible minorities were likely to be, such as colleges, universities, high schools, metro stations and employment offices. The posters also adorned kiosks at cultural events.

In addition, the SPVM sponsored conferences with visible minority community associations, placed advertisements on radio and television and held a soccer tournament, a popular sport in many visible minority communities, for families, youth and ethnic associations.

This targeted recruitment strategy hit the mark—11.8 per cent of all new employees in 2002 belonged to visible minority groups, surpassing the goal of 10 per cent.

Name: Service de police de la Ville de Montréal
Number of employees: 4,260 police personnel in Montréal
Visible minority representation: 8%

Tool: Broaden Your Recruitment Strategies

The approaches used by our case study organizations to successfully recruit visible minority employees are listed here.
How do they compare with your own?

Successful Practices for Reaching Visible Minority Talent

What Are You Doing?

☐ Advertise openings:

- in ethnic media

- in trade journals and other publications

- on the organization's website or other sites dedicated to recruiting diverse groups, including newsgroups

☐ Participate in job fairs.

☐ Encourage senior managers and executives who are visible minorities to participate in recruitment efforts.

☐ Encourage placement of visible minority interns and co-operative students.

☐ Establish formal partnerships with universities that have diverse student bodies.

☐ Develop and cultivate relationships with:

- professional organizations that cater to the needs of visible minority groups

- visible minority community organizations

- executive search firms, employment agencies and recruiters that draw from diverse groups of talent

☐ Establish contacts:

- in adult education courses such as English-language courses

- at immigrant resource centres or volunteer groups dedicated to the needs of immigrants

☐ Seek employee referrals.

☐ Sponsor community events to improve the visibility of the organization.

☐ Provide cultural sensitivity training to recruiters.

Visible Minorities Are Intensive and Consistent Users of the Internet as a Job Search Tool

According to a survey conducted in the United Kingdom by Nielsen//NetRatings, and <Monster.co.uk>, ethnic minorities are increasingly turning to the Internet to look for employment. The survey, which polled over 2,500 candidates, revealed that as many as 20 per cent registered on <Monster.co.uk> are from an ethnic minority. This compares with only 8 per cent of minorities looking for jobs through newspaper advertisements.[1]

In Canada, a Public Service Commission study in 2001 found that 68 per cent of visible minority respondents used the Internet and that 80 per cent of these used the Internet to check the jobs.gc.ca site. The study's respondents reported applying for jobs on-line (73 per cent) and investigating the web sites of potential employers (72 per cent).

Visible minorities were also more likely to use e-mail to communicate with both contacts and potential employers (46 per cent) than other recruits (35 per cent). The study's conclusion? When access to the Internet is available, "visible minorities are intensive and consistent users of the Internet as a job search tool."[2]

If your organization communicates its commitment to diversity on the company website, make sure the link is easy to find. The majority of our case study organizations follow the **two-click rule**—prospective candidates can navigate from the organization's main web page to its diversity site in just two clicks.

1 Nielsen//NetRatings, "National Readership Survey 2004" [on-line]. (October 4, 2004), [Accessed February 2, 2005]. <http://press.monster.co.uk/1773_en-GB_p1.asp>.

2 Andrea Chatterton, "New Hires Survey, Technical Report #6: Recently Hired Visible Minorities—Recruitment Experience, Job Satisfaction and Career Plans" [on-line]. (Ottawa: Labour Market Analysis Unit, Research Directorate, Public Service Commission of Canada, February 2002), [Accessed February 2, 2005]. Available from Public Service Human Resources Management Agency of Canada. <www.hrma-agrh.gc.ca/research/surveys/new_hires/vismin_e.asp>.

Leading organizations have found a variety of ways to address the foreign credential issue, allowing them to find and hire qualified individuals. Employers are often comfortable with foreign credentials if they have been validated by a Canadian institution—Canadian validation provides a familiar point of reference.

Here are some tools and strategies that you could consider (see Appendix 3 for a list of resources):

• Prior learning assessment and recognition (PLAR) is one way to translate foreign credentials or experience into Canadian equivalents. PLAR is both a concept and a tool that is based on the premise that learning occurs in a number of settings. It is used by accreditation bodies, employers and educational institutions. It involves the identification, documentation, assessment and recognition of skills, knowledge and abilities that have been acquired through both formal and informal learning.[3] Many postsecondary institutions across the country have advisers who assess individuals using PLAR.

• The International Credential Evaluation Service (ICES) is an organization that partners with the Canadian Association for Prior Learning Assessment (CAPLA) to assess individuals and provide them with assessment reports that help employers understand their credentials. These reports, and those of World Education Services, are widely used by public and private sector employers across Canada.[4]

Foreign Credentials—Also an Issue for the Federal Public Service

The federal public service is stepping up its efforts to compete for foreign-born talent. Metropolis Canada—an international forum whose goal is to improve policies for managing migration and cultural diversity—has partnered with the Public Service Commission of Canada to explore policy options that would facilitate the entrance of skilled immigrants into the public service and help it compete for global talent.[1]

The forum's suggestions to address the issue of foreign credentials include:

- Developing a concrete methodology for acknowledging foreign experience;
- Having the federal public service play a role in the development and retention of immigrants;
- Developing a solid business case and appointing strong champions of this issue at senior government levels; and
- Addressing discriminatory practices through manager training and open and transparent human resources policies.

1 Public Service Commission of Canada, "Metropolis Conversation Series 8: Foreign Credential Recognition and Federal Public Service Employment" [on-line]. (January 24, 2003), [Accessed February 2, 2005]. <http://canada.metropolis.net/research-policy/conversation/accreditation_summary_e.pdf>.

Other strategies that you can use to address and assess foreign credentials include:[5]

- Referring candidates who require formal certification and licensing to provincial certifying or licensing agencies;
- Taking credentials at face value and focusing on relevant experience and on-the-job demonstration of skills and competence (instead of checking and assessing paper credentials); and
- Developing your own clearly defined occupational standards against which any prospective employee can be assessed.

Did You Know ?

There Are Some Questions You *Can't* Ask

The *Ontario Human Rights Code* states that "job advertisements cannot directly or indirectly ask about race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, record of offences, marital status, same-sex partnership status, family status or handicap."[1] Other provincial human rights codes follow suit.

The general rule throughout the hiring process is to ask only for the information needed to make a selection on the basis of merit. The requirements or duties of employment should be reasonable, genuine and directly related to the job. For example, it is reasonable, and job-related, to require that a receptionist speak clearly in English, but it is not acceptable to require "unaccented English."

Some qualifications can unfairly prevent or discourage people from applying for a job. For example, a job that requires "Canadian experience" may create discriminatory barriers.

1 Ontario Human Rights Commission, "Hiring: Your Rights and Responsibilities" [on-line]. [Accessed February 2, 2005]. <www.ohrc.on.ca/english/guides/hiring.shtml>.

SELECT CANDIDATES

Organizations use a number of tools to help them make successful hiring decisions—matching people to the jobs that suit their unique skills, talents and interests.

THE JOB INTERVIEW

The job interview is one of the most important assessment tools used in the selection process. Consider the following example: a candidate comes into your office for a job interview but fails to look you in the eye. You do not know that in some countries, such as Japan, not making eye contact is a sign of respect. As a Westerner, your immediate thought is, "Can I trust this person?" In this situation, not knowing about cultural differences may create bias in the selection process.

Tool: Reading the Signs—A Guide for Interviewers

When interviewing visible minorities from different cultural groups, it is helpful to develop an understanding of the three general areas where different cultures use different styles to communicate key messages.

Response Styles

- **Self-promotion**—candidates from cultures that value humility may downplay their accomplishments, deny compliments and feel uncomfortable talking about themselves.
  Such candidates may give the interviewer a poor impression of themselves and their skills in comparison with mainstream North Americans, who are generally more comfortable talking about their achievements.

- **Silence**—candidates from cultures that prefer to pause and think before speaking may be seen as slow to respond, at least from a North American perspective, where thinking while speaking can be used to cover up uncomfortable silences.
  Interviewers may cut off the candidate before they have had a chance to respond. As a result, the candidate may feel pressured and perceive the interruptions as rude.

- **Directness**—candidates from cultures that are less direct may initially respond indirectly to questions, leaving the more direct answer to the end.
  Interviewers may take the initial part of the answer as the response and interrupt the candidate before the answer is complete or may ignore the latter part of the answer. The candidate may perceive this as disrespectful.

- **Minimal answer**—candidates may respond only to the questions asked and not elaborate or volunteer information until further specific questions are asked.
  The candidate may appear suspicious, disinterested or unconcerned, and may give a poor impression of his or her skills and experience.

Language Styles

- **Stress/Intonation**—candidates who do not have English or French as their first language may have stress and intonation patterns that reflect their native languages.
  The candidate may be inaccurately perceived as pushy, blaming or impolite.

- **Vocabulary**—candidates who do not have English or French as their first language may also have usage patterns that reflect their native languages. For instance, courtesy phrases such as "please" or "thank you," so common in Canada, may not be used because there may be no equivalent in their first language.
  The candidate may be inaccurately perceived as pushy, blaming, impolite, or even uneducated.

Non-verbal Differences

- **Eye contact**—candidates from cultures that avoid prolonged and direct eye contact with figures of authority (such as the interviewer) do so as a sign of respect.
  The candidate may be inaccurately perceived as hiding something or not being trustworthy.

- **Handshakes and head movements**—cultures differ in how handshakes and head movements are used to support communication. Latin Americans may shake hands softly and pump only once or twice. Individuals of Indian origin may be saying "Yes." or "I understand you and am listening." when they shake their head from side to side.
  The interviewer may mistrust the applicant or assume a lack of confidence. Ultimately, the interviewer may allow non-verbal behaviours to negatively influence the evaluation of the candidate.

Tool: Be Aware of Your Own Biases and Prejudices

By asking yourself the following questions, you may develop a better understanding of how your own beliefs and biases interfere in your evaluations of visible minority candidates:

Some Questions to Consider:

- Are there members of any groups you would not invite into your home? If so, why?

- Are there any racial, religious or cultural groups that you prefer to work or associate with?

- Are there any racial, religious or cultural groups you feel threatened by?

- What groups do you perceive as the most different from yourself? Why? How?

- What is your reaction to interracial marriage?

- How do you feel about Canada's immigration policies?

- What is your opinion on employment equity?

Notes:

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Adapted from Public Service Commission of Canada, Fair Assessment in a Diverse Workplace: Removing Barriers to Members of Visible Minorities and Aboriginal People. [on-line]. (Ottawa: June 2003). [Accessed February 2, 2005]. <www.psc-cfp.gc.ca/ppc/removing_barriers_message_e.htm>.

When you interview a visible minority candidate, an understanding of cultural difference allows you to make a better assessment of their behaviours and answers. It also ensures that visible minorities are not overlooked because of incorrect assumptions or ignorance on the part of those making the hiring decision. (See **Reading the Signs—A Guide for Interviewers**.)

To give visible minorities an equal chance to show their skills and capabilities, organizations are increasingly making sure that the interviewers themselves are from diverse groups. Canadian-born visible minorities in our focus groups were equally divided in their responses when they were asked whether it was better to be interviewed by another visible minority. While about half the participants felt more comfortable when being interviewed

by a visible minority, just as many felt that visible minority interviewers were often harder on visible minority candidates than on non-visible minority candidates.

Recent immigrants, on the other hand, agreed that it was much better to be interviewed by another immigrant (whether or not they were a visible minority). According to one focus group participant, "Immigrants tend to empathize with you more because they understand you better."

Several of our case study organizations provide cultural sensitivity training to all recruiters and interviewers, recognizing the need to stretch beyond the comfort zone of the more dominant culture. SABMiller, South Africa, for example, provides skills training in recruitment and selection to everyone in the organization with hiring authority.

THE SELECTION BOARD

Use selection boards or interview panels that include visible minorities to enhance the decision-making process. It creates opportunities to tap into different cultural perspectives and knowledge. In addition, using two or three individuals to interview a candidate can save time.

Health Canada uses diverse selection boards. Board members receive training on how to conduct bias-free interviews and selections, and their names are kept in a database accessed by human resources managers. In addition to visible minorities from within Health Canada, selection boards may include visible minorities from other departments, from networks of assistant deputy ministers and director generals, and from the private sector (such as retired visible minority executives who are now consultants).

To support this initiative, Health Canada's Human Resources Directorate has developed *Bias-Free Selection Facts and Tips,* a brochure and training module for selection board participants.

The brochure discusses the importance and meaning of bias-free selection. It includes tips, such as what constitutes an un-biased, structured, competency-based interview, and provides examples of discrimination.

Statistics Canada has established a Corporate Recruitment and Development Committee. This committee is made up of managers from all the major areas of the organization and helps remove the biases that individual managers may bring to their own hiring process. Selection boards, which also include members from the major areas, report through this committee. The Committee regularly reviews the selection practices through a diversity lens, looking at impacts to make sure the recruitment process is fair. Statistics Canada also follows the progress of visible minority candidates throughout an entire selection process to find out if and where they were eliminated. This examination serves to make sure that their lack of success was not due to systemic barriers in selection processes. Any such findings would lead to adjustments in future competitions.

Tool: Review Your Recruitment and Selection Practices

Are your recruitment processes yielding the desired results? Conduct a review to improve your organization's recruitment and selection functions.

Some Questions to Consider:

- What is the proportion of visible minorities that apply compared with the proportion brought in for an interview?

- What is the proportion of visible minorities interviewed compared with the proportion receiving a job offer?

- What is the proportion of visible minorities accepting your job offer?

- Based on the selection tools you use, how do visible minorities tend to fare compared with other candidates?

- Who makes the hiring decisions? Have they been trained on interviewing diverse candidates?

- Have you received any complaints of unfair hiring decisions?

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Tool: Ensuring a Bias-Free Selection Process

Some Questions to Consider:

Notes:

- Do you have a clear set of guidelines for selection practices? ☐ Yes ☐ No _____

- Are interview questions, tests and other screening tools based on the job description? ☐ Yes ☐ No _____

- Have you included any qualifications not needed for the job you are recruiting for? ☐ Yes ☐ No _____

- Have you considered the different ways that the work can be done to achieve the desired results? ☐ Yes ☐ No _____

- Do you provide candidates with consistent, clear and adequate information about the assessment process—before or after the selection process? ☐ Yes ☐ No _____

- Have your interviewers been trained to interview non-native speakers of English or French? ☐ Yes ☐ No _____

- Are they willing to use simpler language or repeat themselves? ☐ Yes ☐ No _____

- Do they avoid most metaphors, slang or jargon? ☐ Yes ☐ No _____

- Do they keep an open mind? ☐ Yes ☐ No _____

- Do they remain non-judgmental about candidates' accents? ☐ Yes ☐ No _____

- If you are using an interview panel or selection board, are visible minorities included? ☐ Yes ☐ No _____

- If you are using standardized tests, are they culturally relevant and applicable to the population? ☐ Yes ☐ No _____

The Canada Revenue Agency also uses representative selection boards to make their selection processes more inclusive. In most regions and at national headquarters, managers have access to a pool of qualified and trained visible minorities who are willing to sit on selection boards. A visible minority director interviewed at the Agency welcomed the opportunity to participate on a selection board. He strongly believes in giving back to the organization. "This 'give and take' way of operating is part of our Agency's corporate culture."

ASSESSMENT TOOLS

The correct assessment of candidates' skills and potential is essential. No matter how many assessment tools you use, you must be able to:

- Develop a clear understanding of the performance required for the job in question;
- Measure the candidates' characteristics that influence job performance; and
- Use tools consistently so that all candidates are assessed in the same way.

Job interviews are often complemented with other assessment tools, such as simulations or standard tests. Review the tools to ensure that they do not have an inherent bias that would serve to exclude visible minority talent. Test results should be considered in conjunction with multiple sources of information about the applicant.

SABMiller, South Africa uses a number of psychological assessment instruments. Psychological assessments can be very valuable tools when combined with information from work histories, structured interviews, reference checks and skill-specific evaluations. The organization has revised its psychological assessment process to ensure that all recruitment and selection tools demonstrate reliability, validity and cross-cultural fairness. Any scales that do not meet the desired standards are eliminated. Furthermore, SABMiller, South Africa's tests must predict future job performance and target specific selection criteria pertinent to each job family. As part of its continuous improvement plan, the company explores new culture-fair tests and replaces existing tests, if needed.

PREPARE TOMORROW'S PIPELINE

Case study organizations are aggressive in building links with visible minorities who will be joining the labour force during the next decade. This strategy raises community awareness about organizations' interest in visible minorities and gives organizations a head start in tapping into the talents of future employees.

Profile: IBM Canada

Mentoring Diversity Suppliers

Organizations also enter into mentoring relationships with other organizations. For the last year, IBM has identified and tracked its supplier organizations for visible minority (or other diverse group) ownership. This is a first step in setting up a diversity supplier mentoring program that helps organizations owned by visible minorities (and others) to understand what it takes to be an IBM supplier. Procurement decisions continue to be based on value and quality of products and services, but this mentoring will allow minority-owned businesses to compete for IBM contracts more effectively.

IBM has a clear business case for mentoring minority-owned suppliers—they account for about 8 per cent of its total spending. According to Dan Carrell, Senior Procurement Manager, reaching these suppliers represents both a marketing and a revenue opportunity. IBM Canada wants suppliers to think: "I want to do business with IBM because it is active in my community. And now that I need a new IT infrastructure, I will go to IBM because of its community involvement."

Name: IBM Canada
Number of employees: 21,509 employees in Canada
Visible minority representation: 21.5%

INVEST IN THE FUTURE

The following provide examples of how some organizations invest in the future workforce by establishing links with visible minorities today.

At IBM Canada, representatives go out into schools and communities to speak to youth about the company and the world of work. Its scholarships for high-school youth help some pursue a career in the high-tech sector. IBM also partners with organizations such as Inroads,[6] which trains and develops talented young people of colour for professional careers in business and industry—providing students with hands-on learning opportunities and access to the workplace. IBM sees its investment as expanding the pool of potential employees for both itself and the community.

SABMiller, South Africa sponsors the United Nations Model Debate Competition. The goal is to give high-school leavers an opportunity to acquire knowledge about social, economic and political events and, ultimately, to help develop and create future leaders.[7]

Other organizations invest time and resources in providing constructive criticism to candidates who have been unsuccessful in job competitions. Pelmorex, for example, auditions candidates with potential who may not yet have related work experience or be quite ready to go on the air. They take the time to provide detailed performance feedback and coaching because they believe it helps visible minority candidates succeed in their chosen careers, be it at Pelmorex or elsewhere in the broadcast industry.

INVEST IN COMMUNITIES

Organizations invest in visible minority communities to build potential and capacity. This investment can take many forms, including sponsoring events, providing grants for community programs, and encouraging and allowing employees to do volunteer time at schools or other institutions in their communities.

These investments are often driven by the desire to act as good corporate citizens. For public sector organizations, community involvement builds trust with citizens and clients. For private sector organizations, community involvement builds reputation and presence—which can easily be translated into a greater share of the consumer dollar. Being widely known as an employer with a commitment to diversity in both business and community initiatives has other benefits: it brands your organization as an employer of choice for the visible minority community and improves your chances of attracting high-calibre talent.

All of our case study organizations are highly active in their communities. American Express is a case in point. (See Profile: **American Express—Investing in Visible Minority Communities**.)

Investing in Visible Minority Communities

American Express' investment in communities is a key element in its workplace diversity strategy.

> "Not only is it appropriate for the company to give back to the communities in which it operates, it is also smart business. Healthy communities are important to the well-being of society and the overall economy. They also provide an environment that helps companies such as American Express grow, innovate and attract outstanding talent."[1]

American Express invests in communities by:

- Collaborating with national organizations, including the National Society of Hispanic MBAs, the National Society of Black MBAs, the National Urban League, A Better Chance, Sponsors for Educational Opportunities, the Consortium for Graduate Study in Management, and Inroads;

- Supporting hundreds of non-profit organizations each year by providing grants that support community service and cultural heritage; and

- Sending employee network participants to job fairs, cultural events, and outreach and volunteerism programs.

American Express also invests heavily in initiatives designed to foster economic independence and self-reliance. Initiatives include those that:

- Emphasize career exploration, the school-to-career transition and career readiness for youth;

- Provide education, training and workplace experience to help individuals facing employment barriers; and

- Promote entrepreneurship and small business development.

Name: American Express (U.S.)
Number of employees: 42,000 employees in the U.S.
Minority representation (includes Black, Hispanic, and Asian): 26.8%

1 More information about American Express and its investment in communities is available at <http://home3.americanexpress.com/CORP/PHILANTHROPY/FDNBRO.ASP>. [Accessed February 2, 2005].

INVEST IN EDUCATION

Under special circumstances, some organizations invest directly in the education system to enhance the skills and abilities of youth—the employees and citizens of the future.

SABMiller is one such organization. Based in South Africa, where the legacy of apartheid has left an impoverished education system, SABMiller has a corporate social responsibility policy that focuses heavily on developing an educated South African workforce. In line with this policy, SABMiller, South Africa:

- Provides part-time basic education and training for employees who wish to develop or increase their education levels;

- Offers a number of apprenticeship programs (SABMiller is also an accredited training organization) to provide black employees with the training they need to progress in the organization;

- Creates an entrepreneurial culture in disadvantaged communities, through its KickStart program, enabling unemployed and out-of-school youth to set up businesses and create jobs; and

- Partners with governments and non-governmental organizations to invest in community bursaries and the education system by providing, for example, funding to build and support schools.

INVEST IN IMMIGRANTS

Immigrants represent an expanding and underused pool of talent. Many arrive with impressive credentials and levels of education, yet too few find work that matches their documented abilities. A perennial challenge for immigrants is the no Canadian experience—no job cycle. You can access this source of skilled labour and determine the candidates' skills and knowledge through different forms of assessment. Your organization can also become actively involved in developing solutions to the immigrant under-employment challenge by:

- Collaborating with stakeholders (e.g., governments and non-for profit organizations) to address the issue of foreign credential recognition;
- Investing in programs to assist visible minority youth and newcomers to Canada to gain Canadian work experience; and
- Providing funding and other supports to community organizations that offer language and employment skills training to immigrants.[8]

As a hiring manager or human resources professional, you can also help individual immigrants who apply for a job in your organization. When visible minority candidates qualify for an interview but are not offered a position, be willing to provide constructive advice if they call for feedback, or go that extra step and take the initiative to call them yourself. Focus group participants in our study said that they deliberately participated in as many interviews and selection processes as possible to continuously improve interview skills and increase their chances of landing a job. Immigrant visible minorities would perhaps benefit the most from such feedback, as they must quickly get up to speed on the Canadian "way" to be successful here.

1 Lee Gardenschwartz and Anita Rowe, "Recruiting Diverse Talent," *Mosaics* 10, 4 [on-line]. (October 2004), [Accessed February 2, 2005]. <www.shrm.org/diversity/members/articles/oct04/1004Mosaics.pdf>.

2 Statistics Canada and Citizenship and Immigration Canada, *Longitudinal Survey of Immigrants to Canada*, 2001 [on-line]. (2001), [Accessed February 2, 2005]. <www.statcan.ca/Daily/English/030904/d030904a.htm>.

3 New Brunswick Department of Education, "What is PLAR?" [on-line]. [Accessed February 2, 2005]. <www.gnb.ca/0000/plar-era/e/about-PLAR.asp>.

4 The Canadian Association for Prior Learning Assessment [on-line]. [Accessed February 2, 2005]. <www.capla.ca>. World Education Services [Accessed February 5, 2005]. <www.wes.org>.

5 Canadian Labour and Business Centre, Citizenship and Immigration Canada and Human Resources Development Canada, *Assessing and Recognizing Foreign Credentials in Canada—Employers' Views* [on-line]. (January, 2001), [Accessed February 2, 2005]. <www.clbc.ca/Research_and_Reports/Archive/report01310101.asp>.

6 Inroads is a U.S.-based not-for-profit organization with an office in Toronto. Its mission is to develop and place talented minority youth in business and industry and prepare them for corporate and community leadership. For more information, please visit <www.inroads.org>.

7 SABMiller, *Corporate Accountability Report* 2003 [on-line]. [Accessed February 2, 2005]. <www.sabmiller.com/results/annual2003/index.asp>.

8 Judith L. MacBride-King and Prem Benimadhu, *Toward Maximizing the Talents of Visible Minorities: Potential, Performance and Organizational Practices* (Ottawa: The Conference Board of Canada, 2004), p. 11.

3

Building and Promoting Visible Minority Talent

In This Section

A one-size-fits-all development strategy is ineffective, given the heterogeneity of the workforce. Your organization's development strategy must be adaptive if you want to build and promote visible minority talent. This section:

• Provides insights on how to include visible minorities in your leadership pipeline;

• Describes leadership and career management programs that support visible minority advancement, including an overview of the developmental needs of new visible minority immigrants; and

• Presents suggestions for ensuring that your promotional practices are fair and transparent.

In a fast-moving world, developing and channeling employees' potential is critical to organizational success. Inclusive succession planning and leadership development practices can shatter the "glass ceiling" that blocks visible minority advancement, enabling your organization to develop a leadership cadre that represents the strength of diversity.

IDENTIFY VISIBLE MINORITY TALENT FOR THE LEADERSHIP PIPELINE

Organizations use various approaches for succession planning to fill leadership positions and build the pipeline. Traditional approaches to identify visible minorities for succession planning purposes can potentially overlook talent. Of the three approaches outlined below, management-driven succession planning is the most likely to exclude visible minorities.[1]

MANAGEMENT-DRIVEN SUCCESSION PLANNING

This approach assumes that incumbents are the best judges of the qualifications and skills needed to successfully fulfill the obligations of their position; it relies on them to identify the individual best qualified to be their successor. The danger in management-driven succession planning is that it often overlooks visible minority candidates because it heightens the "cloning effect"—where the incumbent unconsciously looks for someone who mirrors his or her own experience, personality, education or ethnocultural background. None of our case study organizations used this approach; all used some combination or variation of succession planning pools or an open succession planning approach.

SUCCESSION PLANNING POOLS

This approach requires a committee or group of senior managers (often supported by human resources professionals) to identify high-potential candidates for senior management positions. The group goes through a list of employees and determines, on the basis of set criteria, who gets placed on the high-potential list. Those who make the list generally receive special attention and opportunities to support their progress toward executive roles. Although this approach appears somewhat fairer than the previous one, the committee itself needs to be both diverse and open to diversity. This approach runs the risk of overlooking visible minorities with a low profile in the organization.

At IBM, line managers are responsible for identifying the pool of high-potential employees for senior and executive roles. The list of identified talent is reviewed at the various executive levels as it moves up the line to the chief executive officer (CEO). Once a year, IBM's CEO reviews the list and each individual's specific development action items. The CEO also checks the composition of the high-potential list with a diversity lens. If few or no visible minorities are included, the list travels down the chain of command for adjustment, then back up again to make sure it is diverse. High-potential individuals are discussed throughout the year at executive team meetings. At monthly reviews, available employees from high-potential lists, with the right background and experience, are matched to vacancies—always with diversity in mind.

RBC Financial Group has established measurable goals for visible minority representation at the executive level. These are built into both business unit and overall organizational goals and are reported to the CEO. Visible minority representation in the leadership pipeline is tracked using a series of informal checks and balances.

OPEN SUCCESSION PLANNING

This approach works from the top down *and* the bottom up. Senior management, as a group, outlines the requirements for key management roles. This information is shared with employees, either on-line or through succession planning and career development sessions. The process is transparent, but it does require consistent and uniform job analysis, definition of competencies, and clear performance evaluation processes to ensure that high-potential selection does not exclude visible minorities through subtle biases. The advantage is that visible minority employees wanting to participate in management-related programs can self-select.

Statistics Canada uses this approach. Employees, working with their mentors or supervisors, plan and select options for career development and learning. They use a series of Career Path documents available electronically on the agency's internal communications network. These documents provide employees with information on the promotional streams in

> **To Tell or Not to Tell . . .**
>
> Should individuals be told that they are on a high-potential list for executive grooming? Opinions are divided.
>
> If you do not tell visible minority employees that they are "on the list," it allows you, as an employer, to keep your options open. Business environments change quickly, and you may need another skill set or leadership style in the new operating environment. Not revealing who is "on the list" allows all talented employees to aspire and work toward leadership positions. It also minimizes the risk that your star performers will "slack off", knowing that promotion is imminent.
>
> On the other hand, when top-performing visible minorities are told that they are "on the list", they are motivated to excel and less likely to look at, or accept, other offers. High performers and potential leaders are in high demand, and anything you can do to keep this talent might be worth it.

Tool: Is Your Organization's Succession Planning Process Transparent?

Do You Have . . .

Notes:

- A leadership competency model to guide the identification and development of talent as well as the appropriate performance management and rewards systems? ☐ Yes ☐ No

- Clear definitions of what it means to be high-potential—for general management and technical career tracks, as well as for different business segments and functions? ☐ Yes ☐ No

- Measurable criteria for each of the occupational streams and functions? ☐ Yes ☐ No

- Talent profile templates to provide a common framework for discussing and determining opportunities for high-potential employees? ☐ Yes ☐ No

- Objective measures and assessments to provide additional insights on employees' long-term potential, and on their key development priorities? ☐ Yes ☐ No

- A process for dialoguing with managers to identify and refine who is considered high-potential? ☐ Yes ☐ No

Adapted from Aon Consulting, "Identifying and Developing High Potential Talent," Forum [on-line]. (February, 2004). [Accessed February 2, 2005]. <www.aon.com/about/publications/pdf/issues/feb04_ts.pdf>.

the different occupational groups within Statistics Canada. They also provide information on the skills, competencies, selection criteria, learning and experience necessary to progress within those broad groupings. These resources clarify career directions for visible minorities and other employees, support them in their career decisions and help them prepare for advancement.

Similarly, Health Canada has developed an in-house career planning program—Career Challenge, I'm in Charge. The program involves role playing, interview simulations, mock presentations and a large section devoted to developing individualized learning and career plans. The visible minority participants we interviewed found the program helpful in improving their skills and competencies, as well as in preparing them for promotions.

PROVIDE OPPORTUNITIES FOR DEVELOPMENT

LEADERSHIP DEVELOPMENT PROGRAMS

Leadership development programs are designed to provide learning and advancement opportunities for a select number of highly qualified individuals who demonstrate executive potential. Case study organizations strategically use such programs to advance visible minorities.[2]

For example, the Canada Revenue Agency (CRA) has placed a focus on visible minority representation in its leadership programs. In 1999, it set a goal of 20 per cent visible minority participation in management development programs. In 2004, it exceeded that target by reaching 28.5 per cent participation.

The CRA has created two of its own leadership development programs—one for middle managers and one for senior-level managers—in addition to making use of federal government management training opportunities.

In the past, visible minorities (and others) who applied to the CRA's development programs required a sponsor. This created barriers for some visible minority employees, who often did not have the same extensive networks or contacts as non-visible minority employees. The CRA changed the process to ensure that recruitment and selection were based on merit rather than sponsorship. Visible minorities can now apply directly.

Reserve Spots for Visible Minorities—or Not?

Reserving spots for visible minorities in leadership programs is a strategy sometimes used by case study organizations as a temporary measure in their journey toward equity. The goal is to boost participation in key developmental opportunities where visible minorities are currently under-represented.

Reserving seats for visible minorities is a contentious issue. Young visible minorities in our focus groups felt that singling out visible minorities for enriched opportunities could smack of tokenism, feeding into a general perception among

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Profile: IBM Canada

Experience with Leadership Education for Asian Pacifics, Inc. (LEAP)

IBM Canada regularly sends Canadian employees of Asian descent, from all levels of management, to the Leadership Education for Asian Pacifics (LEAP). LEAP is a non-profit organization based in the United States with a broad mandate to build leadership capacity among North Americans of Asian Pacific background at the organizational and community levels. LEAP's leadership development program is a five-day residency, where participants explore the responsibilities and challenges of the workplace and develop their own paths to leadership positions.

In this unique program, Asian Pacific North Americans explore how Asian Pacific values and perspectives can either help or hinder their careers. The program teaches participants with leadership potential how to step outside their comfort zone and consider new perspectives and approaches that might be culturally challenging.

The program sessions include topics such as Group Dynamics and Process, Asian Pacific North American Cultural Values, Asian Pacific North American Leadership, Networking and Presentation Skills, Asian Pacific North American Career Mobility Issues and Managing the Asian Pacific American Career.

Unlike traditional leadership training, this program offers an integrated approach—exploring both the dynamics of the workplace and the experience of being a leader of Asian Pacific North American descent. The program allows participants to do two things: build awareness of their own perceptions of the world, and build awareness of the world's perception of them.

IBM's participants have referred to the experience as life-changing—giving them new perspectives and the skills they need to advance.

More information on LEAP is available at <www.leap.org>.

Name: IBM Canada
Number of employees: 21,509 employees in Canada
Visible minority representation: 21.5%

co-workers that visible minorities end up in positions because of the colour of their skin, not their competencies. Others believed that this practice was necessary to level the playing field for visible minority employees.

USE STRETCH ASSIGNMENTS

Special, acting and stretch assignments include temporary placements that offer new challenges to an employee, or placements in a completely different business line of the organization. Targeted career development programs usually include these kinds of assignments, but they can also be used outside of a comprehensive program to develop visible minority talent.

At Statistics Canada, where visible minorities participate in learning and developmental courses at a rate equal to or higher than that of employees overall, employees who have been in the same position and at the same group level for four years or more are entitled to an assignment opportunity. This stretch assignment allows them to work in different business lines and helps them gain valuable experience.

MENTORING

Mentoring is one of the most valuable developmental tools for visible minorities.[3] The visible minorities in our focus groups said that mentors had been essential to their professional growth. David Thomas, a U.S.-based researcher on minority advancement and career progression in U.S. corporations, found that the "people of color who advance the furthest all share one characteristic—a strong network of mentors and corporate sponsors who nurture their professional development."[4]

Mentoring takes place either informally or formally. While informal mentoring relationships can be beneficial, informal programs may inadvertently exclude visible minorities, especially those with limited networks.[5]

Why is mentoring such a valuable tool? It breaks down boundaries and deals with both the hard and soft elements of career and employee development—elements that are critical to visible minority advancement.

Profile: **SABMiller (South Africa)**

Ahead of the Curve

SABMiller's expansion into the global sphere led to a large number of senior vacancies in South Africa, as many of its leading executives moved to other areas to handle new acquisitions. This growth, and the resulting senior management gaps, gave the company a strong business case for pushing its people development strategy to the maximum, using the challenge as an opportunity to promote existing non-white talent.

SABMiller, South Africa has invested heavily in education both inside and outside the organization (see Section 2: Hiring Visible Minorities). It boasts seven days of formal training for all employees. Black employees have access to more training days. In addition to its large training institute based in Johannesburg, SABMiller, South Africa also provides management training and apprenticeships (as an accredited apprenticeship provider).

The company's Equity III program, launched in 1998, strengthened its focus on career and succession planning and made advancement processes more transparent. The Competency Acquisition Process component of Equity III is used to develop high-potential black employees. The process involves identifying candidates and openings at regional levels and providing proactive career counselling to individual employees. It also uses workplace assessments and target position profiles to identify and develop learning plans for high-calibre candidates.

In keeping with the organization's strong learning culture, efforts are made at all levels to support development from within. By looking at all employees and not just top performers, SABMiller, South Africa is developing the entire workforce and creating long-term capacity. It tracks succession management, high-potential groups, turnover rates and diversity representation, to create a people balance sheet that undergoes as much scrutiny as its financial reports.

The company's efforts have paid off. SABMiller, South Africa is recognized as an "employer of choice" and a "developer of managers" in South Africa. Its current goal is for half of its executives to be non-whites by 2010. Meeting this goal will involve bringing in new people and accelerating training to build the needed capacity—a challenge SABMiller is prepared to meet head on.

Name: SABMiller (South Africa)
Number of employees: 9,019 employees in South Africa
Representation of Blacks (includes Africans, Coloureds and Indians): 66%

By having a mentor, mentees gain:[6]
- Opportunities to obtain sound advice, guidance and encouragement on career decisions;
- A deeper understanding of the organization;
- A broader network of individuals to consult when needed;
- Exposure to new and different thinking styles, strategies, knowledge and perspectives;
- Support in pursuing career goals; and
- A satisfying partnership that can lead to higher performance and productivity.

Many formal mentoring programs are exclusive to high-potential employees and senior managers.[7] But given the valuable support mentoring provides to visible minority employees, mentoring programs that are open to all employees should be considered as an important piece of your organization's talent management strategy.

An effective mentoring program is simple, yet rigorous. It is supported by a strong mentor pool,[8] endorsed by senior leaders, clearly communicated and accessible to all employees.

Mentoring for Leadership

Health Canada considers mentoring to be a powerful strategy to support and prepare visible minority employees, and others, for leadership positions. Mentoring enables employees to enhance their competencies and make good career decisions. The mentoring program at Health Canada is administered by the Learning and Development Division.

Experienced managers and employees, who would like to participate as mentors, complete a registration form and are then interviewed by the program co-ordinator to discuss their interests, strengths and availability. Employees who want a mentor also need to complete a registration form and meet with the co-ordinator to clarify their expectations and interests.

Using this information, the mentoring co-ordinator makes a match. Upon receiving the mentor's contact information, the mentee contacts the mentor directly, and the mentoring relationship is on its way.

To support its formal mentoring program, and help both mentors and mentees get the most out of the mentoring relationship, Health Canada has produced a guide. It outlines the responsibilities of mentors and mentees as follows:[1]

A **mentor's** role is to:
- Listen to the mentee
- Provide advice and guidance
- Give objective feedback
- Be a role model
- Provide organizational intelligence

A **mentee** must:
- Identify and clearly outline expectations
- Share a self-assessment of developmental needs and personal goals
- Be prepared for meetings with mentor
- Be open to advice and suggestions
- Turn learnings from the process into action
- Manage the mentoring relationship

1 Adapted from Health Canada, Development Program Unit, Human Resources Services Directorate, Corporate Services Branch, *Mentoring Program* (brochure) (Ottawa: Health Canada, 2001)

Name: Health Canada
Number of employees: 8,430 employees in Canada
Visible minority representation: 12%

You can establish your mentoring program as an on-line resource with a database of mentors. An on-line system usually asks the mentee to provide information about who they are and where they want to go. Its search function then generates a list of potential mentors for the mentee to choose from. Another option is to designate a co-ordinator to broker mentoring relationships. A mentoring co-ordinator matches mentors and mentees. This individual is also responsible for:[9]

- Promoting the mentoring program;
- Fielding questions, comments and concerns;
- Developing and distributing materials advertising the program and the benefits of mentoring;
- Providing tools to help the mentor and mentee define the objectives of the relationship;
- Following the relationship between mentors and mentees; and
- Obtaining feedback about the relationships and about the program.

Does Race, Gender or Ethnicity Matter in Mentoring?
According to the majority of our focus group participants, race, gender and ethnicity did not matter. A good mentor was defined by their qualities—someone who could open career doors, give advice, provide direction, listen, encourage and share. A good mentor was seen as someone committed to the relationship and genuinely interested in helping the mentee.

Case study organizations listen closely to the needs of diverse employees in developing their mentoring programs:

- **SABMiller, South Africa** has found that mentoring relationships between black and white employees can increase the depth of understanding between employees in the organization.
- **American Express** has a diversity mentoring program to increase the exposure of diverse high-potential employees to senior-level executives. (See Profile: **American Express, Diversity Mentoring**.)
- **IBM** offers its mentees the choice of matching with a mentor from a similar or a different ethnocultural background.
- **RBC Financial Group's** mentoring program for top talent sets two criteria, and ethnocultural background is not one of them. There must, however, be no reporting lines between mentor and mentee, and the mentor must be able to provide the mentee with pertinent advice or help.

Profile: **American Express**

Diversity Mentoring

Early in 2004, American Express began piloting a diversity mentoring program designed to give high-performing, diverse employees broader access to senior leaders. During the eight-month pilot project, high-performing individuals, including minorities and women, were paired with senior-level executives in a mentoring relationship. Through these relationships, mentees worked to develop alternative viewpoints. They also received information, guidance and coaching to help develop their leadership skills, organizational savvy, career-planning skills and on-the-job problem solving ability.

In addition to this mentoring relationship, mentees were asked to participate in a leadership feedback process—a personal development tool designed to provide participants with targeted feedback using direct reports from leaders, colleagues and internal customers highlighting their challenges and strengths. This process was designed to help them identify the leadership behaviours they needed to improve to become more effective.

Program participants' feedback indicated that this mentoring was a critical element of their job satisfaction and success at American Express.

Name: American Express (U.S.)
Number of employees: 42,000 employees in the U.S.
Minority representation (includes Black, Hispanic, and Asian): 26.8%

Immigrant Visible Minorities: Catering to Specific Needs

Recent immigrants have specific developmental needs. According to our focus group participants, organizations wanting to tap the talents of this group should create career development programs that relate to developing soft skills, such as communication and listening skills, and doing things the Canadian "way".

Health Canada offers an Employment Equity Language Training Program to visible minorities. Visible minority managers and employees who need to develop or improve language and communication skills have access to learning opportunities (English and French as both first and second languages) to promote their access to executive-level jobs.

Learning the Canadian "way" is less straightforward. It involves building a greater understanding of Canadian work culture and processes. Organizations can use mentoring or a buddy system to support immigrants in learning how to navigate organizational processes, how to interact with colleagues and managers, and how to be successful in Canadian organizations and society. Focus group participants saw diversity training for all employees, including visible minorities and immigrants, as an important factor in reducing their feelings of isolation and increasing their success at work.

Exhibit 1: Career Management Framework

EMPLOYEE

Is committed to the organization's mission, values, and personal development.

Completes self-assessment of interests and competencies.

Considers career objectives and available developmental options.

Commits to realistic career goals and plans.

Learns and performs.

MANAGEMENT

Is committed to the organization's mission, values and career management.

Discusses performance and provides information about opportunities and job competencies.

Helps employee formulate options.

Commits organizational support.

Facilitates developmental opportunities.

Mission Statement

Shared Commitment

Career Ideas

Needs of the Organization

Dialogue

Career Objective Options

Shared Vision

Goal Setting/ Action Planning

Follow Through Evaluation & Update

Source: The Public Service Commission of Canada, "Moving Upward Moving Onward. A Guide To Jumpstart! Your Career," [on-line]. (Public Service Commission of Canada: Ottawa: March 2001). [Accessed February 2, 2005]. <www.psc-cfp.gc.ca/ee/jumpstart/index_e.htm>.

CAREER MANAGEMENT

Employees bring a set of expectations—they want to learn and grow from the experiences and opportunities offered in the workplace. In fact, learning, development and advancement opportunities consistently rank highest among the factors that influence employee attraction and retention.[10]

Employee development and career management work best as a partnership between the organization and visible minority employees. (Exhibit 1 provides an overview of employee and management roles in career management.)

Career management involves an examination of employees' present roles and responsibilities, and a plan for building their capacity to assume greater responsibility in the future. It is a continuous process that recognizes employees' expanding strengths, skill sets and developmental needs. It creates a path for achieving long-term employee career goals and maximizes employee contributions to the organization's objectives.

As a manager, your role is to listen to visible minority employees, align their goals with those of the organization, and then translate these goals into concrete opportunities. You have a responsibility to plan and offer a variety of learning experiences that will support visible minorities in developing their potential. All learning plans should contain a mix of formal and informal opportunities that support the career plans and goals of the employee and the needs and goals of your organization (see Exhibit 2).

Visible minority employees also have an important responsibility for their own development and career planning. They need to take the initiative to find out about and tap into development opportunities that support their advancement and performance.

Focus group participants spoke about the importance of taking charge of their careers. They identified specific strategies that strengthened their professional development and career advancement, including:

- Taking risks to make their skills and capabilities visible, such as taking more challenging assignments or acting positions, as well as volunteering for special projects and tasks to brand themselves as eager and willing to contribute and to advance.

Exhibit 2: A Full Complement of Learning Opportunities

FORMAL LEARNING OPPORTUNITIES

INFORMAL LEARNING OPPORTUNITIES

- Leadership development programs—in-house or external programs (e.g., Executive MBA)
- Courses (classroom-based or on-line)
- Job rotation or cross-training
- Conferences and workshops
- Stretch, acting and special assignments
- On-the-job training programs
- Tuition reimbursement
- Coaching
- Mentoring
- Networking—affinity networks for employee learning and information sharing
- Communities of practice
- Corporate events (e.g., lunch-and-learn sessions, armchair sessions, coffee with the president, town hall sessions)

Source: The Conference Board of Canada.

- Becoming intimately acquainted with the organizational resources that could help further their growth and advancement. This could include seizing every opportunity to grow and develop professionally by applying to career development programs, taking internal and external courses, participating in networks or finding a mentor or coach.

- Evaluating the work environment and specific situations to know when to "go with the flow" and when to stand by principles (or knowing when to "pick their battles"). This helps ensure that they are perceived as corporate players.

- Working hard because, as one focus group participant said, "When you work hard, you stand out."—you deliver results and allow others to see your competencies.

PROMOTE VISIBLE MINORITY TALENT

Promoting talent from within is a natural and effective way for your organization to capitalize on its investment in employees. Building an internal recruitment strategy can:
- Help you identify qualified minority candidates;
- Send the message that there are ample opportunities within your organization for employees to develop and grow;
- Help ensure a human resources focus on advancement and development opportunities for existing visible minority employees;
- Improve the motivation, morale and retention of valuable visible minority staff;

- Develop a multi-skilled, cross-functional workforce; and
- Avoid claims of discrimination.

Promoting someone from within represents a lower risk than hiring someone you do not know at all. Internal candidates already understand the organization; the learning curve on the new job will not be as steep. In addition, internal recruitment is usually less costly than external recruitment.

Case study organizations recruit visible minorities from their existing staff base by posting job openings on their intranet, placing bulletins on boards throughout the facility, sending notices by e-mail to staff and accessing the organization's visible minority networks or affinity groups. Some organizations send job postings to visible minorities in advance of the general announcement, giving visible minority candidates a slight advantage in preparing their applications. When there is an obvious gap in the representation rates of visible minorities in certain regions or offices, both the CRA and Health Canada create postings that are open only to visible minority candidates.

THE IMPORTANCE OF CORE COMPETENCIES

Organizations need a standard of comparison—core competencies—for assessing leadership candidates. It is important that you align these competencies with your succession plans, employees' career development and learning plans, as well as with career development strategies. This makes your organization's promotion process transparent, giving

Profile: **Statistics Canada**

Emphasizing Equal Opportunities for All

At Statistics Canada, career progression is based on a competition-based process designed to ensure that the most qualified person is selected. To increase promotional opportunities, Statistics Canada has moved toward the use of generic competitions, where positions are staffed through one or more large competitive processes for a classified group and level. Managers do not hire and promote individuals for their own business units—they wear a corporate hat and participate in corporate hiring committees.

Generic competitions are used for a range of levels including recruitment and senior management. A Senior Steering Committee on Staffing oversees the process, guiding the development of generic criteria and ensuring consistency between competitions.

What are the benefits of this approach? According to Statistics Canada, generic competitions ensure consistency in assessment and an equal opportunity for all employees to succeed. They also make career planning easier (linking competency assessments to identified career streams) and provide significantly more opportunities to compete as employees no longer a need to wait for an opening in their area.[1]

Those interviewed at the agency see generic competitions as a success story, encouraging greater movement and upward mobility for all employees. Interviews with visible minority employees yielded a consistent message—these competitions "level the playing field" and are "fair." One employee described generic competitions as the best tool to promote someone because it looks at skills and competencies, not who you know.

Name: Statistics Canada
Number of employees: 5,400 employees in Canada
Visible minority representation: 10.8%

1 More information about Statistics Canada's human resources strategy is available from their website: <www.statcan.ca/english/employment/hrstrat.htm>.

visible minority and other employees clear information about what they need to do to get into leadership positions (see Exhibit 3).

Promotion decisions need to be based on applicants' established competencies, keeping both merit and diversity in mind. Case study organizations have made great strides toward building promotion decisions and processes that are open and transparent, especially for low- and mid-level positions. American Express' e-staffing solution, GlobalTr@ck, for example, gives employees an opportunity to apply for internal openings anywhere in the world.

At Ernst & Young, the promotion process for employees below the levels of partner and principal involves a counsellor who develops a performance scorecard for each employee up for promotion. The scorecard includes various

Exhibit 3: The Role of Core Competencies

Career Development and Learning Plans

Succession Planning

Core Competencies

Development Opportunities

Leadership

Source: The Conference Board of Canada.

Tool: Is Your Promotion Process on Track?

A Manager's Checklist

Notes:

- I review staffing processes for barriers to the full participation of visible minorities. ☐ Yes ☐ No _____

- I actively seek out opportunities to use diversity programs and tools to recruit and appoint visible minority candidates. ☐ Yes ☐ No _____

- I encourage all members of my staff to self-identify by clearly communicating its importance and purpose. ☐ Yes ☐ No _____

- I ensure that the pool of candidates for staffing and promotions includes visible minorities. ☐ Yes ☐ No _____

- I ensure that job descriptions and competency profiles do not inadvertently screen out visible minorities. ☐ Yes ☐ No _____

- I choose or develop assessment tools that are free of biases (tests, interviews, simulations, etc.). ☐ Yes ☐ No _____

- I obtain feedback from visible minority networks and employees on screening tools and processes. ☐ Yes ☐ No _____

- I include visible minorities on interview selection boards. ☐ Yes ☐ No _____

- I coach unsuccessful candidates on how they might be successful next time. ☐ Yes ☐ No _____

- I review promotion data and check for any clustering. ☐ Yes ☐ No _____

- At the end of the process, I do a barrier check. ☐ Yes ☐ No _____

Adapted from Treasury Board of Canada's *Managing Diversity: Corporate Culture Change Self-Assessment*. Accessible to federal public service employees only at <www.hrma-agrh.gc.ca/ec-fpac/index_e.asp>.

line items such as the number of chargeable hours, success on individual assignments throughout the year, people development activities, revenue and learning activities.

Partners and principals, on the other hand, must develop and present a business case for their promotions. Candidates are then interviewed by leadership from all areas of the organization. Individual rankings and promotions are based on business needs at that time.

COACH FOR PROMOTION

Successful employers provide visible minorities with directed opportunities to learn how to market themselves within the organization, put together strong applications, handle interviews and take tests. These opportunities provide support to employees when applying for promotions.

Statistics Canada provides information sessions and published materials on generic competitions outlining the processes and the detailed requirements for the positions. It makes every effort to reach all potential candidates by widely advertising the information sessions and the resources. Visible minority employees who we interviewed found these sessions and materials to be very helpful, but emphasized that ultimately, it is up to each employee to take advantage of the resources available.

Once a position has been filled, what happens to the unsuccessful candidates? Our case study organizations often turn what could be a disappointing experience into an opportunity for growth by taking the time to debrief and coach those candidates on how they might be successful next time. (See Section 2: Hiring Visible Minorities, for more information on successful recruitment and hiring practices.)

1 Government of Australia, Equal Opportunity for Women in the Workplace Agency, *Three Models of Succession Planning* [on-line]. [Accessed February 2, 2005]. <www.eowa.gov.au/Developing_a_Workplace_Program/ Six_Steps_to_a_Workplace_Program/Step_4/ Women_in_Management_Tools/Develop_And_Implement_Succession_Plans/ Three_Models_Of_Succession_Planning.asp>.

2 The federal government has several leadership programs, including the Accelerated Executive Development Program, the Career Assignment Program, and the Management Trainee Program. More information is available at <www.hrma-agrh.gc.ca/aexdp/axhom_e.asp>, <www.hrma-agrh.gc.ca/cap/00/00_e.asp> and <http://jobs.gc.ca/mtg-psg/index_e.htm>.

3 Throughout this document, the term *mentor* is used to refer to the individual who is sharing his or her knowledge and experience with a mentee. A *mentee* is used to refer to the individual who is the recipient of this knowledge.

4 David A. Thomas, "The Truth About Mentoring Minorities: Race Matters," *Harvard Business Review* 79, 4 (April, 2001), p. 98.

5 A.M. Shelley and P.E. Wolff, "Mentoring—New Twists on a Familiar Topic," *Leadership and Management in Engineering* 2, 4 (October, 2002), pp. 40–42.

6 Adapted from Health Canada, Development Program Unit, Human Resources Services Directorate, Corporate Services Branch, Mentoring Program (brochure) (Ottawa: Health Canada, 2001) and Janice Cooney, *Mentoring: Finding a Perfect Match for People Development* (Ottawa: The Conference Board of Canada, June 2003).

7 Cooney, *Mentoring: Finding a Perfect Match for People Development*.

8 Ibid.

9 Reginald V. Duncan, "Four Keys to a Professional Mentoring Program," *Nonprofit World* 22, 5 (September/October 2004), p. 17.

10 Allison P. Cowan, Carolyn R. Farquhar and Judith L. MacBride-King, *Building Tomorrow's Public Service Today: Challenges and Solutions in Recruitment and Retention* (Ottawa: The Conference Board of Canada, July 2002); Towers Perrin, *Working Today: Understanding What Drives Employee Engagement*, The 2003 Towers Perrin Talent Report [on-line]. [Accessed February 5, 2005]. <www.towersperrin.com/hrservices/webcache/towers/United_States/ publications/Reports/Talent_Report_2003/Talent_2003.pdf>.

4

Creating a Culture of Inclusion

In This Section

A culture of inclusion increases your organization's ability to nurture and benefit from diverse talents. This section:

- Examines policies and practices conducive to creating and sustaining an inclusive workplace culture;

- Describes cultural audit processes;

- Outlines the roles of senior leaders, human resources and diversity departments, line managers, labour organizations and employees; and

- Explores the importance of diversity training and visible minority networks and councils.

Voices of Committed Leaders

"We don't do diversity because we are a nice company or it's a good thing to do—we do it because it makes good business sense—it's in our corporate DNA."

—Rajesh Subramaniam, CEO, Federal Express Canada

MANAGING DIVERSITY, CREATING A CULTURE OF INCLUSION

Organizational culture includes the written and unwritten rules that both shape and reflect how an organization operates. It is the way in which decisions are made, conflicts are resolved and goals are achieved. Organizational culture is, in short, "the way things are done around here."

Creating an inclusive workplace culture is, perhaps, the most challenging, time-consuming and important step in maximizing the talents of visible minorities. It demands fundamental changes in people's mindsets and in organizational structures. Managers and leaders must inject the notion of diversity into the very heart of the organization. (See Exhibit 1 for inputs that shape corporate culture.)

To nurture a corporate culture that facilitates inclusion, you need to understand your organization's current culture, analyze its consistency with your mission and values, and then take action to make change.

Culture

Exhibit 1: Inputs Shaping Corporate Culture

Source: The Conference Board of Canada.

Tool:

Gallup's Inclusiveness 10

1. Do you always trust your company to be fair to all employees?

2. At work, are all employees always treated with respect?

3. Does your supervisor keep all employees well informed?

4. Do you feel free to express your views at work?

5. Does your company treasure diverse opinions and ideas?

6. At work, are you encouraged to use your unique talents?

7. Do you always feel valued in your company?

8. Is your supervisor open to new ideas and suggestions?

9. Does your supervisor always make the best use of employees' skills?

10. Does your company delight in making the best use of employees' backgrounds and talents?

CULTURE CHECK: WHAT IS YOUR CULTURAL DNA?

Conducting a cultural audit will help you understand the values and norms in your organization's culture, and how diversity fits in. An audit will identify where the problems are and what the appropriate solutions might be. What are your organization's strengths? What are the barriers? The results of the audit may suggest possible starting points for a specific diversity initiative or an overall strategy for developing a culture of inclusion.

You can use several methods to conduct the audit. A good starting point is to look at organizational metrics related to the rates of visible minority:
- turnover,
- representation,
- promotions, and
- complaints.

Exit interviews can be used to identify problem areas and potential solutions. Be sure to include questions about the inclusiveness of the organization and whether departures are related to any barriers or biases.

Other common methods used to collect information about the inclusiveness of your corporate culture include employee surveys, focus groups, and interviews with current employees and employee network members.

Voices of Visible Minorities)))))

What Does an Inclusive Work Environment Look Like?

An inclusive work environment is one where:
- You feel welcome in the workplace.
- People are making an effort to learn about other cultures.
- You are included and made to feel welcome in social events.
- You are not treated as though you're different, but your differences are acknowledged.

Tool: What Are the Markers of Inclusive Workplaces?

On a scale from one to 10, where 1 is "not at all", and 10 is "very much so", how inclusive is your organization's workplace culture?

	Not at all						Very Much So			
Employees are accepted and welcome regardless of their lifestyles.	1	2	3	4	5	6	7	8	9	10
The executive team represents all segments of the population.	1	2	3	4	5	6	7	8	9	10
Air time at meetings is not dominated by any one group.	1	2	3	4	5	6	7	8	9	10
Ethnic, racial and sexual slurs or jokes are not welcome.	1	2	3	4	5	6	7	8	9	10
Ethnocultural cliques do not exist.	1	2	3	4	5	6	7	8	9	10
Variety in dress and grooming is the norm.	1	2	3	4	5	6	7	8	9	10
Relationships between people of diverse backgrounds are warm and collegial.	1	2	3	4	5	6	7	8	9	10
There is sensitivity to, and awareness of, different religious and ethnic holidays and customs.	1	2	3	4	5	6	7	8	9	10
Foods and refreshments at functions sponsored by our organization take into account religious and personal preferences.	1	2	3	4	5	6	7	8	9	10
There is flexibility in accommodating personal responsibilities outside the job.	1	2	3	4	5	6	7	8	9	10

Total Score:

If your score is 75 or more, your workplace is, generally speaking, inclusive.

Source: Adapted from Lee Gardenswartz and Anita Rowe, Managing Diversity. *A Complete Desk Reference & Planning Guide* (New York: McGraw-Hill, 1998), p. 251.

USE EMPLOYEE SURVEYS

Employee surveys are an effective way to gauge organizational culture. Surveys can be short, focusing on a particular topic such as employee satisfaction, engagement or inclusiveness. The inclusiveness survey developed by Gallup (see Tool: Gallup's Inclusiveness 10) is an example of a short survey that is easy to respond to and simple to tally.

You can also embed questions on diversity in more generalized workforce surveys. Ernst & Young, for example, has woven diversity-related questions into its 40-question People Survey, which has been conducted biennially since the early 1990s. It also uses an annual engagement survey, assessing employee commitment to the organization, to provide an enhanced understanding of diversity-related progress.

Profile: **The U.S. Department of Veterans' Affairs**

Involving Unions in Employee Surveys

In a unionized environment, labour's support can help boost survey response rates. The U.S. Department of Veterans' Affairs' (DVA) unions have been strong supporters of employee surveys and have used the data to support and help their members. DVA uses the Secretary of Veterans' Affairs National Partnership Council (NPC) to promote employee participation in surveys. NPC is composed of representatives from DVA's five national unions, and management representatives from its three Administrations (major operating units). The NPC discusses draft surveys and develops letters of support sent to employees with the survey.

Union representatives were active members of the team that developed DVA's 2001 All Employee Survey. They helped create the strategy for administering the survey and were part of the action team that made recommendations about using the results. Union presidents signed a letter supporting the survey, which was distributed to union members and posted on the survey website. In addition, NPC was periodically briefed about the survey and its status, with local human resources offices responsible for contacting the local unions and discussing local issues.

Survey results were shared with DVA's unions, and local action teams, involving employee volunteers, union members and union leaders, worked on issues such as supervisor support, conflict resolution, promotion opportunities, rewards, recognition, and improving communications. The teams also examined the survey results, presented them to employees and management, developed action plans, and worked on interventions.

Name: Department of Veterans' Affairs (U.S.)
Number of employees: 235,046 employees in the U.S. and U.S. territories
Minority representation (includes Black, Hispanic, and Asian): 38.1%

More information about DVA's use of employee surveys is available at <www1.va.gov/lmr/docs/NPCMinutesCleveland2004.doc>.

Zero-Tolerance Policies on Racism, Harassment and Violence

"Don't put up with behaviours that are not consistent with the beliefs of the organization."
—Ed Kilroy, Former CEO, IBM Canada,
currently CEO, Symcor Inc.

The most basic step in creating a culture of inclusion is to provide a safe and healthy workplace for all employees. Zero-tolerance policies, including protocols for dealing with incidents swiftly and appropriately, allow your organization to clearly define its position on racism, discrimination, harassment and violence in the workplace. Zero-tolerance policies also proactively address your potential legal liability, should any cases of racism, harassment or violence occur.

American Express uses an annual employee survey to measure employee satisfaction in 14 key areas and includes questions directly linked to diversity. Since 1993, American Express has tracked overall employee satisfaction on a number of diversity-related categories and has seen steady improvement in these areas. Today the employee survey allows the company to gain a better understanding of how individual differences and work styles influence its global work environment.

How often you choose to conduct the survey depends on how quickly your organization can respond to the issues raised. If you survey your workforce frequently, you create a higher expectation for change. But, regardless of how often you survey your workforce, you must be prepared to act on both the positive and negative results. Your actions communicate just how much you value employee input in setting the direction of your organization's policies, practices and culture.

When analyzing the information you have gathered:

- Look at results across a number of variables such as geographical location, business line and employee level;
- Isolate problem areas;
- Go for any quick wins in the short term; and
- Tie responses into the organization's long-term human resources strategy.

USE FOCUS GROUPS AND INTERVIEWS

Focus groups and one-on-one interviews are important approaches that can be used to probe even further into the way people perceive and experience the culture of an organization. Your employees can provide you with a unique perspective on what actually happens in the workplace. While your organization may show exemplary commitment to diversity on paper, your employees' experiences, observations and achievements will tell you if that commitment has permeated all facets of your operation.

As with the surveys, it is not enough just to gather the information—you must be prepared to take action on the observations and feedback.

DRIVING DIVERSITY: Senior Leaders Create Inclusive Workplace Cultures

Senior leaders (chief executive officers (CEOs), deputy ministers, assistant deputy ministers, vice-presidents and executives) hold the reins in the drive to cultivate inclusive workplace cultures. Their sustained support for diversity is the linchpin in the move toward full equity for visible minorities.

Our research shows that to advance a culture of inclusion, senior leaders often take the following steps:

- **Ensure adequate resources.** Leaders show commitment and send a message to the rest of the organization that diversity is a business imperative by providing adequate human and financial resources to support diversity efforts. A case in point—Health Canada, even though it is no longer under a Human Rights Tribunal order, allocates $4 million a year toward diversity initiatives.[1] This sustained commitment is a strategic decision to keep building an inclusive organization.

Where Are You on the TWI Equity Continuum?

Several of our case study organizations use the Equity Continuum, a tool developed by TWI Inc. that allows organizations to measure their progress in creating a fair and equitable workplace. This tool enables organizations to assess and benchmark their efforts against those of other organizations. The different points along the continuum are:

0 Think they're fives. These employers refuse to acknowledge that inequity exists in their organizations.

1 Compliance. These organizations pursue equity policies only to avoid the negative consequences of not complying with legislative guidelines.

2 Moving beyond compliance. These employers recognize the benefits of diversity to both their internal and public images. They may have specific initiatives for certain groups, but do not have an overall vision for achieving equity.

3 The business case. These organizations recognize that an equitable work environment that values diversity can have an impact on factors related to the bottom line, including productivity, employee retention and customer satisfaction.

4 Integrated equity. These organizations are motivated to take the required steps to "make it happen." They have internalized "equity for all" as a core value, and employees at all levels are educated about creating and sustaining a work environment that supports and values differences.

5 Leaders in diversity. These employers operate truly equitable employment systems and have become employers and suppliers of choice in their particular industry. They work to promote equity beyond their own borders.

Source: Trevor Wilson International (TWI) Inc., *Diversity at Work: The Business Case for Equity* (1996). (Toronto, ON: John Wiley & Sons) "The Equity Continuum" is based on a gender-based measurement tool developed in the U.S. by Felice Schwartz.

- **Hold themselves and others accountable for change.**
Leaders make sure that diversity results are built right into the standard accountability and performance agreements for executives, managers and employees. This means meeting with the management team regularly to track progress. It also means being accountable for their own results to their boards of directors, shareholders, customers, and to the general public. In this way, diversity becomes a key marker for all assessments of corporate success.

- **Lead by example and build support for, and commitment to, workplace diversity**. "Leaders are the people who set the tone," said one Ernst & Young employee who we interviewed. According to the Canada Revenue Agency's (CRA's) Assistant Commissioner of Human Resources, "If it's important to the boss, it's important to the people who work for the boss." Statistics Canada's Chief Statistician, Ivan Fellegi, often calls employees to action to build momentum around workplace diversity: "The Treasury Board has set benchmarks for increasing visible minority representation in our workforce over the next few years . . . my challenge to you is to forget about the benchmarks—let us do what is right because it is the

right thing to do."[2] Dr. Fellegi is often described by employees as "inspirational" and his support for diversity as "unwavering."

- **Communicate, communicate, communicate.** Top leaders take every opportunity to stress the importance of inclusive work environments to the organization's success—both to employees and to the public. Leaders are in a unique position to communicate and demonstrate that diversity-related initiatives benefit all employees, not just visible minorities. The CRA's Commissioner, for example, sends regular messages to all employees that diversity is a business priority and key to the organization's overall success. Ernst & Young, IBM and American Express use town hall meetings led by the CEO to dialogue on diversity.

- **Become personally involved.** Being personally involved means attending and participating in diversity-related activities and events in the organization. Senior leaders may be regular members of diversity networks and councils. For example, at Ernst & Young, the Ethnic Diversity Task Force consists of 14 senior leaders, mainly partners,

Profile: **Ernst & Young**

People First Culture

"You can't excel in a diverse nation such as Canada without a diverse workforce," says Ernst & Young's Keith Bowman, outgoing Canada People Team Leader. "You need a diverse workforce to be successful. You also want to have an organization where people want to come and want to stay."

Ernst & Young's number-one focus is on people.[1] Its People First strategy refers to a collection of human resources practices and projects designed to ensure successful outcomes for employees and clients.

Diversity and inclusion are firmly embedded in People First. Ernst & Young's diversity focus has its roots, not in employment equity legislation, but in the belief that differences in thought, opinion and background can create success in the marketplace. An inclusive environment, committed leaders and an accessible chief executive officer (CEO) leverage such diversity to produce quality services.

According to those we interviewed at Ernst & Young, the People First approach has created a solid foundation for the organization's work. They are particularly proud of their efforts in advancing an inclusive workplace culture—an area where they feel they have had a great impact. "The organizations that always excel are the ones where people feel they belong," says Karen Wensley, incoming Canada People Team Leader. "In the past, belonging often meant feeling comfortable because you shared similar backgrounds with your colleagues. Now we find people are proud to belong on the basis of sharing the same values."

According to Ernst & Young, People First is a two-way street. It is a contract whereby both the organization and its employees are responsible for driving success. The firm and its leaders commit to:

- Placing employees at the core of all decisions;
- Providing development opportunities that enable employees to grow; and
- Fostering an inclusive work environment.

To meet its commitment, the organization ensures measurement and accountability, data gathering and monitoring, communication and awareness, career development, networking and mentoring.

Ernst & Young employees, from the most junior to partners, fulfill their side of the promise by:

- Aiming high and succeeding;
- Growing professionally;
- Taking ownership of their careers; and,
- Living the values of the organization every day.

This is the Ernst & Young formula for success—and for inclusion.

> **Name:** Ernst & Young LLP
> **Number of employees:** 2,900 employees in Canada
> **Visible minority representation:** 19%

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1   More information on Ernst & Young's diversity efforts is available at
    <www.ey.com/global/download.nsf/Canada/Diversity_Brochure_2003/$file/Diversity_brochure_2003.pdf> and
    <www.ey.com/global/download.nsf/Canada/Recruiting_Brochure_2003/$file/Recruiting_Brochure_2003.pdf>.

Culture

as well as the CEO. Diversity is not just a Canadian issue. In fact, Ernst & Young's Global Chairman and CEO, Jim Turley, spends as much as 5 per cent of his time on diversity-related matters, including task force meetings, recruiting, or speaking on the importance of inclusion. American Express' CEO, Kenneth Chenault, reinforces the importance of diversity at American Express both inside and outside the company. In addition, leaders at all levels act as organizational ambassadors by speaking at recruitment events and business forums on topics related to diversity.

BROKERING DIVERSITY: Human Resources and Diversity Departments Create Inclusive Workplace Cultures

As a human resources or diversity professional, you play a critical role in guiding and assisting others in your organization to embrace attitudes and practices that maximize the talents of visible minorities. You are, in essence, a broker.

This section of the guide delves deeper into three of the most critical actions that you can take to drive diversity and to create an inclusive work environment for visible minorities: communicating, training and accommodating.

COMMUNICATE FOR IMPACT

Communicating your organization's vision of inclusiveness and what it means to the organization and its employees is essential. Only when staff understand what is expected of them can they support the vision with the appropriate actions and behaviours.

You can promote the context and value of diverse and inclusive workplaces by providing information on:
- Canada's vision of multiculturalism and diversity;
- Your organization's vision of diversity and inclusiveness;
- The value of diversity to your organization;
- The value of visible minorities in particular, to your organization;
- Your organization's diversity policies, programs, courses and resources, including developmental opportunities specifically for visible minorities;
- Cultural events;
- The importance of merit in hiring and promotion processes; and
- The impact on specific employee groups of any changes taking place in your organization.

Voices of Visible Minorities)))))

On Leadership

Visible minorities admire leaders who take an active interest in their careers and well-being, and who participate in visible minority networks and employment equity activities. Corporate officials who reach out and actively participate in diversity initiatives increase visible minorities' access to leaders, giving them a feeling of being a part of the "in-group" and some confidence that the "glass ceiling" can be shattered.

Communication Methods

Depending on the message, the desired impact and the audience, you have a wide array of communication vehicles to choose from. Some common methods used by case study organizations for sharing diversity-related information include:

- **Town hall meetings:** These are used by organizations such as Ernst & Young and RBC Financial Group to communicate new initiatives or organizational changes that affect all employees. Employees usually have a chance to ask the presenters questions, and presenters are typically very senior members of the organization, so their answers have weight.

- **Newsletters:** To help managers and staff better identify, understand, and perform their diversity and equal employment opportunity responsibilities, the U.S. Department of Veterans' Affairs (DVA) produces various publications including the *Diversity@Work* newsletter (see Exhibit 2). This newsletter offers diversity news, calendar events, highlights of special activities, and information on practical tools that help managers and staff promote workplace diversity and enhance the employment of minorities, women, veterans, and people with disabilities. DVA also produces *NewsLink*, a weekly news publication offered via e-mail alerts. Both publications are available to DVA employees and to the general public.[3]

- **Magazines:** Health Canada's diversity magazine *Kaleidoscope* is an employee-driven product, celebrating employee and organizational successes. It is an

Use the Language Skills of Your Employees

Take a look at the number of different languages spoken in your workforce. Encouraging employees to use these language skills may help your organization by providing access to new domestic and global markets. It may also help your employees—by making them feel valued.

Centrelink, for example, rewards its staff for their use of other languages. Over 300 staff members receive an allowance (ranging from $668 to $1,336 annually) for speaking with customers in their native language (when that language is other than English). The allowance is tied to customer demand for that particular language. Staff are tested for their proficiency by independent examiners at the University of New South Wales Language Institute, using a test specifically designed for Centrelink. This practice and testing process led to a workplace diversity award for Centrelink in 2000.

More information about Centrelink is available at <www.apsc.gov.au/publications01/workplacediversityawards.htm>.

Name: Centrelink (Australia)
Number of employees: 27,000 employees in Australia
Employees from diverse cultural and linguistic backgrounds: 18.6%

Exhibit 2: Diversity@Work Newsletter

Source: U.S. Department of Veterans' Affairs.

important information source for employees on diversity activities at Health Canada.

- **Brochures:** Ernst & young, IBM, Health Canada and RBC Financial Group have created brochures to:
  - educate employees about their organization's vision for diversity and what they, as employees, need to do to create inclusive workplace cultures; and
  - market diversity initiatives to all employees or specific segments of the workforce.

Have a Champion for Visible Minorities

A champion is someone who has been appointed to advance change. The champion speaks out on behalf of visible minorities, wherever and whenever the opportunity exists.

A champion should be a senior person in your organization, well-respected and well-liked by employees at all levels. This individual should be passionate. To keep champions aligned and engaged, you will need to spend time with them on a regular basis and check in with them frequently to ensure that they stay on track and support the organization's change initiatives. Don't let them feel taken for granted. Keep the commitments that you make to them. Breaking promises will inevitably cause a passionate champion to revert to his or her own agenda at the organization's expense.

Several of our case study organizations have appointed champions to support their culture change initiatives. Health Canada has an assistant deputy minister diversity champion whose role is to keep diversity on the management agenda and enhance the visibility of the diversity committees. Statistics Canada has a champion for visible minorities who calls employees to action and stresses that they, too, have a role to play.

Culture

Profile: **The U.S. Department of Veterans' Affairs**

Reaching Out with All Hands

The U.S. Department of Veterans' Affairs (DVA) uses a variety of communication vehicles to get diversity messages out to managers and employees. In an organization with over 235,000 employees throughout the United States this is no easy task. To reach everyone, the DVA has to be innovative. In addition to using most of the communication vehicles listed above, the DVA has also launched a news program.

Diversity News is broadcast via satellite and promoted on the DVA's Internet site. The show covers a range of topics related to initiatives both within the organization and the broader community, reporting on recent diversity-related court cases, studies, surveys, special issues, events and other national news. *Diversity News* has a strong time slot—it comes right after the station's most popular show, *VA News.* A new diversity program is aired each month, playing five to six times a day, three to four times a month. *Diversity News* alternates with *The Face Behind the File*, another program about employees at DVA.

Name: Department of Veterans' Affairs (U.S.)
Number of employees: 235,046 employees in the U.S. and U.S. territories
Minority representation (includes Black, Hispanic, and Asian): 38.1%

A Direct Line to Senior Leaders

To give employees access to top leadership, the Canada Revenue Agency launched Com Direct, an intranet tool that enables employees to bring their concerns or questions directly to the Commissioner's attention. Visible minority employees we spoke with appreciate this mechanism as a way to connect with the "top of the house" and voicing their opinions.

- **Networks:** If you want to target visible minorities specifically, and especially if you have reason to believe that not all visible minorities in your organization have self-identified, you may consider using your organization's visible minority networks to get the message out. (For more detailed information about networks see: Guiding Diversity: Visible Minority Networks Create Inclusive Workplace Cultures in this section.)

- **E-mail:** The effectiveness of broadcast e-mail messages largely depends on the organization and its communications culture. For some, e-mail is a consistent method of communicating with all employees and with specific segments of the workforce. At the DVA, regular diversity messages are sent to all employees from the Secretary (a CEO-equivalent).

- **Intranet:** Case study organizations host a wealth of information on their intranet sites, including information about visible minorities and other diverse groups, current initiatives and events, reference materials, policies and cultural calendars.

- **Chat rooms:** Many organizations create on-line forums for people to pose questions and discuss policy-related diversity issues. the DVA has a new moderated discussion list service (listserv) for diversity-related networking—DIVERSITYEEO-L. This listserv, meant to be used for professional networking, enables members to share news, questions, and announcements with others in the equal employment opportunity (EEO) community. DIVERSITYEEO-L is a moderated discussion forum serving the diversity and EEO communities; membership is open to everyone with an interest in furthering workplace diversity. Workplace diversity news, questions, and announcements that further equal employment opportunities are welcomed, including discussion of new legislation, questions about EEO report requirements, and diversity-related training or special event announcements. All messages sent to the listserv are reviewed prior to distribution by the list moderator.

- **Internet:** The DVA and RBC Financial Group reach beyond the boundaries of their organizations by using their publicly accessible Internet sites to post diversity-related materials. Their goals are to increase the transparency of what they are doing in the area of diversity, to show their commitment, and to attract potential employees from diverse backgrounds. Many of RBC Financial Group's diversity resources are available at <www.rbc.com/uniquecareers/diversity/resources.html>. Here you can find the booklet *Diversity Behaviours: What We Can Do?*—a guide identifying strong diversity behaviours that support effective personal and customer relationships. DVA has a number of resources and tools posted on its website at <www.va.gov/dmeeo/>, including a list of speakers on diversity, publications, tools, data and educational materials. Its Internet site receives between 150,000 and 200,000 hits a month.

- **Community involvement:** You can publicly communicate your organization's commitment to diversity through corporate participation or sponsorship of events that support visible minorities and diversity. Most of our case study organizations use their community activities to brand themselves as progressive, involved and diverse to potential customers and talent, as well as to reinforce their image among existing employees.

PROVIDE DIVERSITY TRAINING

Creating a climate that is welcoming to visible minorities requires training. A 2001 Society for Human Resource Management survey of FORTUNE 1000 companies indicated that the vast majority of top-level executives (89 per cent), managerial employees (99 per cent), non-managerial employees (85 per cent) and full-time employees (84 per cent) were receiving diversity training.[4] Why? Because these companies see the business benefits of making sure that all employees have the guidance, information and experience they need to inject the notion of diversity and inclusivity into every aspect of their work.

Training can be instructor-led, delivered through e-learning tools (on-line, CD-ROM) or through videos. Your approach will depend on your organization's training budget, the number of people who will go through the training, your need for flexible and convenient formats to reach shift workers or part-timers, and your creativity.

You can tailor your own training program to suit the particular needs of your organization, purchase one of the many off-the-shelf programs, or bring in diversity consultants to deliver the training.

No matter what the format, diversity training, done well, can generate benefits. It can:

- **Reduce cultural bias and address stereotypes.** Cultural bias and stereotyping are two of the main obstacles to creating inclusive work environments for visible minorities. Educating people about cultural diversity, barriers to inclusiveness and strategies to remove the barriers, will help you create a culture that is respectful and understanding.

- **Promote a positive attitude toward workplace diversity.**[5] Diversity training plays an important role in educating employees and managers about the benefits of having a diverse workforce and creating inclusive work environments.

- **Build and support diverse work teams.** It is not enough to build diverse work teams, you must support them as well. "Diverse work teams will only succeed if the members, and especially the manager, understand the importance of culture. People need to understand their own stereotypes, prejudices and cultural values in order to understand other cultures."[6] Diversity training can help people understand both themselves and those around them. A welcoming work culture accepts different styles of doing things.

- **Improve organizational performance, financial performance, employee satisfaction, turnover and retention rates.** Diversity training provides a strong return on investment in terms of increased retention and reduced turnover.[7] One organization calculated a net benefit of $1.63 for every dollar spent on diversity training.[8] Diversity training can also improve both internal working relationships and external customer relationships. For example, Saks Fifth Avenue attributes a $1-million increase in sales to its customer service training, which focused on creating an inclusive and welcoming atmosphere.[9] The training was initiated in response to low employee morale and failure to meet customer service expectations.

Tool: Nine Steps to Effective Diversity Training

Steps	Planned	In Progress	Done
1. Determine your training objectives.	☐	☐	☐
2. Have a broad diversity strategy.	☐	☐	☐
3. Conduct a thorough needs assessment.	☐	☐	☐
4. Tailor your diversity training according to the needs identified.	☐	☐	☐
5. Use a participative design process—seeking input from different stakeholders.	☐	☐	☐
6. Test your training initiative thoroughly before rolling it out.	☐	☐	☐
7. Balance internal and external training efforts.	☐	☐	☐
8. Use various training methods and media.	☐	☐	☐
9. Incorporate diversity training into the required business-related training you offer to employees.	☐	☐	☐

Adapted from Society of Human Resources Management, *What Is the Value of Diversity Training?* [on-line]. (Alexandria, Virginia, 2004). [Accessed February 2, 2005]. <www.shrm.org/diversity/training1.asp>

Who Should Receive Diversity Training?

- **New employees:** Diversity training should be a key component in orientation programs for new employees and managers. American Express emphasizes diversity training in the orientation process—a critical time for inculcating in employees a respect for the inclusive nature of the organization. The company also believes this training improves its retention rates. The Service de police de la Ville de Montréal (SPVM) also includes a module on diversity in its orientation process. New hires at SPVM also receive a document that outlines what they can do to fit into the organization's culture and what the organization's duty is to them. All team leaders and first-level mangers receive a course on diversity management.

- **Managers and team leaders:** Diversity training is especially important for managers who have a lead role in building and managing diverse teams. "Managers need to develop skills that help them lead not different individuals, but teams of different individuals. If managed properly, diversity can be the cornerstone of a globally competitive organization. But if mismanaged, diversity can be counterproductive and costly."[10]

- **All staff:** All employees benefit from diversity training. Training is about creating synergies and a common understanding, which, in turn, drive an inclusive work environment. At Ernst & Young diversity concepts are shared with all employees and training is mandatory for everyone at the managerial level and above. Diversity training in the SPVM focuses both on creating an inclusive work environment for employees, and on building better customer service relationships in the community. Federal government organizations often provide diversity training for individuals who sit on selection boards and for human resources professionals.

Diversity Training Themes

Training helps employees deal with the challenges and insights that arise as a result of diverse work teams. A common theme in diversity training is awareness—awareness of stereotypes, awareness of oneself, awareness of those different from you and awareness of the commonalities that bind people together. A focus on cultural and other similarities must be included in any training to help employees build an area of common understanding and develop strategies for working together effectively.[11]

A number of organizations have developed their own diversity courses and modules. American Express' diversity courses and modules focus on valuing diversity, practising inclusion and building cultural competence. At Centrelink, diversity training includes information on appropriate cultural communication, values, and language sensitivity to help employees to communicate appropriately with both internal and external customers.

Diversity Courses or Diversity Modules?

Most case study organizations provide courses dedicated to diversity. But many are also moving toward a modular approach to emphasize, sustain and integrate diversity throughout all business operations. They are embedding the modules into other course materials, including courses that at first glance may not seem to be related to diversity. In these organizations, diversity is not an add-on but an integral part of every facet of the business and the culture.

Ernst & Young, Statistics Canada, IBM, RBC Financial Group and American Express all use this approach—injecting diversity into day-to-day business practices. This fosters a deeper sense of commitment to working in an inclusive workplace culture, where differences are acknowledged and valued.

Profile: **Statistics Canada**

The Evolution of Diversity Training

Since the mid-1990s, Statistics Canada has provided diversity awareness training to employees and managers. Following a review showing that diversity modules could be integrated into close to 20 courses—including those on statistical subject matter, management skills and interpersonal skills—Statistics Canada has been integrating diversity into a wide range of internal course offerings. So far, diversity modules have been added to five courses, with a plan to add the modules to five more in the year ahead. Embedded modules include "Writing for the web in a way that is inclusive for everyone." and "Trainers' roles and responsibilities in the classroom, from an employment equity perspective." The orientation course for new employees has a diversity module and includes information on self-identification.

Selection board members are also offered a module on employment equity, diversity and accommodations. These efforts have integrated the principles of diversity into day-to-day business practices.

The Statistics Canada Training Institute's classrooms are filled with posters designed to educate learners about diversity. Eye-catching posters broadcast messages such as "Think Before You Speak! Language can reflect a negative perception of members of visible minority groups, persons with disabilities, Aboriginal Peoples, women and other minority groups. What you may see as a meaningless joke might be hurtful to someone else."
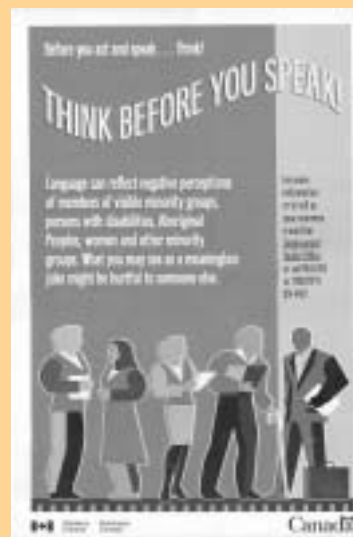
Name: Statistics Canada
Number of employees: 5,400 employees in Canada
Visible minority representation: 10.8%

PROVIDE ACCOMMODATIONS

Voices of Visible Minorities:

"My employer is very flexible when it comes to work schedules. I think flexible work arrangements are empowering because it allows me to fast when I need to and others to pray during the day if they need to. Flextime is a great initiative!"

—Focus group participant

Personal and cultural considerations, such as flexible work arrangements and prayer rooms, signal an organization willing to go that extra mile to welcome employees from diverse backgrounds and cultures. "It's reassuring that they set up two prayer rooms," said one Pelmorex employee, "It reflects a company that I want to work for."

Accommodation at the CRA is supported by its own Guideline for Accommodation for Designated Groups. This guideline was designed to support the Agency's Employment Equity and Diversity Policy to ensure that the workplace facilities (physical environment), all employment-related systems and practices, benefits, and communications are barrier-free for designated group members. When barriers cannot be removed, the guideline is used to ensure that designated group members are accommodated. Examples of accommodations include

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Tip: **Don't Pigeonhole, Be Open-Minded**

Participants in our focus groups said that visible minorities are sometimes given specific opportunities because they belong to a particular ethnocultural group—for example, selecting a Chinese staff member to develop business links with China. You need to be aware that while this can be positive for both the organization and the person, people may not want to be pigeon-holed. Just being Chinese does not necessarily mean that developing business links with China is an individual's career interest or their strength. Or, even if it is a short-term interest, it may not be a long term career goal. In inclusive work environments, managers are open-minded and supportive of their staff members' chosen career path.

Equitable Leadership Behaviours—What Are They?

According to research conducted by TWI Inc., a Canadian firm with expertise in diversity management, there are seven competencies that define equitable leadership behaviour. Equitable leaders are open to differences, treat employees equitably, are sensitive to and accommodating of employees' differing needs, treat employees with dignity and respect, contribute to change efforts that support diversity, demonstrate knowledge of best practices, and enthusiastically endorse and participate in diversity-related programs. Consistent with our focus group results, TWI Inc. found that leaders who have higher ratings on these competencies have more engaged employees and are more likely to be perceived by employees as valuing and supporting the unique contributions of diverse employees.

Source: TWI Inc.

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making every effort to respect cultural differences and exploring the use of flexible work arrangements (such as telework, flexible hours of work, job-sharing, compressed work weeks, leave with income averaging and part-time employment).

Statistics Canada, in addition to providing flexible work arrangements, has established a Quiet Room, an initiative sparked by a suggestion from the Iman Group (a Muslim network at Statistics Canada). "We want to bring back, in this room, the stillness which we have lost in our streets, and in our conference rooms, and to bring it back in a setting in which no noise would impinge on our imagination," says the brochure that advertises the Quiet Room to employees.[12] The brochure also clearly states the purpose of the room—"to provide employees with a quiet space for silent reflection and meditation." The room is open to all employees and offers private areas with varied settings, some with chairs, others with pillows and mats.

Accommodations for visible minority immigrants, who may struggle with having to learn English or French, could include language training and support—either in the workplace, or through time off or financial support for language classes outside work. Such accommodations facilitate communication with colleagues and managers and reduce language barriers to career development.

Tool: Supporting Visible Minority Employees

A Line Manager's Checklist:

Do you . . .   **How?**

- Make all employees feel welcome? ☐ Yes ☐ No _____

- Dialogue with your employees? ☐ Yes ☐ No _____

- Take the time to learn about your employees? ☐ Yes ☐ No _____

- Educate yourself about cultural events? ☐ Yes ☐ No _____

- Make sure that group events are welcoming to all employees? ☐ Yes ☐ No _____

- Mentor your employees or encourage them to enter into mentoring relationships? ☐ Yes ☐ No _____

- Reward diverse ideas? ☐ Yes ☐ No _____

- Encourage a variety of methods and ways of approaching tasks and projects? ☐ Yes ☐ No _____

- Ensure that flexible work arrangements are available to support the diverse needs of employees? ☐ Yes ☐ No _____

- Seek learning opportunities for all of your employees? ☐ Yes ☐ No _____

- Ensure that your talent pipeline is composed of visible minorities and assist visible minorities in getting there? ☐ Yes ☐ No _____

If you do, you are demonstrating the behaviours consistent with being an open, supportive manager!

Culture

ENGAGING DIVERSITY: Line Managers Create Inclusive Workplace Cultures

As a manager, you play a vital role in the employment experience of visible minorities. You are in a position of power, making crucial employment decisions: who gets promoted, who gets training and development opportunities, who gets acting or stretch assignments, who ends up on high-potential lists and who is rewarded or penalized. It is up to you to support visible minority employees so that they develop, perform, thrive and feel valued in the workplace.[13]

A visible minority executive interviewed for this project attributed his success to one manager. This manager made sure that he had the right development plan, as well as the right tools and networks to get there. "I was lucky," he said. "I know other visible minorities who never got any breaks."

Voices of Visible Minorities

"What motivated me to move up the ladder? It was when my manager approached me and told me that I would make a good manager. Suddenly I saw myself in a different light—as someone who had strong potential. I started to apply for different positions. I studied harder and I worked harder."

—Focus group participant

According to visible minority focus group participants, managers must also be sensitive to cultural differences and understand that it takes time for new immigrants to adjust to a new culture. Managers should give people a chance to prove their worth.

Your role as a manager also extends beyond the office walls. You need to create external work-related events and meetings that are just as welcoming and inclusive as those held on company premises. When planning off-site meetings, training sessions or other occasions, ask yourself whether the chosen time or planned activities would prevent some of your staff from participating. You may consider checking a calendar to make sure that there are no cultural events or religious holidays taking place that would make it difficult for one or several of your staff members to attend.

RESISTANCE AND BACKLASH

There are occasions when diversity initiatives result in resistance and backlash. Consider the following scenarios:

- A man comes into your office, saying that he cannot work for his supervisor because she is not doing a good job. Besides, he says, in his culture, women are subordinate. He goes on to say that he cannot give his best at work and that he is thinking of leaving the team, or perhaps even the organization.

- You receive an e-mail from one of your team leaders. He recently applied for another, more senior job in your group but was not selected. He is angry. He feels that he was the best qualified of those on the shortlist, yet it was a visible minority who landed the position. He accuses you of paying more attention to your employment equity numbers and less attention to "the best person for the job."

How would you respond?

In the first example, you need to determine whether the complaint is a result of cultural bias on the part of the complainant or a performance issue on the part of the supervisor. If it comes down to cultural perceptions of women's roles in society, you need to explain to the complainant that in our culture, both women and men hold senior positions. Find out what he needs. What steps can he himself take to address the issue? Mediation may also help to get some of the issues out on the table.

If it comes down to issues related to the supervisor, and these do not relate to any known performance issues, find out if she has a cultural bias. Find out if she requires training on how to manage a diverse workforce.

The second example highlights the importance of doing the right things, right from the start. A transparent selection and decision-making process, with merit as its cornerstone, is easy to justify and easy to communicate. Employees are much more willing to accept a decision when they understand the criteria for evaluation and hiring. One approach for dealing with the situation would be to talk to the unsuccessful candidate, explain your decision and provide coaching and guidance so that he can do better next time.

Equal Treatment Is Not the Same as Equitable Treatment

Different cultural groups come to the workplace with different assumptions and approaches to achieving all the same business objectives. The more you are aware and accepting of different preferences, the more you support a culture of inclusion—and enhance the performance of your group or department. Do not take it for granted that values and norms are commonly shared by all staff. There are cultural differences in management style preferences.[1]

1 Geert Hofstede's research on cultural dimensions includes the Power Distance Index (PDI). The PDI focuses on the degree of equality between people in a country's society, and its manifestations in the workplace. For example, the higher the power distance ranking, the greater the inequalities of power and wealth within the society. In the workplace, this may mean that employees rely on clear directions from their superiors and feel uncomfortable making their own independent decisions. Conversely, a low power distance ranking indicates a de-emphasis of differences between citizens' power and wealth. In this society's workplaces, employees may prefer having the freedom to make their own work-related decisions. More information on the PDI and comparison of countries on cultural dimensions is available at <www.geert-hofstede.com> [Accessed February 2, 2005.]

2 Another valuable resource is Foreign Affairs Canada's Cultural Insights where two countries can be chosen and compared on workplace and cultural dimensions:<www.dfait-maeci.gc.ca/cfsi-icse/cil-cai/inter-source/list-en.asp>. [Accessed February 2, 2005.]

Cultural Differences in Management Style Preferences[2]
(Power Distance Index: 0=prefer full autonomy, 100=prefer specific instructions)
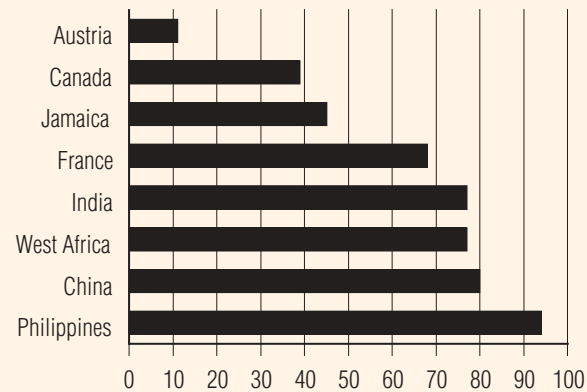
Source: Geert Hofstede.

Culture

If You See the Following Situations, Be Ready to Take Action

- People clustering around "like" others—even in diverse teams. This undermines the organization's ability to generate a multitude of ideas, perspectives and solutions.

- Misunderstandings or conflict among diverse groups.

- Generational issues—depending on their past experiences and relationships, older workers may be less likely than their younger counterparts to accept differences.

- Backlash and concerns about equity and fairness.

Research shows that diversity, if not managed well, will not yield the desired results. The challenge for organizations is to "manage in such a way as to maximize the potential benefits of diversity while minimizing the potential disadvantages."[1] Cultural diversity may give rise to misunderstandings, conflict and anxiety among group members. In certain respects, culturally diverse workgroups are more challenging to manage effectively than culturally homogeneous workgroups.

Use diversity training, strong and effective communication, and team building to proactively address the challenges of managing diverse groups.

1 Taylor Cox, Jr. and Carol Smolinski, *Managing Diversity and Glass Ceiling Initiatives as National Imperatives* [on-line]. (Ann Arbour, Michigan: The University of Michigan, 1994), [Accessed February 2, 2005]. <www.ilr.cornell.edu/library/downloads/keyWorkplaceDocuments/GlassCeilingBackground5ManagingDiversity.pdf>.

Unions Play an Important Role

Some of the ways in which unions support the creation of inclusive work places are listed below.[1] Unions often:

- **Lead by example**, ensuring that their own organizations are inclusive and representative of the workforce they serve.

- **Manage human rights and discrimination complaints**. For example, at CAW-Canada, the union negotiates "anti-harassment programs and no discrimination clauses to send clear messages that racism will not be tolerated."[2]

- **Coach** organizations on how to deal with harassment and discrimination issues.

- **Educate** members and the public on diversity, employment equity and human rights.

- **Communicate** to employees the importance of diverse and inclusive work environments for organizational success, and the importance of merit in employment decisions.

- **Offer diversity training.** For example, the Public Service Alliance of Canada (PSAC) has developed courses on employment equity, harassment and human rights. The union both delivers these courses and participates in them.

- **Research** best practices and identify members' needs regarding diversity and inclusion.

- **Bring visible minority concerns into the public arena** to be addressed by policies, standards and legislation. For example, the Canadian Labour Congress' anti-racism task force is moving beyond the issue of anti-racism and examining how to strengthen the ability of people of colour to influence public discussion about job creation and other social issues.

- **Partner with other unions** to support visible minorities. The Canadian Labour Congress' National Workers of Colour Working Group provides opportunities for different unions to share ideas about what is being done on behalf of workers of colour in Canada. Unions also support unions in other countries in their fight against racism.

- **Partner with employers** to address workplace cultural issues.

1   These activities are based on interviews conducted with CAW-Canada, the Canadian Labour Congress and the Public Service Alliance of Canada.

2   Excerpt from CAW website. [Accessed February 2, 2005]. <www.caw.ca/whatwedo/aboriginal/index.asp>.

Voices of Visible Minorities))))

The Small Things Matter

According to focus group participants, small things go a long way in making visible minorities feel comfortable and valued. You can:

- Introduce yourself when someone new comes into the organization.

- Be welcoming and ask people about themselves.

- Treat others the way you wish to be treated.

- Show mutual respect.

- Offer to share your knowledge.

PARTNERING DIVERSITY: Unions and Labour Organizations Create Inclusive Workplace Cultures

Unions in Canada are also focusing on eliminating discrimination against visible minorities. In unionized environments, labour groups can collaborate with you in developing inclusive workplaces. Examples of collaboration in the public sector include:

- **The Joint Learning Program:** The Public Service Alliance of Canada (PSAC) has worked with Treasury Board of Canada to form The Joint Learning Program. The Program has developed courses on anti-harassment and discrimination which have been delivered in various federal government departments and offices across Canada since 2001.

- **The National Joint Council:** The National Joint Council is a partnership between the Public Service of Canada and federal public service bargaining agents. The group consists of 17 bargaining agents, Treasury Board and a number of separate employers. The group shares information, consults on workplace policies and develops helpful workplace initiatives for the public service as a whole. This group also develops diversity training modules for the federal public service.

LIVING DIVERSITY: All Employees Create Inclusive Workplace Cultures

All employees play a role in creating, supporting and sustaining an organization's culture of inclusion. Everyone, visible minorities and non-visible alike, contributes by being open to and respectful of others, by being willing to learn about cultural differences and by taking the initiative to build cultural bridges. Reaching out, however, often means stepping outside one's comfort zone and taking a risk on new approaches, new attitudes and new ways of operating.

How can employees get involved to help create a culture of inclusion?

They can and should be encouraged to:
- Participate in cultural diversity audits, such as employee surveys and focus groups, as well as fill in self-identification surveys to guide decision-making regarding organizational policies and practices;
- Participate in networks and committees;
- Champion inclusiveness and respect; and
- Make a personal commitment to support change and build an area of common understanding between themselves and others.

Visible minorities themselves play a critical role in forging an inclusive workplace culture. They too need to respect, value and welcome the diverse contributions of all employees. They can also take the following steps:

- **Take charge of their careers.** Visible minority focus group participants indicated that visible minorities themselves need to actively seek out career opportunities. They can brand themselves as employees who are eager and willing to contribute—people who are destined to climb the corporate ladder.

- **Act as role models.** This means being good at what they do and make a difference where they can. It means speaking up for change. And if they are part of the organization's management team, it means using their position to put diversity on the organization's overall agenda.

- **Give back to the organization.** According to a visible minority executive at American Express, "It is important for visible minorities to make sure that the environment is welcoming for other visible minorities." Actively creating welcoming work environments means giving back to the organization by volunteering in the community, sitting on committees to improve different aspects of the organization and mentoring other visible minorities.

Profile: **Health Canada**

Unions and Management Working Together During Difficult Times

A 1997 Canadian Human Rights Tribunal decision required Health Canada to make major changes to its organization. This led to a close relationship between Health Canada and its unions. Unions were involved in every step of the implementation of the Tribunal order, resulting in an increase in the effectiveness of Health Canada's policies.

Unions sat on the Internal Review Committee, which monitored the implementation of the Tribunal order, and they provided advice, feedback and support as a key stakeholder in the process. Unions have also been central to the success of the Employment Equity Staffing Program, where Health Canada has opened positions to visible minorities only. Unions helped define and refine the messages and communicated to employees and managers about how increasing visible minority representation in the organization would not compromise the element of merit in the staffing process. They participated in organized sessions held to discuss the meaning of merit with managers, human resources professionals and employees.

Health Canada's collaborative relationship with its unions continues. As well as being active through the union–management consultation committee, unions are important stakeholders in the departmental planning process, and participate in the development of new policies that affect all employment equity groups, including visible minorities.

Name: Health Canada
Number of employees: 8,430 employees in Canada
Visible minority representation: 12%

Creating Agents of Change

Health Canada is taking an innovative approach to building and strengthening its inclusive workplace culture. It all started during the Re-Energizing Diversity in Health Canada Forum held in November 2002, where the 192 employees and managers in attendance all volunteered to become "agents of change."

As agents of change, they committed to building a supportive and inclusive work environment—by actively working to influence colleagues and management at meetings and by speaking out on diversity. Their role is to practise, value and embrace diversity as individuals, and to foster and promote respect and equity in the workplace.

Since then, the agents of change have developed the Framework for Action which outlines their guiding principles, their vision for the future and their priorities for strategic action. The group is supported by the Departmental Diversity Champion and the Principal Agent of Change (both assistant deputy ministers), and two committees—The Dialogue Committee and the Skills and Tools Committee.

Health Canada is currently developing tools to help agents learn more about the issues, expand their influence and lead the diversity dialogue in their respective work areas.

Name: Health Canada
Number of employees: 8,430 employees in Canada
Visible minority representation: 12%

- **Celebrate culture and heritage.** "Be proud of your culture and be willing to celebrate," said one employee at Ernst & Young. An executive at RBC Financial Group stressed the importance of learning about the cultural backgrounds of other employees and being sensitive to their concerns and experiences.

GUIDING DIVERSITY: Visible Minority Networks Create Inclusive Workplace Cultures

Networks—internal, external, professional and personal—play a major role in visible minority employees' success at work. [14]

The networks discussed in this section refer to more formal work networks. These are networks that can be created or supported by your organization to generate a sense of belonging, engagement and empowerment for visible minority employees.

Visible minority networks can be used to:
- Create and sustain change in the organization;
- Provide a sounding board for policies and practices that relate to inclusiveness and performance;
- Educate employees on new directives or approaches and communicate information about new diversity-related initiatives and policies;
- Organize events (such as celebrations or lunch-and-learns);
- Reach out to and solidify relationships with communities for the purposes of raising the organization's profile;[15] and
- Enable visible minorities to network, connect with one another and find informal mentoring opportunities.

Recent immigrant visible minority focus group participants told us that networking was especially critical to their integration into the workplace. They were conscious of the importance of building a support network that they could draw on for their well-being and success at work. Those who had the benefit of colleagues and others who took the time to explain how things were done found it easier to integrate into their workplace and community.

Tool: Inter-Cultural Communications—Top 10 Misunderstandings

Behaviours may shape your perception of immigrant visible minority colleagues or employees. To allow immigrants an equal chance to be considered for projects, assignments and tasks, and to use their skills and talents to their fullest, understand that certain behaviours may be rooted in culture. These behaviours may not signal what you think they do.

Here is a list of the most commonly misunderstood cultural behaviours, with suggestions for dealing with them in an accepting and equitable manner:

Behaviour:	Meaning:
Personal space:	
1. The person you're talking with stands too close to you—or too far away for your comfort.	Culture dictates acceptable personal space. Individuals raised in Western cultures typically like those they speak with to be an arm's-length away. People from the Middle East, for example, prefer people to stand close by.
	What can you do? *Learn, listen and understand that personal space is a cultural issue, not a strategy to make you feel uncomfortable. Talk about it and explain your personal preferences.*
Communication (verbal and non-verbal):	
2. The person you're talking with does not make eye contact.	People in Western cultures see a lack of eye contact as a sign of boredom, non-assertion or deceit. In many Asian countries, avoiding eye contact communicates respect.
3. Gestures made by this person are seen as offensive.	Gestures such as the OK sign or thumbs up, positive gestures in Western cultures, are seen as obscene in other cultures, such as Greek or North African.
4. The person you're talking with gives an indirect response.	While "beating around the bush" is frustrating for those in Western cultures, in many African cultures communication is indirect and highly contextual.
	What can you do? *Learn, listen, be understanding and respectful, and create an atmosphere of trust where these things can be discussed.*
Perception of time:	
5. The person you arranged to meet at a particular time does not show up.	Time in Western cultures is a commodity to be used, spent and divided. Time is linear and finite. Cultures in other parts of the world, such as in Africa or the Middle East, see time as more elastic or relative.
6. The person who was assigned a specific deadline for a task did not complete the task on time.	***What can you do?*** *Do not assume that the person is lazy. Meet with the person and explain why there is a deadline and a schedule. Explain how timeliness fits in with performance assessments and work habits.*

Culture

Tool: Inter-Cultural Communications—Top 10 Misunderstandings *(cont'd)*

Values and norms:

7. The person you work with does not share your values and norms.

Individual freedom versus conformity to the group, and competition versus co-operation are culturally-based dichotomies. Also, issues of privacy, loyalty and respect are regarded differently in different cultures. For example, while loss of face is important in all cultures, it must be avoided at all costs in some Asian and African cultures.

What can you do?
- *Consider giving rewards and feedback to the whole group rather than (or as well as) to individuals.*
- *Consider the face-losing potential of any actions you are planning.*
- *Demonstrate respect, warmth and empathy to facilitate inter-cultural communication.*

Mental processing and learning:

8. Your directives are not being followed, even though you spend time explaining.

9. Some participants in your training session do not participate in the experiential learning exercises.

We all have a preferred learning style, but some learning styles are cultural. In some Asian cultures learning is formal and one-way, from teacher to student. Some cultures also rely more on written information than verbal communication and experiential activities.

What can you do?
- *Meet the learning needs of all participants by providing instruction and direction in as many modalities as possible. Include verbal, oral, visual and kinesthetic approaches.*
- *Use maps, charts and diagrams.*
- *Use techniques such as brainstorming to capitalize on lateral thinking, and intuition to complement logical analysis.*

Work habits and practices:

10. The person you are working with does not hold work in as high a regard as you do, or doesn't seem to take any initiative.

In some cultures, workers are not expected to make decisions, take initiative or use their judgment without being directed to do so.

What can you do?
- *Find out what role work plays in the person's life and what gives him or her satisfaction on the job.*
- *Take time to coach the person to make independent decisions and show initiative, if this is desired.*

ORGANIZATIONAL SUPPORT FOR NETWORKS

You can support visible minority networks in different ways. Case study organizations tend to follow a model where they:

- Provide formal funding;
- Allow employees to participate on company time;
- Ensure executive sponsorship (e.g., an executive might be included in the network to take any discussion points and recommendations back to the full executive team); and,
- Integrate networks into organizational processes.

An alternative model is completely employee-driven and employee-supported, with the time spent on network business being a volunteer activity.

The model you choose depends on what you would like to achieve with the network. Is the objective to give visible minorities an opportunity to get together—to learn from one another and connect—and to have an engaged workforce? Is it also to develop your business, enhance organizational polices and practices, and extend your diversity brand outside the boundaries of the organization?

Here are some specific examples of networks from our case study organizations:

- The **CRA** has created buy-in and collaborated with its employees on critical employment equity issues through its formal network of employment equity stakeholders, including employment equity advisory committees and union representatives. These national, regional and local committees are used as vehicles for communicating employment equity and diversity-related news. This approach has been particularly useful in ensuring that new initiatives and policies are clearly and consistently communicated across all levels of the organization. Employees we spoke with, who had participated on these committees, expressed a strong sense of belonging and commitment to the organization.

- Smaller organizations also benefit from formal networks. **Pelmorex**, with a staff base of about 300, supports a highly active diversity council. The council meets four times a year and is chaired by a manager. It is the manager who provides the direct link to senior management—

bringing council discussion and recommendations to management's attention, and making sure that they are taken seriously and acted on. The council is a forum for dealing with both company- and customer-related issues where diverse groups are asked for their comments and opinions. The network has been successful in raising awareness of the needs and unique contributions of different groups throughout the organization. One of the council's recommendations led Pelmorex to create two prayer rooms facing in different directions, so that staff from different religions had spaces dedicated to their own worship practices.

- At **American Express**, each business line funds employee networks. There are 10 formal networks with a total of 58 chapters. Its first employee network, the Black Employee Network, was initiated in 1987 by employees in Minneapolis, for mutual support. From its grassroots beginnings, this network has evolved into groups of influence involving senior leaders. We heard that the existence of these networks is highly attractive to minority talent considering a career at American Express. For the organization, networks are a way to fully involve visible minorities and other employees in the development and implementation of diversity and equity-related initiatives. Network participation is generally voluntary, but it is supported by the organization— staff members are given the time they need to participate.

- At **Health Canada**, network participation is on the organization's time. In order to support members honoring their time commitment for diversity work, both the Diversity Champion and the Principal Agent of Change send letters to all branch assistant deputy ministers, including the regional director generals. The letter outlines the work of the Advisory Committee for Diversity and encourages managers to support their employees in their involvement and participation.

- **IBM Canada's** network groups operate on a volunteer basis, but there is some organizational support. To participate, employees must manage their time to ensure that business priorities and customers always come first. (See Profile: **IBM Canada, A Network Approach** for more details.)

Culture

A Network Approach

IBM's Visible Minority Council serves to unify visible minorities as a group. It was created as a result of a recommendation from a study conducted by the organization's diversity office.

IBM had already seen how councils could play an important role in developing a culture of inclusion when it addressed gender equity. Bringing women together led to a better analysis of the issues and barriers, which in turn led to better answers and strategies.

IBM now has a number of networks for various constituency groups (including the Black Network, the East Asian Network and the South Asian Network). Each is made up of employees with a single constituency focus. Employees come together voluntarily and have common goals to "help IBM be a better place to work, help their members become more effective in the workplace through networking, mentoring and coaching and participate in community outreach."[1]

The Visible Minority Council includes representatives from each constituency group. Its objectives are to enable visible minority employees to realize their career potential by equipping them with career and leadership development tools, to grow the pipeline and increase representation in senior leadership positions, and to help gain market share among visible minority businesses and decision makers.[2] The Council Chairperson's involvement comes from a desire to "experience diversity in action and to give back to the organization."

In order to bring visible minority voices into the fold of other groups, the chair of this council is also a member of IBM's Diversity Council. The Diversity Council is composed of senior leaders who chair other constituency-based councils (such as Women, Gay/Lesbian/Bisexual and Transgender).

According to IBM, the company supports visible minority and diversity networks and councils because these groups:

- Help leverage the passion for the business that exists within IBM;
- Give high-potential visible minorities an opportunity to gain visibility;
- Enhance marketplace and business advantage;
- Raise awareness among employees of the importance of diversity to IBM; and
- Establish credibility for existing programs.

1 Presentation on diversity initiatives, IBM Canada, shared with Conference Board researchers.

2 Ibid.

Name: IBM Canada
Number of employees: 21,509 employees in Canada
Visible minority representation: 21.5%

WHO PARTICIPATES IN THE NETWORKS?

In some case study organizations, networks are open to anyone who is interested. In other organizations, only those who belong to the specified group can become members. Membership in the CRA National Advisory Committee for Visible Minorities is open to all interested employees, who then go through regional selection process.

Some networks are reserved for senior leaders. At Ernst & Young, for example, the Ethnic Diversity Task Force is composed mainly of partners and the CEO. The task force of 14 meets every six weeks and makes quarterly progress reports to the organization's executive team.

Tool: Network Checklist

Does your network have . . .

- ☐ A clear mandate?
- ☐ An executive chair?
- ☐ Senior leadership representation?
- ☐ A network leader who is strong and can move the agenda along?
- ☐ Committed members with time to spend on network?
- ☐ Members who are passionate about the organization and committed to changes that improve the workplace experiences of all visible minorities?
- ☐ An outreach component?

The DVA has executives and senior professionals as members. These are people in positions to create change in the organization. The Chairman of the Under Secretary for Health Diversity Advisory Board says that leaders and senior professionals are the most successful and influential members because they know what needs to be done and can do it.

CELEBRATING CULTURAL DIVERSITY

Voices of Committed Leaders

"We must move beyond tolerating other people's cultures to respecting and celebrating them."

—Participant, Leaders' Dialogue on Visible Minorities

A multicultural workforce means that there are a number of dates during the year that are important to someone in your organization. Celebrating and acknowledging important cultural diversity events throughout the year sends a message to all employees, staff and clients that the organization takes diversity seriously. Pelmorex sends out e-mails to all employees to keep them aware of cultural events and holidays. Health Canada and Statistics Canada produce diversity calendars used by employees and managers to help plan inclusive meetings and events. Diversity calendars can be printed, or interactive and web-based.

A Sample Diversity Network Mandate— The U.S. Department of Veterans' Affairs

Networks with the "raison d'être" of creating change in an organization need highly developed mandates. The U.S. Department of Veterans' Affairs (DVA) has defined its Under Secretary for Health Diversity Advisory Board in great detail, as follows.

Strategic Profile: "The Under Secretary for Health Diversity Advisory Board exists to help create and capitalize on a diverse workforce. It is our strategic aim to strengthen our organization's competitive advantage by being more adaptive and creative in meeting the needs of our patients, staff and stakeholders. We exist to address issues affecting diversity in the workplace and to advise the Under Secretary for Health and key Veterans Health Administration (VHA) senior management on issues affecting workplace diversity; thereby, ensuring VHA becomes an employer of choice."

Mission: "To be a catalyst to enhance awareness, understanding, professional development, and management of diversity as an essential part of business success."

Vision: "To be a committed proactive champion for workforce diversity; creating and supporting initiatives that bring about an inclusive, productive work environment now and in the future."

From information provided by the DVA to the researchers. Similar information can be found on their website. [Accessed February 2, 2005]. <www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=66>.

You may want to mark March 21, International Day for the Elimination of Racial Discrimination, on your calendar. Several case study organizations observe that day by inviting speakers, holding lunch-and-learn sessions, and setting up booths in high-traffic areas of their facilities. Canadian Multiculturalism Day is on June 27. There is a wide range of other opportunities to celebrate diversity, including Asian Heritage Month (May) and Black History Month (February). (For an example of a calendar, please go to <www.diversityatwork.com/div_calendar.html>.)

Recognizing Diversity in a Special Way

Last year, IBM's Diversity Network members decided to recognize diversity by organizing a special event. The Diversity Gala took place at Toronto on November 13, 2003, after several months of brainstorming and planning. IBM employees organized the event on their own time and raised the necessary funds by selling tickets.

The first event of its kind, it was a huge success. More than 400 IBM employees, senior managers and executives, as well as IBM suppliers and customers, came to celebrate diversity.

The evening featured world cuisine and music, as well as speeches from high-profile leaders from outside IBM. Feedback from those attending the event was outstanding. Here is a comment from one of the organizers the day after the Gala: "Sharing some feedback . . . it has been tremendous here today . . . complete IBM strangers coming up to comment only positively on last night's event!"

The Gala created a buzz in the organization, which was still humming weeks after the event. During our interviews, we could feel the excitement, pride and accomplishment among those who had attended or participated in organizing the event. Even people who could not attend talked about what they had heard from others.

Was it good for the organization? Absolutely! "The fact that this event took place shows people that the company is fully behind diversity," said one employee.

Name: IBM Canada
Number of employees: 21,509 employees in Canada
Visible minority representation: 21.5%

Tool: Checkpoints for Creating a Culture of Inclusion

Is Your Organization on Track?

Evidence/Comments

- Do you have procedures in place to deal with incidents of harassment and discrimination?

  ☐ Yes ☐ No _____

- Do you continually review human resources processes for any bias?

  ☐ Yes ☐ No _____

- Do you regularly conduct employee surveys, focus groups and interviews?

  ☐ Yes ☐ No _____

- Are the top leaders in your organization supportive? Do they ensure that the appropriate resources are in place for diversity efforts?

  ☐ Yes ☐ No _____

- Are the roles, responsibilities and objectives for leaders, line managers and employees clear and understood by all?

  ☐ Yes ☐ No _____

- Do you involve unions as active partners in creating an inclusive corporate culture?

  ☐ Yes ☐ No _____

- Are there networks, committees, advisory boards or task forces in place to support the employment experience of visible minorities?

  ☐ Yes ☐ No _____

- Do you consult with visible minorities and other employees on diversity policies and practices?

  ☐ Yes ☐ No _____

- Do your communication strategies reach all, or the relevant segments, of your workforce?

  ☐ Yes ☐ No _____

- Is diversity training provided for leaders, managers and all employees?

  ☐ Yes ☐ No _____

- Do you have flexible policies that support and welcome cultural diversity (such as time off for cultural events)?

  ☐ Yes ☐ No _____

- Do you have tools to help managers manage a diverse team?

  ☐ Yes ☐ No _____

- Do you celebrate diversity?

  ☐ Yes ☐ No _____

Culture

1 In March 1997, the Canadian Human Rights Tribunal upheld a complaint of discrimination filed by the National Capital Alliance on Race Relations against Health Canada. The Tribunal instructed, by way of an order, the implementation of 25 corrective measures to improve the department's treatment of its visible minority employees. These 25 corrective measures were intended to remove discriminatory employment barriers, ensure maximum use of employees' expertise, redress and amend the effects of past discrimination, and ensure that Health Canada is reflective of its diverse workforce. The reporting requirements for the Tribunal Order were completed on September 30, 2002. Health Canada is now used as a model department in relation to *Embracing Change* initiatives.

2 Ivan Fellegi, speech at an *Embracing Change* session at Statistics Canada, Ottawa, January 10, 2003.

3 A free subscription to the electronic version of *Diversity@Work* can be obtained by sending an e-mail to vaco06web@mail.va.gov with the words "Subscribe Diversity" in the subject line. A free subscription to *NewsLink* can be obtained by sending an e-mail to dmeeo@mail.va.gov with the words "Subscribe News" in the subject line.

4 Society for Human Resources Management, *Impact of Diversity Initiatives on the Bottom Line* (Alexandria, Virginia, 2001). <www.shrm.org>.

5 Janine O'Flynn et al., Australian Centre for International Business, *Adding Value through HRM: A Toolkit for Diversity Management*, Programme for the Practice of Diversity Management (Australia: Department of Immigration and Multicultural Affairs in Cooperation with the Australian Centre for International Business, 2001).

6 Graybridge Malkam, "Culturally Diverse Teams. Overcoming Differences, Building Understanding," *Culture Shock—Exploring Cultural Diversity*, Issue #1 [on-line]. [Accessed February 2, 2005]. <www.malkam.com/en/16.0.asp>.

7 "Getting Results from Diversity Training—in Dollars and Cents," *HR Focus* 80, 10 (October 2003), p. 3.

8 Ibid.

9 Joanne Cleaver, "Diversity Training Ups Saks' Sales," *Marketing News* 37, 18 (2003), p. 24.

10 Margarita Mayo, "Capitalizing on a Diverse Workforce," *Ivey Business Journal* 64, 1 (September/October 1999), p. 22.

11 Ibid.

12 Statistics Canada's "Quiet Room" brochure uses this quote from Dag Hammarskjold, Secretary-General of the United Nations from 1953 to 1961. The Statistics Canada "quiet room" model is based on a similar initiative employed at the United Nations.

13 The Public Service Human Resources Management Agency of Canada, Employment Equity Division, Human Resources Branch, Treasury Board of Canada Secretariat has developed numerous tools to help managers manage diversity and fully maximize the talents of visible minority employees. *Embracing Change Resources for Managers and Supervisors* is available at <www.hrma-agrh.gc.ca/ec-fpac/managers_gestionnaires_e.asp>.

14 Networks discussed also include councils, advisory boards, committees and task forces.

15 At GE Capital, the various networks (Women, African-American, Hispanic and Asian) spend anywhere from 1,000 to 5,000 hours each doing charitable work. Karen Lee, "Employers Add Support to Racial, Gender Forums," *Benefit News* [on-line]. (June 15, 2002), [Accessed February 2, 2005]. pp. 45, 66. <www.benefitnews.com/ detail.cfm?id=3075&terms=|racial||employers||gender||forums||add||support>.

5

Building the Business Case
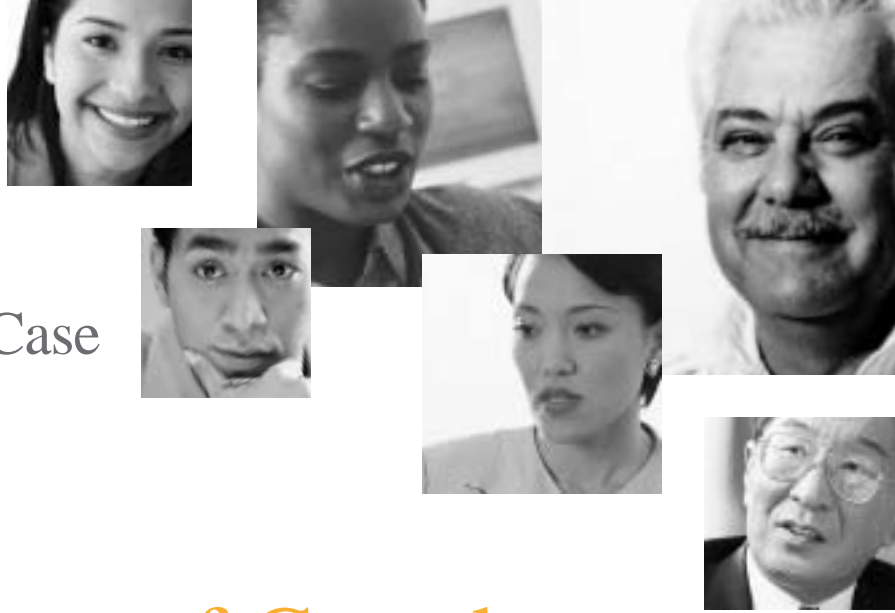
The Changing Face of Canada

In This Section

A focus on visible minorities is a critical priority for Canada and Canadian organizations. This section provides you with information to help you develop your organization's business case for diversity. It describes:

- Demographic trends that point to untapped opportunities;

- Labour force trends that heighten global competition for visible minority talent; and

- Challenges that limit our ability to benefit from the skills and talents of visible minorities.

We live in a rapidly expanding global society in which the movement of capital and talent has intensified. Changing demographics have made the market for immigrants—most of whom are visible minorities—highly competitive. As we vie for this resource, we have to address the implications of policies and practices that limit our ability to tap into this talent. We have to have a clear understanding of the demographic trends that point to untapped opportunities and unexplored potential.

A DIVERSE OPPORTUNITY

Our national portrait is being painted from an increasingly rich and diverse palette, with more colours and shades of grey than ever before. Our challenge is to use the full palette to paint a portrait of prosperity, harnessing visible minority potential for the benefit of organizations and the country.

THE GREYING OF CANADA

Our national chronological clock is ticking with increasing speed, due in large part to our persistently low fertility rates. In 1980, the median age of Canadians was 29 years. In 2000, it was 37. In the decades to come, the greying of Canada will continue—with our median age approaching 43 by 2050 (see Table 1).

The challenge is that other developed nations are aging with us. Fertility rates across Europe are so low that demographers predict that the continent's population will drop dramatically over the next five decades, even with immigration. Italy's population, for example, is projected to

Table 1: Median Age Actuals and Projections in OECD Countries

	1980	1990	2000	2010	2020	2050
United States	30.1	32.8	35.8	37.8	39.0	42.1
Canada	**29.2**	**32.8**	**36.8**	**40.0**	**41.6**	**42.6**
Portugal	29.1	34.5	37.3	40.5	44.5	50.0
Czech Republic	33.0	35.2	37.5	40.4	44.7	53.3
France	32.5	34.7	37.6	40.3	42.3	43.9
Spain	30.3	33.9	37.9	42.3	46.9	54.3
United Kingdom	34.6	36.1	38.2	41.2	42.7	44.5
Greece	34.2	36.1	39.4	43.0	46.6	52.5
Germany	36.4	37.7	40.0	44.1	46.9	48.4
Italy	34.0	37.4	40.6	44.9	49.0	53.2
Japan	32.6	37.4	41.2	43.8	46.9	49.0

Source: United Nations Population Division, World Population Prospects: The 1998 Revision.

fall from more than 57 million in 2000 to about 45 million by 2050, while Spain's will drop from 40 million to 37 million.[1] By 2030, almost half of Germany's adult population will be 65 years old or older.[2]

This aging trend in developed countries sets the stage for fierce competition in the race for people. And the competition has already begun.

Canada and other nations are already turning to immigration to fuel their population growth—and their economies. Australia upped its target immigration levels in 2001, with most of the increase in the skilled worker stream. The United States, another competitor for talent, has also increased the number of skilled temporary workers it will accept. Once landed, these workers can apply for permanent status.[3] Even Germany, which has traditionally been cautious in its immigration policies, has taken steps to open up its borders to an increasing number of people from other nations.[4]

A KALEIDOSCOPE OF COLOURS

Canada is a country of immigrants. Our nation has long been a destination of choice for people from around the world.

In the decades leading up to and including the 1960s, most newcomers to Canada came from Europe, Great Britain and the United States, mirroring the make-up of the overall population. After the 1960s, immigration patterns shifted, with more and more immigrants coming from Asian countries. Today, immigrants entering Canada in the economic category are more likely to come from countries such as China, India, Korea, Pakistan, the Philippines and Taiwan, than they are from Europe[5] (see Table 2). As a result, most newcomers—73 per cent in 2003—are visible minorities.

This shift in immigration patterns explains the impressive growth in the number of visible minorities in Canada. In fact, most visible minorities were born in another country. According to the 2001 Canadian Census, 84 per cent of visible minorities are first generation Canadians, 14 per cent are second generation and 2 per cent are third generation or more.[6]

In 1991, there were 2.5 million visible minorities in Canada (9.3 per cent of the population). From 1992 to 2001, their rate of growth (5 per cent) outpaced that of the Canadian population as a whole (1 per cent). Today, close to four million visible minorities call Canada home (13.4 per cent of the population). Their numbers exceed those of entire populations of some Organization for Economic Co-operation and Development (OECD) countries (e.g., Iceland, Ireland, New Zealand and Norway),[7] as well as several Canadian provinces (e.g., Alberta, Saskatchewan or the combined populations of the Atlantic provinces).

Our Diverse Planet

If the world were a village of 100 people, there would be . . .

61	Asians
13	Africans
12	Europeans
9	South Americans
5	North Americans

Source: Updated and adapted version of Dr. Donella Meadows' 1990 State of the Village Report [on-line]. [Accessed January 19, 2005.] <www.luccaco.com/miniatureearth/text_both.htm>.

Table 2: Total Number of Immigrants to Canada by Top Source Countries
(three-year totals)

COUNTRY	1998–01		1994–97		1990–93		1986–89		1982–85	
	#	Rank	#	Rank	#	Rank	#	Rank	#	Rank
China	106,018	1	49,647	2	32,360	2	11,461	6	5,291	5
India	46,204	2	27,578	4	13,091	6	9,716	8	3,331	9
Pakistan	33,928	3	21,106	5	3,704	21	1,632	37	657	42
Korea	26,730	4	12,607	7	9,795	9	6,617	10	1,672	19
Philippines	17,873	5	20,897	6	30,394	3	18,354	2	4,328	8
Taiwan	17,300	6	36,868	3	20,421	5	6,138	13	1,220	23
Iran	16,027	7	12,125	9	6,046	13	6,312	12	3,232	10
Russia	14,323	8	7,807	14	652	72	14		2	
Romania	12,997	9	12,384	8	5,789	14	1,393		1,066	
France	11,684	10	8,689	12	9,261	11	4,775	15	3,190	11
Ukraine	9,593	11	6,196	16	597		4		0	
United States	9,416	12	9,491	11	8,609	12	10,113	7	9,863	2
England	8,333	13	9,502	10	12,948	7	13,548	3	12,730	1

Source: Citizenship and Immigration Canada.

This growth will continue. The Conference Board predicts that the number of visible minorities will increase to 6.6 million, or roughly 20 per cent of our population, by 2016.[8]

While the overall number of visible minorities in Canada is increasing, this growth is more apparent in regions and cities that hold a strong attraction for immigrants. Vancouver, Montréal, and particularly Toronto, are seen as choice destinations. In 2002, Toronto alone drew almost 49 per cent of *all* immigrants. Today, almost one in two people in Toronto belongs to a visible minority group—representing an increase of almost 300 per cent in just two decades.

BARRIERS TO POTENTIAL

Canada's demographic picture and impending skills shortages are compelling arguments for a focus on maximizing the skills and talents of visible minorities. But many Canadian organizations have not made the connection. In a recent study by the Conference Board, the majority of organizations surveyed identified an aging population and skills shortages as two of their top human capital challenges.[9] At the same time, many have not yet embraced the attitudinal and organizational changes needed to fully develop, support and integrate the talents of visible minorities. We continue to create and maintain barriers that limit visible minorities—both immigrant and

Voices of Visible Minorities))))

Broken Promises

"Of the three countries I was considering immigrating to, I chose Canada because of the embassy staff's expediency in processing my application and their description of the quality of life awaiting me. They told me my education and experience looked good for immigration . . . my wife's too. But then I got here, and things have not panned out the way immigration officials said [they] would. I have come to think that the Australian process is better—after they assess you, they tell you about the need for getting your credentials acknowledged and what is involved."

—Focus group participant

Canadian-born—in their quest for full and valued participation. In the process, we unwittingly place limits on our own growth and potential.

The two key challenges we need to address are the underutilization of the skills and talents of immigrants (most of whom are visible minorities) and discriminatory employment practices and organizational structures.

By 2011, the Growth of Canada's Labour Force Will Be Fully Dependent on Immigration.

- Canada is facing a serious shortfall in skilled labour. These shortages are concentrated in certain regions of country (e.g., northern and less-populated regions) and in certain occupational categories (e.g., medical technologists and technicians, police officers, nurses, construction tradespeople and physicians).

- This situation will worsen in less than a decade. The Conference Board predicts that by 2011, when baby boomers start to retire in greater numbers, skills shortages will become more generalized.

- Current and projected skills shortages signal a need for Canada to attract large numbers of immigrants and to consider every option that will allow it to fully access and utilize traditionally untapped pools of talent already present within the country.

- The rapid growth of Canada's visible minority population means that this labour pool will have an increasingly important role in ensuring our nation's economic well-being and quality of life.[1]

- By 2016, visible minorities will represent more than 18 per cent of our labour force—a talent pool 3.4 million strong.

Share of Visible Minorities in the Labour Force
(per cent, actual and projected)
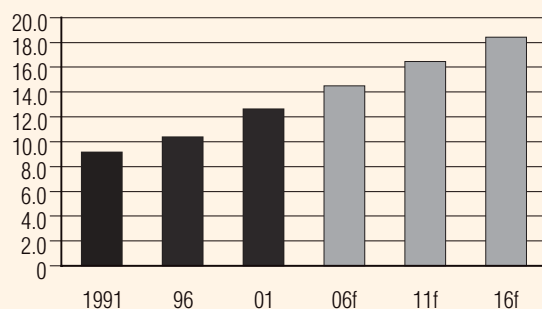
f = forecast
Source: Conference Board of Canada; Statistics Canada.

1 Human Resources Development Canada, "Helping Immigrants Achieve Their Full Potential," *Knowledge Matters: Skills and Learning for Canadians* (Ottawa: Human Resources Development Canada, 2002).

In a Small World, Canada's Brand Matters

People around the world have unprecedented access to information about lifestyles and opportunities in other countries. Almost 13 per cent of the world's citizens (796 million people) use the Internet.[1] Of these, 254 million reside in Asia alone—one of our biggest sources of new immigrants.

Potential new arrivals can easily access the information they need to make crucial decisions about where to build their futures. In other words, immigrants have many choices.

Given the heated race to find workers to support growing economies, countries that present the strongest brand and live up to their promises have the advantage. In this context, brand has to do with feeling welcomed. It has to do with quality of life (including health, safety, education and housing) and the opportunity to participate fully in civic and economic life.

1 "Internet Usage in Asia," Internet World Stats: Usage and Population Statistics [on-line]. [Updated August 12, 2004], [Accessed August 28, 2004]. <www.internetworldstats.com/stats3.htm>.

THE SKILLS AND TALENTS OF IMMIGRANTS TO CANADA ARE UNDERUTILIZED

As a group, immigrants to Canada have higher levels of education than the Canadian population as a whole. According to Statistics Canada, 69 per cent of immigrants aged 25 to 44, arriving in Canada between October 2000 and September 2001, reported having a university education—compared with only 22 per cent of the Canadian-born population in the same age group.[10]

Yet, according to the same study, only 4 in 10 immigrants were working in the same occupational field that they had left.[11] Prior to immigrating to Canada, the two most common occupational categories for men were natural and applied sciences and management. For women, these categories included business, finance and administration, as well as social science, education, government services and religious occupations. Upon arriving in Canada, about half found themselves working in sales and service or processing and manufacturing occupations, often in more junior positions.

Of the approximately 13 per cent of immigrant men that had worked in management positions prior to arrival, only 4 per cent were employed as managers. The same pattern was found among immigrant women. Of the 8 per cent that held management positions in their countries of origin, 3 per cent reported being in management positions in Canada.

The two major hurdles for immigrants in achieving an occupational fit are difficulty in transferring their qualifications and lack of Canadian work experience.[12]

Between 1980 and 2000, the number of skilled immigrants intending to enter regulated professions—including engineering, accounting, law and medicine—more than doubled. Immigrants have to rely on a variety of provincial licensing bodies to assess their credentials. This poses additional challenges for newcomers seeking work in their field.

This lack of recognition for professional credentials and work experience places serious limits on individuals, their families, organizations and the Canadian economy:

- In a recent study of Canadian households, the Conference Board[13] found that roughly 546,000 Canadians, nearly half of whom were visible minorities, earned between $8,000 and $12,000 less than their potential because of learning recognition gaps (i.e., a failure to recognize foreign credentials and work experience).

- Using data from the same study, the estimated cost to the Canadian economy of not recognizing the credentials or work experience of visible minority newcomers was $2 to $3 billion a year.

DISCRIMINATION—A REALITY FOR MANY VISIBLE MINORITIES

Voices of Committed Leaders

"Racism is not something readily discernable by the senses: you cannot see it, hear it, smell it, touch it, but it does exist. It is subtle, invisible, and ethereal."
— Senator Donald H. Oliver, QC

Did You Know?

We Choose When to Recognize Foreign Credentials

Canadian organizations outsource and offshore a variety of tasks to countries such as China and India, where Chinese engineers create manufactured goods for the Canadian market and accredited Indian IT specialists give Canadians advice about computer problems over the phone. Ironically, when these individuals immigrate to Canada to do similar work, their credentials are not accepted and their work experience is not valued. Once we target individuals with specific skills and invite them in, we ignore their talent.

According to a recent Statistics Canada study, the majority of visible minorities in Canada have not experienced discrimination or unfair treatment because of their "ethnicity, culture, race, language, accent or religion" in the last five years. However, one in five has. What's more, individuals in visible minority groups are four times more likely to experience discrimination, than individuals who do not belong to a visible minority group.[14]

This same study found that visible minorities were also more likely to report having faced discrimination when in the workplace or when looking for a job. The 2002 federal Public Service Employee Survey found that visible minorities were about twice as likely as other employees to report experiencing discrimination on the job.[15]

According to the Canadian Human Rights Commission's *Annual Report 2003*,[16] the greatest number of complaints of discrimination came from people with disabilities. However, as Table 3 illustrates, national or ethnic origin, race and colour accounted for 26 per cent of all signed complaints.

Visible Minorities Poorly Represented in Key Decision-Making Positions in Canadian Organizations

While visible minorities' overall representation in the labour force is in line with their labour market availability and their participation rate (66 per cent) is close to the Canadian average (66.4 per cent),[17] their representation at senior levels in organizations and on boards of directors is low. In a recent Conference Board survey of organizations:[18]

- Only 3 per cent of respondents reported having a chief executive officer who was a visible minority. Similarly, just 3 per cent of the almost 900 senior executives in the surveyed firms were visible minorities.

- Respondents cited the lack of qualified visible minority candidates as a major barrier to filling executive and board positions. However, a recent federal government report on employment equity found that fewer than half of the visible minorities who were qualified for senior management positions were actually in those positions.[19]

- Organizations in the private sector had higher representation rates than those in the broader public sector (4.1 per cent versus 2.4 per cent).

- While almost 6 in 10 organizations (58 per cent) felt it was important to recruit visible minorities to their boards of directors, most (68 per cent) were not actively recruiting visible minorities, and 9 out of 10 did not have a plan for recruiting and selecting visible minority board members.

Table 3: Human Rights Complaints: Selected Groups (2003)

Grounds Cited	Percentage of All Complaints
Disability	37
Race	11
Colour	4
National or ethnic origin	11

Source: Canadian Human Rights Commission.

Similarly, the 2003 SpencerStuart *Canadian Board Index* found that only 19 per cent of Canadian organizations have one or more visible minorities on their board, with visible minorities making up only 1.7 per cent of all the directors on the boards of organizations surveyed. In contrast, 76 per cent of comparable companies in the U.S. have at least one minority director and 13 per cent of all directors come from visible minority groups.[20]

Visible minorities in the Board's focus groups described a number of specific barriers that they had encountered in their careers (see **Barriers to Advancement and Benefit**). Canada and Canadian organizations need to recognize and remove these barriers if we want to integrate and maximize the talents of a diverse workforce.

Barriers to Advancement and Benefit

Visible minorities who participated in the Conference Board's focus groups identified various challenges and barriers that limited both their own advancement and an organization's ability to benefit from their skills and strengths. These challenges and barriers are highlighted below.

- **"Fit" and "Personal Suitability" Criteria**
  Person–organization fit and personal suitability are powerful predictors of job performance.[1] These performance predictors can influence hiring decisions at all levels of an organization, especially for management positions. Many visible minorities believe this is an area where systemic discrimination hides. The issue is that fit, or suitability, often comes down to the chemistry between the hiring manager and the candidate. Visible minorities who were unable to create a rapport with hiring managers, due to differing backgrounds and ethnicity, often left interviews feeling that prejudice may have been to blame. Visible minorities refer to the "sticky floor" that limits their opportunities for initial advancement and the "glass (or cement) ceiling" that stops them from attaining top positions in organizations.

  We heard the case of a black, Canadian-born man.[2] He had been working as a database administrator at a medium-sized company for three years when a managerial position became vacant. With previous management experience and a solid knowledge of the company's information technology structures, he felt he was in a great position to be promoted. His only competition was one other candidate—a white man. He did not get the job. When he asked why, the director said that even though he was qualified for the job, he did not "fit" with the management culture of the organization.

- **Hiring Practices**
  Visible minorities in the focus groups felt that managers look for their mirror images in hiring or, as some said, they tend to "hire like me." Participants also felt that there were relatively few visible minorities in hiring positions and that this created a bias in the selection process and a major barrier to their being hired or promoted.

- **Different Standards of Performance**
  Workers in Canadian organizations feel pressure to work hard to succeed. However, visible minorities in the Conference Board focus groups said that they experienced more pressure than their non-visible minority colleagues. In some cases, participants felt that managers needed to justify the hiring of a visible minority to the rest of the organization. Pointing to the visible minority employee's results and long hours would convince other managers and employees of the value of this talent. In other cases, the source of pressure was co-workers' suspicions that jobs or promotions went to people because they were visible minorities, not because they had the appropriate competencies and skills.

  This need to "be exceptional to be qualified" has been documented elsewhere.[3] "You need to be one step ahead of everyone else to succeed," according to one focus group participant. In work environments where there were few visible minorities, many placed significant pressure on themselves to succeed "because, if you don't, you may be responsible for curbing the career opportunities of the visible minorities who enter the organization after you." Managers will think twice about hiring another person of colour, because "the last time I hired a visible minority, it really didn't work out." This is a heavy burden for anyone, but it is especially heavy for visible minorities because they often lack a trusted support system in the organization.

- **"Non-white" Names**
  Some also felt that their names signaled their ethnic background or immigrant status and gave "employers an excuse not to call back." Research in the United States found that resumés with "white" names, such as Brendan, Gregg, Emily and Anne were 50 per cent more likely to generate responses than were identical resumés with African-American names, such as Tamika, Aisha, Rasheed and Tyrone.[4] For focus group participants, the perceived reluctance of employers to look beyond unusual names revealed a tendency to foster sameness and implicit discrimination.

Face of Canada

Barriers to Advancement and Benefit *(cont'd)*

The Special Case of Immigrant Visible Minorities

Immigrant visible minorities encounter additional barriers to employment and advancement that are specifically related to being newcomers to Canada.

- **Lack of Recognition of Foreign Work Experience and Credentials**
  Immigrant participants in the Conference Board's focus groups, especially those in the skilled worker stream, were attracted to Canada by the promise of rewarding employment opportunities and a high quality of life for themselves and their families. We heard that Canadian organizations appear wary, not only of educational credentials from other countries, but also of work experience gained in other parts of the world. This has been a source of frustration for newcomers. As one participant said, "I have the feeling that I was good enough for immigration but not good enough for Canadian employers . . . If Canada needs cab drivers, then Canada should get cab drivers, not professionals."

  We heard the case of a 35-year-old geologist from South-East Asia who came to Canada two years ago.5 Although she entered under the skilled worker program, her search for employment in her field was a challenge. Her educational background and previous work experience sparked little interest from potential Canadian employers, and she ended up working at relatively menial jobs in order to survive. A few months ago, she left her restaurant job for a team leader position in a geological consulting firm—a position she heard about through her landlord. She is excited. She believes this is her "foot in the door," her first real opportunity to effectively use her talents and build her skills in Canada.

- **Accents**
  Merely speaking with an accent can cost immigrants job opportunities. Several participants felt that employers had screened them out of job competitions because of their accents. Some believed that phone interviews were deliberately used as a way to weed them out, since recruiters rarely called back after the initial phone interview.

- **Lack of familiarity with the Canadian "Way"**
  Immigrant visible minorities can find it challenging to adjust and adapt to Canadian customs and organizations—to do things the Canadian "way". Focus group participants talked about how cultural norms guide Canadians' perceptions of what constitutes a solid resumé or a good job interview. Some of the immigrant participants from English or French speaking countries found that being fluent in English or French was not always enough—they also had to use the right tone, inflection and choice of words.

1 James Kierstead, *Personality and Job Performance: A Research Overview* [online]. (Ottawa: Public Service Commission, 1998), [Accessed July 2, 2004]. <www.psc-cfp.gc.ca/research/personnel/personality_e.htm>.

2 This case is representative of focus group discussions.

3 See for example Glass Ceiling Commission Recommendations, *A Solid Investment: Making Full Use of the Nation's Human Capital*, Final Report {online]. (Washington, D.C.: U.S. Office of Labour, November 1995), [Accessed July 8, 2004]. <www.ilr.cornell.edu/library/keyWorkplaceDocuments/government/federal/Glassceilingreport.html>. See also John Samuel and Associates Inc., *Visible Minorities and the Public Service of Canada* [on-line]. (Ottawa: Canadian Human Rights Commission, February 1997), [Accessed July 8, 2004]. <www.chrc-ccdp.ca/publications/chap3-en.asp>.

4 Referenced in Melissa Master, *Limits to Diversity? Few Today Would Argue That Diversity Is Not a Good Thing, But Are We Making Claims for It That It Cannot Support?* (New York: The Conference Board, Inc., 2004). An overview of the study is also available at <www.findarticles.com/p/articles/mi_m1355/is_6_103/ai_97235741>.

5 This case is representative of focus group discussions.

The Conference Board of Canada

Key Points: Impetus for Action

- Canada has an aging population—as do many other developed nations.

- The race for talent will speed up.

- The face of Canada is changing—and changing fast. The visible minority population has grown five times faster than the Canadian population as a whole.

- Almost three-quarters of all newcomers to Canada are visible minorities.

- In Toronto and Vancouver, almost one in two citizens is a visible minority.

- Barriers that exist in Canadian organizations place very real limits on visible minorities, our economy and our potential.

- We underutilize the talents of both Canadian-born and immigrant visible minorities.

- While immigrants to Canada are often highly educated, skilled and experienced, we do not recognize their qualifications or their accomplishments.

- Visible minorities are poorly represented in executive positions and on boards of directors.

- Organizations wanting to be successful need to create working environments, policies and practices that attract visible minorities and fully maximize their talents.

1 "Europe's Population Implosion," *The Economist* [on-line]. (July 17, 2003), [Accessed August 26, 2004]. <www.economist.com\PrinterFriendly.cfm?Story_ID=1923383>.

2 "The New Demographics," *The Economist* (November 1, 2001).

3 Standing Committee on Citizenship and Immigration, *Competing for Immigrants*, Report (Ottawa: June 11, 2002).

4 Willi Leibfritz, Paul O'Brien and Jean-Christophe Dumont, "Effects of Immigration on Labour Markets and Government Budgets — An Overview" CESifo Working Paper No. 874, Category 4: Labour Markets [on-line]. (Munich, Germany: CESifo, February 2003). [Accessed February 2, 2005]. <http://ideas.repec.org/p/ces/ceswps/_874.html>.

5 Immigrants apply to come to Canada under three major categories: family, economic and refugee. About 60 per cent of Canada's immigrants entered the country under the economic stream in 2002. Of these, 54 per cent came as skilled workers or as dependents of skilled workers. Not surprisingly, these immigrants were highly educated, with more than 82 per cent of the principal applicants having university degrees. The selection of immigrants is based on their perceived contribution to the Canadian labour market. As a result, economic immigrants have the most direct impact upon the labour force and Canada's future growth potential.

6 <www.statcan.ca/Daily/English/030929/d030929a.htm>.

7 Organisation for Economic Co-operation and Development, "OECD in Figures: Statistics on the Member Countries," OECD Observer, 2003, Supplement 1 [on-line]. (Paris: OECD, 2003), [Accessed August 29, 2004]. <www.oecd.org/publications/e-book/0103061E.PDF>.

8 Pedro Antunes, Judith L. MacBride-King and Julie Swettenham, *Making a Visible Difference: The Contribution of Visible Minorities to Canadian Economic Growth (*Ottawa: The Conference Board of Canada, April 2004).

9 Carolyn Baarda, *Compensation Planning Outlook 2004* (Ottawa: The Conference Board of Canada, October 2003).

10 Statistics Canada, *Longitudinal Survey of Immigrants to Canada: Process, Progress and Prospects*, Cat. No. 89-611-XIE [on-line]. (Ottawa: Statistics Canada, October 2003). <www.statcan.ca/english/freepub/89-611-XIE/labour.htm> and <www.statcan.ca/Daily/English/030904/d030904a.htm>.

11 Ibid.

12 Ibid.

13 Michael Bloom and Michael Grant, Brain Gain—*The Economic Benefits of Recognizing Learning and Learning Credentials in Canada* (Ottawa: The Conference Board of Canada, September 2003).

14 Statistics Canada, *Ethnic Diversity Survey: Portrait of a Multicultural Society,* Cat. No. 89-593-XIE (Ottawa: Statistics Canada, September 2003).

15 Public Service of Canada, *2002 Public Service Employee Survey: The Results* [on-line]. (December 2002), [Accessed May 14, 2004]. <www.survey-sondage.gc.ca/2002/results-resultats/00/vmin-e.htm#heading05>.

16 Canadian Human Rights Commission, Annual Report 2003 [on-line]. (Ottawa: Minister of Public Works and Government Services, 2004), [Accessed February 9, 2005]. <www.chrc-ccdp.ca/publications/annual_report_2003_rapport_annuel/ar_2003_ra-en.asp>.

Face of Canada

17 Pedro Antunes, Judith L. MacBride-King, Julie Swettenham, *Making a Visible Difference: The Contribution of Visible Minorities to Canadian Economic Growth* (Ottawa: The Conference Board of Canada, April 2004).

18 In March 2004, The Conference Board of Canada surveyed 300 organizations about the diversity of their top teams and boards of directors. Almost 70 organizations, employing about 620,000 Canadians, responded to the survey.

19 Human Resources and Skills Development Canada, Labour Program, Annual Report, *Employment Equity Act, 2003* [on-line]. (Ottawa: Human Resources and Skills Development Canada, 2003), [Accessed February 2, 2005]. <www.hrsdc.gc.ca/en/lp/lo/lswe/we/ee_tools/reports/annual/2003/pdf/2003AnnualReportFinal.pdf>.

20 SpencerStuart and Joseph L. Rotman School of Management, *The Canadian Board Index: Board Trends and Practices at Leading Canadian Companies—Building and Retaining Director Talent in Challenging Times* (Toronto: SpencerStuart and Joseph L. Rotman School of Management, 2003). Also available on-line at <www.rotman.utoronto.ca/news/boardindex.pdf>.

6

Building the Business Case

The Benefits to Organizations of Focusing on Visible Minorities

In This Section

This section is designed to help you develop your organization's business case for diversity. It shows how a focus on visible minorities can lead to business benefits and bottom line results, including:

- Expanded global business opportunities;

- Strengthened relationships with clients, customers and suppliers;

- Enhanced creativity, innovation capacity and decision-making;

- Enhanced organizational reputation with consumers and shareholders; and

- Improved attraction and retention of top talent.

Canada's prosperity depends on its people, including an increasing number of visible minorities. Today, a full 3.9 million people in Canada—13.4 per cent of our population—belong to visible minority groups. Projections show that the proportion of visible minorities in Canada will increase substantially in the next decade. Visible minorities will play an increasingly important role in our economy—as employees, as consumers; and as connectors to the increasingly important emerging markets. The opportunity for Canadian organizations is to recognize this asset and use it to its fullest advantage.

Our case study organizations will tell you that it is one thing to embrace diversity as a concept; it is quite another to leverage that diversity for organizational success. The message is straightforward. It takes work to capitalize on diversity, but the outcomes are worth it.

Organizations that maximize the skills and talents of a diverse workforce see bottom line results. A focus on diversity, and on visible minorities specifically, puts your organization in a position to:
- Expand global business opportunities;
- Strengthen relationships with customers, suppliers and the public;
- Enhance creativity and decision-making;
- Improve its reputation with investors and consumers; and
- Attract and retain top talent.

And all of this leads to bottom line results—whether measured by profits, shareholder value, customer satisfaction, the number of new products designed and brought to market, or the effective delivery of programs. (See Exhibit 1.)

Benefits

Visible Minorities Already Contribute Significantly to the Canadian Economy

The Conference Board of Canada recently measured the economic contribution of visible minorities to Canadian economic growth.[1] To do so, we looked at potential output.

What Is "Potential Output"?

Potential output measures the highest level of economic activity an economy can obtain without surpassing its capacity limits and igniting inflation. This level of activity is achieved when all factors of production, primarily capital and labour, are fully and efficiently employed. Potential output, then, is the result of three factors: the size of the labour force, the level of fixed capital in the economy and the overall technical efficiency with which capital and labour are transformed into output. Visible minorities' contribution to Canada's potential output was determined by assessing their representation numbers in the labour force.

The Results

As the table illustrates, the annual compound growth in potential output in Canada averaged approximately 3.0 per cent from 1992 to 2001. Of this growth:

- 1.1 per cent per year is due to growth in the quantity of capital stock;

- 0.9 per cent is due to growth in technical efficiency (total factor productivity); and

- 1.0 per cent is due to growth in the quantity of labour.[2]

The last component tells the story. Despite the fact that visible minorities made up, on average, less than 11 per cent of the labour force in the 1992–2001 period, they generated over 0.3 per cent, per year, of the growth of potential output and, in turn, of real gross domestic product (GDP). In contrast, the remaining 89 per cent of the population generated 0.6 per cent of the labour force's contribution to real GDP growth.

Decomposition of Potential Output Growth

	1992–01	2002–16f
Potential Output	**3.0**	**2.7**
Labour	1.0	0.7
Visible minorities	0.3	0.3
Rest of Canada	0.6	0.4
Capital	1.1	1.1
Total factor productivity	0.9	0.9

f = forecast
Note: Totals may not add up due to rounding.
Sources: The Conference Board of Canada; Statistics Canada.

In monetary terms, over the period from 1992 to 2016, the Conference Board expects that total real GDP will increase by $794.7 billion (in 1997 dollars). Of these gains, $302.1 billion relates to growth in capital stock, $241.2 billion to gains in technical efficiency, and $251.4 billion to gains in labour force numbers. Of the $251.4 billion that relates to the labour component, visible minorities account for a full $80.9 billion.

Compared with the rest of the population, visible minorities make a disproportionately large contribution. The relative value of their contribution to the Canadian economy will be even higher in the future.

1 Pedro Antunes, Judith L. MacBride-King and Julie Swettenham, Making a Visible Difference. *The Contribution of Visible Minorities to Canadian Economic Growth* (Ottawa: The Conference Board of Canada, April 2004).

2 Aside from their contribution to the labour force, visible minorities could add to potential and real GDP growth through their contribution to fixed capital. However, it is difficult to quantify this contribution because of a lack of data. As an approximation, if the labour productivity levels of visible minorities are similar to those of other Canadians and growth in labour productivity is projected out at the same rate, the visible minority contribution to potential output could be augmented by as much as 0.1 percentage points per year.

Exhibit 1: Business Case Model for Diversity

If leveraging diversity is done effectively, you will see:

Expanded business opportunities

Stronger client relationships

Improved attraction, retention, motivation and utilization of talent

Enhanced creativity and decision-making

Enhanced reputation as socially conscious and progressive

Which leads to:

BOTTOM-LINE RESULTS
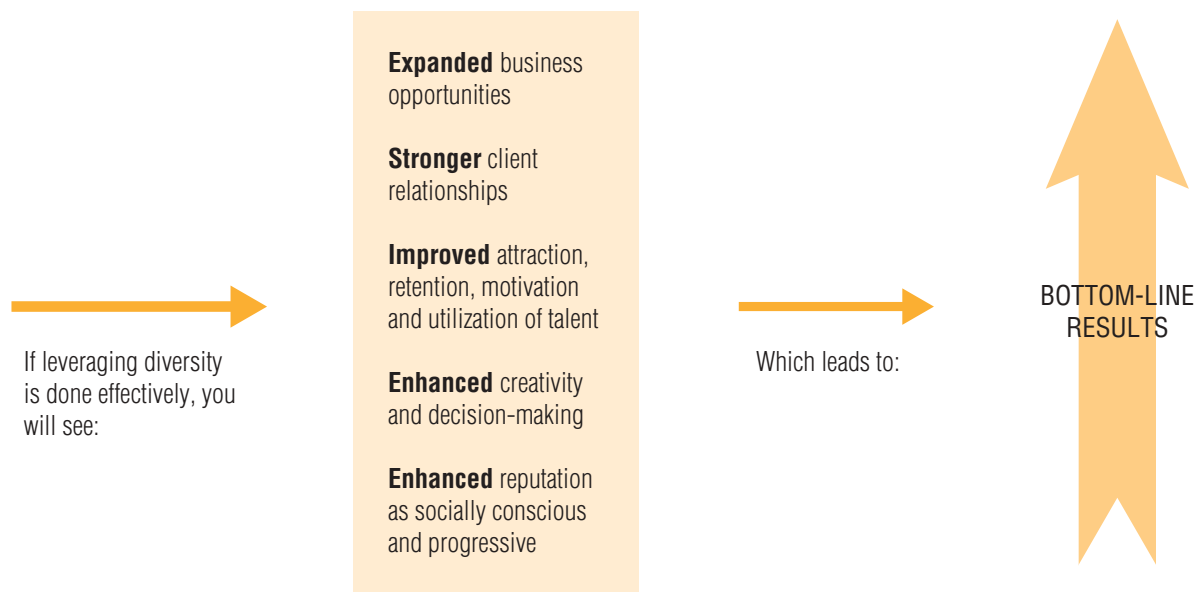
Adapted from Dr. Jeffrey Gandz, *A Business Case for Diversity* [on-line]. (London, Ontario: Richard Ivey School of Business, 2001). [Accessed February 2, 2005]. <www.equalopportunity.on.ca/eng_g/documents/BusCase.html>.

EXPAND GLOBAL BUSINESS OPPORTUNITIES

Most visible minorities living in Canada are foreign-born. Their connections, knowledge and understanding of other countries and cultures, if leveraged effectively, can provide significant business advantages in our expanding global economy.

Developing personal relationships is often critical to establishing and building lucrative opportunities in emerging international markets. Organizations represented by leaders and staff with a knowledge of different cultures, languages and ways of doing business have a real advantage. Employees who share similar ethnocultural or national backgrounds with potential customers and partners can establish understanding, build trust and solidify important business relationships.

More than half the organizations that responded to a 1995 Conference Board survey indicated that they had taken advantage of Canada's ethnocultural diversity in developing international markets. They felt that tapping into the diversity of their workforces allowed them to "avail themselves of a broader spectrum of global business opportunities."[1]

International opportunities for growth and trade are expanding. While the United States will continue to be Canada's largest trading partner, two Asian countries—China and India—are emerging as global economic powerhouses. In fact, by 2050, these countries will have become two of the world's largest economies. [2]

Our visible minority population offers a powerful connection to these markets. For instance, over one million people in Canada are Chinese (our largest single visible minority group), and 75 per cent were born outside Canada. Canadian organizations would do well to tap into this large community to help gain greater access to the Chinese market, which today accounts for roughly 5.5 per cent of Canada's exports.[3]

Benefits

STRENGTHEN RELATIONSHIPS

Both public and private sector organizations can capitalize on diversity to strengthen business and civic relationships with key stakeholders, including existing and potential customers, suppliers and the general public.

CLIENTS, CUSTOMERS AND CITIZENS

Organizations with a workforce that mirrors their customer base are in an excellent position to understand their clients' current and future needs, and to translate those needs into business opportunities. IBM makes this point very clearly, when it states: "IBM's commitment to build a workforce as broad and diversified as the customer base it serves in more than 160 countries around the world isn't an option. For IBM, diversity is a business imperative as fundamental as delivering superior technologies to the marketplace."[4]

RBC Financial Group's philosophy is to serve clients the way they want to be served. For many clients and communities, this means seeing their diversity of needs, cultures and orientations factored into marketing, sales of products and services, and philanthropic activities. For RBC Financial Group, having employees and leaders who represent the full diversity of their client base leads to better services and increased client satisfaction and loyalty.

Businesses gain direct and measurable results when they understand and leverage diversity in specific markets:

- At one of its Vancouver stations, Petro-Canada saw kiosk sales increase by 15 per cent and gasoline sales rise from 2.7 million to 3.1 million litres over a three-year period, when it paid attention to the demographics of its market. It knew that the community was largely Chinese and capitalized on the opportunity to modify the way it did business to reflect its clients' needs. Petro-Canada changed the station's signage to include both English and Mandarin, and it hired a sales associate fluent in both languages. It was this last move, using the talents of a visible minority employee, that made the biggest difference in sales.[5]

- The Bank of Montreal saw its business among Chinese-Canadians jump by 400 per cent over a five-year period, after it began to focus specifically on this market segment. The bank developed 60 Chinese branches across the country. In each of these branches, it hired employees who could speak Chinese languages and who understood the cultural nuances of the community. In addition, bank branches were redecorated using a colour scheme that would appeal the Chinese community, and banking forms were translated into Chinese languages.[6]

In the public sector, a diverse workforce that reflects the population it serves increases the public service's ability to meet the diverse needs of all Canadians effectively *and* efficiently. Visible minority public servants also provide different perspectives on the development and implementation of policies, programs and initiatives that address the specific needs of a heterogeneous population.

Statistics Canada is a prime example. Every five years, its employees and representatives go out into communities across the country to gather important, and very personal, information about Canadians. In a recent speech, Ivan Fellegi, Chief Statistician at Statistics Canada, highlighted the strength of a diverse and representative workforce when he said: "Our ability to manage all of the associated human relationships successfully, depends on our capacity to understand and identify with the Canadian cultural mosaic we are

Did You Know?

Billions of Dollars Are at Stake

Visible minorities have significant spending power. In 2001, the disposable income of employed working-age visible minorities in Canada was estimated at $78 billion.[1] Visible minorities represent approximately 39 per cent of the consumer market in Vancouver, 48 per cent in Toronto and 20 per cent in Montréal.[2]

1 Based on calculations of Statistics Canada 2001 Census data and averaged income tax rates.

2 Dr. Jeffrey Gandz, *A Business Case for Diversity* [on-line]. (London, Ontario: Richard Ivey School of Business, 2001). [Accessed February 2, 2005]. <www.equalopportunity.on.ca/eng_g/documents/BusCase.html>.

Profile: **RBC Financial Group**

Mirroring the Market Leads to Bottom Line Results

RBC Financial Group recognizes that its ability to serve an increasingly multi-ethnic market depends on having a workforce that reflects the clients they serve. In Canada, the organization has many Asian-focused branches staffed with employees who speak a number of Chinese dialects. It also has a number of managers who specialize in serving the growing Middle Eastern and South Asian communities.

Irfan Chaudhry, an account manager with RBC Financial Group in Toronto, is just one example of how employees can successfully leverage their knowledge and background to benefit both their company and themselves. Irfan arrived in Canada on September 11, 2001, from Pakistan. Since assuming his position, Irfan has built a client portfolio that includes a focus on the South Asian business market. Irfan's strong networking abilities, fluency in Indian subcontinent languages and involvement with both the Canada-Pakistan Business Council and the Indo-Canada Chamber of Commerce have contributed to a significant increase in the loan and deposit business in 2004.

Name: RBC Financial Group
Number of employees: 49,260 employees in Canada
Visible minority representation: 22%

Profile: **Service de police de la Ville de Montréal**

Serving Diverse Communities

Like other major metropolitan areas in Canada, Montréal has seen rapid growth in its visible minority population. The proportion of visible minorities who reside in the city has more than doubled since 1981.

The Service de police de la Ville de Montréal (SPVM) is changing to reflect the city's population, and visible minorities are playing a key role in helping the force to achieve one of its prime objectives: "to improve the quality of life and the feeling of security among citizens."

The organization actively recruits visible minorities from a variety of backgrounds to help it gain a better understanding of the communities it serves and to foster closer relationships within each of those communities. Employing police officers with a range of backgrounds, as well as an intimate knowledge of different cultures and languages, has helped the SPVM with both community relations and crime prevention. For example, it has enabled the organization to gain greater insight into how different criminal elements operate within the city.

The recruitment of visible minority talent has also yielded an unexpected side-benefit. According to Judith Dorval, Human Resources Consultant with the SPVM, visible minority police officers often bring additional skills and expertise to the police force. Many have worked previously as lawyers, social workers, engineers, and computer hardware and software specialists. This past experience and knowledge contribute significantly to both the effectiveness of these officers and the functioning of the organization itself.

Name: Service de police de la Ville de Montréal
Number of employees: 4,260 police personnel in Montréal
Visible minority representation: 8%

Benefits

interacting with. How could we possibly hope to gain the necessary insights, form the essential partnerships and realize the degree of cooperation we require without our employee mix being reflective of the diversity that is 'out there'?"[7]

Continually improving communication with multicultural clients and creating strong partnerships with visible minority communities are also goals for the Revenue and Taxation Branches of the Canada Revenue Agency (CRA). One initiative, the Community Volunteer Income Tax Program, involves recruiting volunteers from diverse communities, training them to prepare tax returns, and then sending them back to their communities to help other community members. Other activities include multimedia interviews (radio, newspaper, and television) in languages other than the two official languages, and presentations and information sessions delivered in partnership with multicultural organizations to specific community groups.

SUPPLIERS

Organizations developing relationships with minority-owned suppliers benefit from having employees who can communicate in the same language and use culture-specific norms for building business relationships.

Stronger relationships with minority-owned firms can also translate into future marketing and revenue opportunities. Many minority-owned businesses are more likely to turn to trusted clients when they, themselves, need a service or a product.

Successful organizations in both the private and public sectors expect, and sometimes require, suppliers to demonstrate a commitment to diversity. Requests for proposals may ask firms to supply information on their diversity programs and initiatives. Other organizations only hire executive search firms with a "diversity practice" or a solid track record in finding visible minority candidates. Organizations that boast a diverse workforce, as well as policies and programs designed to nurture diverse talents, have a competitive advantage.

ENHANCE CREATIVITY, INNOVATION CAPACITY AND DECISION-MAKING

"It is unfortunate that attempts at cloning leaders still go on at a time when globalization and internationalization of the workforce make it possible for us to seek different leadership characteristics. Every time you seek to clone leaders, you will restrict your competitive edge."

—Hubert de Pesquidoux, CEO, Alcatel[8]

Executives in both the private and public sectors report that one of their top 10 concerns is their organization's ability to innovate—an essential business attribute in today's fast-paced, highly competitive world.[9]

Two by-products of diversity are creativity and innovation. People from different backgrounds bring different ideas, perspectives and solutions to problems.[10] They can devise new products and services, challenge accepted views and generate a dynamic synergy that may yield new niches for business growth and opportunity.

PepsiCo Inc.'s diverse workforce has been instrumental in creating a strategy to capture a substantial share of the large, and rapidly increasing, ethnic food and beverage market in the United States. One of the more important initiatives PepsiCo Inc. took in its effort to understand minority consumer habits, was the creation of advisory boards for the Hispanic, African-American, and Asian populations. Using the insight from board members, PepsiCo Inc. developed minority-targeted products such as Lay's guacamole chips and Code Red, a cherry Mountain Dew drink. In 2000, PepsiCo Inc. sold 100 million cases of Code Red (its first year on the market), and in 2003 it sold $100 million worth of the Lay's guacamole chips.[11]

Diversity can also contribute to more effective decision-making in the boardroom and on the shop floor.[12] Studies have shown that culturally diverse teams make better decisions. They not only allow for a wider range of perspectives and a more critical analysis of issues, but they are also able to stimulate non-obvious alternatives and make valuable decisions in novel situations.

Profile: Centrelink

What's in the Name?

To strengthen relationships between staff and customers, Centrelink has developed a unique *Guide to Ethnic Naming Practices.* Developed as a tool to help employees better serve Centrelink's diverse customer base (20 per cent or 1.2 million were born in non-English speaking countries), the guide provides staff with information on more than 60 languages and customs, including:

- Where the languages are spoken
- Examples of typical name order (family name, given name)
- Honorifics (such as Mr., Mrs.)
- The naming of children
- Name-changing customs for women—in case of marriage, divorce or death of a partner
- The correct pronunciation of names

The guide also includes tips such as "Never assume. Always ask people for their family name, given name and so on, and ask them how they would like to be addressed." This guide led to a workplace diversity award for Centrelink.-

To purchase the guide, consult:
<www.centrelink.gov.au/internet/internet.nsf/publications/enp.htm>.

Name: Centrelink (Australia)
Number of employees: 27,000 employees in Australia
Employees from diverse cultural and linguistic backgrounds: 18.6%

One study compared the interaction and performance of culturally-similar and culturally-diverse teams over a period of 17 weeks. The researchers found that the homogeneous groups scored higher on measures related to process and performance effectiveness during the early stages of the study. But by the 17th week, while the two groups were equal on measures of process and performance effectiveness, the diverse group scored higher on the range of perspectives provided and the generation of alternatives.[13]

ENHANCE YOUR ORGANIZATION'S REPUTATION WITH CONSUMERS AND SHAREHOLDERS

Another key benefit of ensuring that visible minorities are well represented in your employee base and leadership teams is the positive impact on your reputation as a socially responsible employer.

Canadian customers and investors are beginning to scrutinize an organization's management practices and human rights record before purchasing its goods, services—or stock. Both customers and shareholders are becoming critical spenders. If they do not agree with an organization's direction, they will walk— taking their business, and their valuable dollars, elsewhere. (See **The Power of Investors—A Global Example**.)

There are plenty of examples of boycotts (or threats of boycotts) against U.S.-based firms by visible minority interest groups and others in response to perceived discriminatory practices. Organizations such as Coca-Cola, NBC, Texaco and Toyota, to name a few, have felt the sting of such actions.

ATTRACT AND RETAIN TALENT

Canadian organizations are beginning to realize that, within a few years, many of their employees will be eligible for retirement. At the CRA, approximately 57.5 per cent of executives will be eligible to retire by 2009.[14] Other organizations across the country will face even more intense skills shortages by 2011.

Benefits

With visible minorities representing a substantial pool of much-needed talent (one in five has a post-secondary degree), employers will need to seek out and sustain diversity in order to expand their opportunities.

A work environment that supports and respects diversity helps create a high level of engagement among visible minorities. It also reduces turnover and increases the retention of high-potential visible minority employees. Employee engagement and retention contribute directly to higher productivity and a substantial reduction in costs.

MEET LEGISLATIVE REQUIREMENTS

Organizations infringing Canadian laws face a serious risk to their reputations. Preserving and enhancing a good reputation does matter to business and government. Beyond the business and organizational benefits of leveraging the connections and talents of visible minorities, Canadian law, as outlined in the *Canadian Human Rights Act*[15] requires that organizations not discriminate against visible minorities.

Those organizations falling under the purview of the *Employment Equity Act* have specific additional obligations and duties to ensure that the representation of visible minorities in each occupational group in the employer's workforce reflects their representation in the Canadian workforce.[16] These organizations are required to:

- Identify and eliminate employment barriers that stem from their employment systems and practices; and
- Plan and implement programs, systems, policies and practices that are free of barriers in order to allow visible minorities (and the other groups covered by the Act) equal access to employment, among other things.[17]

That is the law.

The Power of Investors—A Global Example

"The year was 1975 and Nelson Mandela sat in a cold, dark cell in South Africa. His only crime was being black. This was a country where the white minority had imposed segregation and second class citizenship on the black majority of the population. The policy was called apartheid and for most of us it was an abomination. We boycotted South African products, and refused to visit the country. We prevented their athletes from participating in international sporting events, and declined their diplomatic exchanges. But despite international condemnation, apartheid continued.

"A group of individuals and religious organizations began to realize that this kind of isolation by the world community was not enough to force the white South African government to change its apartheid policy. They wondered if the power of money could change the South African regime. Could an investment boycott succeed where a consumer boycott had failed?

"Organizations and individuals began to question their brokers and banking institutions as to whether any of their money was invested in South Africa. When the answer was yes, they demanded that it be withdrawn from that country. The movement spread. The trickle of divestment from South Africa became a river.

"Individuals and religious groups were joined by university endowment boards, pension fund trustees, trade union leaders, government officials, and philanthropic foundations. Not only were direct investments in South Africa questioned, so were any investments in companies doing business in South Africa. Proxies were circulated demanding corporations divest themselves of all South African holdings. Shareholders exercised their rights, and soon companies adopted policies preventing any South African involvement. The river had become a flood.

"By 1991, shortly before Mandela's release from jail, there were $625 billion in investment pools that did not allow for investment in the South African regime. After his release from jail, Mandela was asked if the investment boycott had played any part in ending apartheid. 'Oh, there is no doubt', he replied."

Excerpt from Tess Hebb, *Socially Responsible Investing: Getting Value for Your Money* [on-line]. (Ottawa: Douglas-Coldwell Foundation), [Accessed September 4, 2004]. <www.dcf.ca/discussion/investing.asp?pg=2>.

Tool: What Is Your Business Case?

Some Questions to Consider:

Notes:

- What are the demographics of your customer/client base (e.g., age, income, gender, education, ethnicity)? What are the demographic forecasts for the short-term? Long-term?

- How many languages are spoken by your customers/clients?

- How many countries do you operate in?

- How much does employee turnover cost your organization?

- How much does your organization spend annually on recruitment?

- How much have discrimination/harassment suits cost your organization in the past year (in both legal fees and settlements)?

- How frequently does inter-group conflict arise?

- Is there a high level of turnover among certain employee groups?

- Are your policies and benefits attractive to potential recruits?

- Is your organization losing top talent because people do not feel valued, included or heard?

- Do all employees feel that their talents and skills are well rewarded?

- Do you offer career development and advancement opportunities to all employees?

- Is diversity reflected in your procurement policies and among your suppliers?

Benefits

THE BOTTOM LINE

Although some organizations are *required* to ensure that diversity and employment equity practices are in place, the case for fully leveraging the skills and talents of visible minorities rests on much more than the legal requirement. Fully leveraging these skills and talents is a competitive necessity. Case study organizations recognize and maximize the rich talent resource of visible minorities by committing to growth and diversity in every aspect of their operations.

There are several sound reasons for organizations to increase their focus on creating welcoming work environments for visible minority employees. Visible minorities represent a growing proportion of the labour force, the customer base and the Canadian population. Visible minority employees will help Canadian organizations connect more effectively with both established and emerging markets. Valuing diversity goes beyond business necessity to business survival itself.

Table 1: How Diversity Initiatives Impact the Bottom Line

Bottom Line Results of Diversity Initiatives[1]	Responding with Agreement (per cent)
Improves corporate culture	79
Improves recruitment of new employees	77
Improves client relations	52
Increases employee retention	41
Decreases complaints and litigation	37
Enables the organization to move into emerging markets	32
Positively affects productivity indirectly	28
Maximizes brand identity	23

1 To explore the impact of diversity on the bottom line, SHRM/FORTUNE conducted a survey of human resources professionals. Respondents (839 were contacted and 121 responded) were asked to indicate if diversity affected issues related to the bottom line.

Source: Society for Human Resources Management, *Impact of Diversity Initiatives on the Bottom Line* (Alexandria, Virginia, 2001). <www.shrm.org>.

1 Christine L. Taylor, *Dimensions of Diversity in Canadian Business: Building a Business Case for Valuing Ethnocultural Diversity* (Ottawa: The Conference Board of Canada, 1995).

2 Dominic Wilson and Roopa Purushothaman, *Global Economics Paper No. 99: Dreaming with BRICs—The Path to 2050* [on-line]. (The Goldman Sachs Group, Inc., October 1, 2003. [Accessed February 2, 2005]. <www.gs.com/insight/research/reports/report6.html>.

3 Beata Caranci, "Canadian Exports Duck Blow from Higher-Valued Loonie," TD Financial Group Topic Papers [on-line]. (Accessed February 2, 2005). <www.td.com/economics/topic/bc0704_trade.jsp>.

4 Excerpt from an IBM pamphlet on workforce diversity: *Workforce Diversity. Valuing Diversity: An Ongoing Commitment.* For more on this employer in relation to diversity, visit <www-306.ibm.com/employment/us/diverse/index.shtml>.

5 Christine L. Taylor, *Dimensions of Diversity in Canadian Business: Building a Business Case for Valuing Ethnocultural Diversity.*

6 P.J. Poole, Diversity: A Business Imperative (Ajax, Ontario: Poole Publishing Company, 1997), p. 25.

7 Ivan Fellegi, Speaking notes from Embracing Change session at Statistics Canada, Ottawa, January 10, 2003.

8 Quoted in David A.H. Brown, Debra L. Brown and Vanessa Anastasopoulos, *Women on Boards: Not Just the Right Thing…But the "Bright" Thing* (Ottawa: The Conference Board of Canada, 2002), p. 4.

9 Carolyn Baarda, *Compensation Planning Outlook 2004* (Ottawa: The Conference Board of Canada, October 2003).

10 Even Jane Jacobs in her new book speaks to the value of diversity of opinion and thought when she describes the importance of community in raising a child. She writes: "Only membership in a functioning community makes handling these responsibilities [parenting] feasible. Another thing: the neuroses of only two adults (or one) focusing relentlessly on offspring can be unbearable. The diverse viewpoints and strengths of many adults can be educational and liberating." See Jane Jacobs, *Dark Age Ahead* (Toronto, Ontario: Random House Canada, 2004), p. 36.

11 Sarah Robinson, "A More Diverse Workforce Is Good for Business at PepsiCo" [on-line]. Summary of a presentation made by Chairman and CEO Steven Reinemund to the Stanford Graduate School of Business, Stanford, CA, May 6, 2004. [Accessed February 2, 2005]. <www.gsb.stanford.edu/news/headlines/vftt_reinemund.shtml>.

12 See, for example, Orlando C. Richard, Amy McMillan, Ken Chadwick and Sean Dwyer, "Employing an Innovation Strategy in Racially Diverse Workforces," *Group and Organization Management* 28, 1 (March 1, 2003), p. 107; David A.H. Brown, Debra L. Brown and Vanessa Anastasopoulos, *Women on Boards: Not Just the Right Thing…But the "Bright" Thing.*

13 Warren Watson, Kamalesh Kumar and Larry Michaelsen, "Cultural Diversity's Impact on Interaction Process and Performance: Comparing Homogeneous and Diverse Task Groups," *Academy of Management Journal* 36, 3 (June 1993).

14 Based on Canada Revenue Agency's April 1, 2003 demographic and workforce analysis.

15 The *Canadian Human Rights Act* (RS 1985, c. H-6) makes it quite clear that it is illegal to discriminate against individuals on the basis of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability or conviction for an offence for which pardon was granted.

16 The *Employment Equity Act* is enforced by the Canadian Human Rights Commission.

17 Department of Justice Canada, *Employment Equity Act*, 1995, c. 44. For more information on employers' duty, go to <http://laws.justice.gc.ca/en/E-5.401/50057.html#rid-50093>.

Benefits

Appendix 1:

Profiles of Case Study Organizations

Organization	Profile	Number of Employees & Visible Minority Representation
PRIVATE SECTOR (CANADIAN)		
Ernst & Young LLP www.ey.com/ca	Ernst & Young provides a range of professional services and is committed to restoring the public's trust in professional services firms and in the quality of financial reporting. Its people around the globe pursue the highest levels of integrity, quality, and professionalism to provide clients with solutions based on financial, transactional, and risk-management knowledge through Ernst & Young's core services of Audit, Tax and Transaction Advisory Services. • Annual Global Revenues: $14.5 billion U.S. (2004) • Operations in 140 countries	• 2,900 employees in Canada (100,000 worldwide) • 19% visible minority representation *January 2005*
IBM Canada Ltd. www.ibm.com	IBM Canada Ltd. is one of Canada's leading providers of advanced information technology products and services and includes research and development, manufacturing, marketing and service operations. IBM is dedicated to helping their customers pursue new market opportunities and become more productive through the end-to-end transformation of their business models and the innovative application of e-business technology and solutions. • Annual Global Revenues: $89.1 billion U.S. (2003) • Operations in 170 countries	• 21,509 employees in Canada (319,273 worldwide) • 21.5% visible minority representation *January 2005*

Organization	Profile	Number of Employees & Visible Minority Representation

Pelmorex Inc.
www.theweathernetwork.com

Pelmorex Inc. owns and operates the broadcasting license for The Weather Network and its French sister station, MétéoMédia. The two networks are Canada's only specialty channels devoted to the weather and reach 8.6 million households representing 94 per cent of all Canadian cable and satellite subscribers. Pelmorex's Commercial Services division provides complete weather solutions for a variety of clients in the media, retail, energy, and transportation sectors.

• Operates in Canada only

• Over 300 employees in Canada
• 16% visible minority representation

December 2004

RBC Financial Group
www.rbc.com

RBC Financial Group—one of Canada's largest financial institutions—operates in three, newly created segments: a Canadian consumer unit (including banking, investments, and insurance), an international consumer unit (overseeing banking and investments in the U.S.), and a wholesale unit (including capital markets, and corporate and commercial banking). RBC Financial Group serves more than 12 million personal, business and public sector clients.

• Annual Global Revenues: $17 billion Cdn (2003)
• Operations in 30 countries

• 49,260 employees in Canada (68,000 world-wide)
• 22% visible minority representation
• 8% of all executives are visible minorities

October 2004

PRIVATE SECTOR (INTERNATIONAL)

American Express (U.S.)
www.americanexpress.com

American Express Company is a diversified worldwide travel, financial and network services company founded in 1850. It is a world leader in charge and credit cards, Travelers Cheques, travel, financial planning, business services, insurance and international banking.

• Annual Global Revenues: $21 billion U.S. (2003)
• Operations in 130 countries

• 42,000 employees in the U.S.
• 26.8% minority representation (12.3% Black, 8.7% Hispanic and 5.8% Asian)
• 19.9% of all senior managers are minorities[1]

December 2004

Organization	Profile	Number of Employees & Visible Minority Representation

PRIVATE SECTOR (INTERNATIONAL) (cont'd)

SABMiller (South Africa)
www.sablimited.co.za

One of the world's largest brewing companies, SABMiller, was created when South African Breweries acquired 100 per cent of Miller Brewing Company in July 2002. The company dominates South African brewing with 98 per cent of the market, and is also one of the largest bottlers and distributors of Coca-Cola products outside of the U.S.

- Annual Global Revenues: $12,645 million U.S. (2004)
- Annual South African Revenues: $2,876 million U.S. (2004)
- Operations in 40 countries

- 9,019 employees in South Africa (42,000 worldwide)
- 66% visible minority (non-white) representation[2]

December 2004

PUBLIC SECTOR (CANADIAN)

Canada Revenue Agency
www.cra-arc.gc.ca

The Canada Revenue Agency (CRA) is a federal agency that administers tax laws for the Government of Canada and for most provinces and territories, as well as the various social and economic benefit and incentive programs delivered through the tax system.

- Operates in Canada only

- Over 43,400 employees in Canada
- 13.2 % visible minority representation[3]
- 4.9 % of all executives are visible minorities

March 2004

Health Canada
www.hc-sc.gc.ca

Health Canada is a federal department responsible for helping Canadians maintain and improve their health. It provides national leadership to develop health policy, enforce health regulations, promote disease prevention and enhance healthy living for all Canadians. It administers the *Canada Health Act* and works closely with other federal departments, agencies, provincial and territorial governments and health stakeholders.

- Annual Budget: $2,755.8 million Cdn (2004-2005 Main Estimates)
- Operates in Canada only

- 8,430 employees in Canada
- 12 % visible minority representation
- 17 % of all executives are visible minorities

December 2004

Organization	Profile	Number of Employees & Visible Minority Representation

PUBLIC SECTOR (CANADIAN) (cont'd)

Service de police de la Ville de Montréal www.spcum.qc.ca	The Service de police de la Ville de Montréal (SPVM) is a municipal service established in 1972 when the police forces of 29 municipalities were combined into one. The SPVM is Canada's second largest police force and the eighth largest in North America. The police force is composed of three separate business lines: the Gendarmerie, which includes all activities undertaken by uniformed police officers; Investigations which includes all activities directly related to criminal investigations; and Corporate Services, which includes human resources and physical resources management functions. • Annual Budget: $451.4 million Cdn (2004) • Operates in Montréal, Canada only	• 4,260 police personnel • 8.0 % visible minority representation *April 2004*
Statistics Canada www.statcan.ca	Statistics Canada is a federal agency responsible for producing and providing statistics for the whole of Canada, and for each of the provinces. In addition to conducting a Census every five years, it maintains about 350 active surveys on virtually all aspects of Canadian life, providing a solid foundation for informed decision by elected representatives, businesses, unions, non-profit organizations and individual Canadians. • Annual Budget: $434.6 million Cdn (2004-2005 Main Estimates) • Operates in Canada only	• 5,400 employees in Canada • 10.8% visible minority representation *September 2003*

PUBLIC SECTOR (INTERNATIONAL)

Centrelink (Australia) www.centrelink.gov.au	Centrelink is an Australian Government agency providing services to the 6.3 million customers (almost a third of the Australian population) on behalf of the Australian Government and private sector organizations. Centrelink works in partnership with client agencies, human services providers and community organizations to link people with the resources they need to help them through transitional periods in their life. • Annual Budget: $1.6 billion Aus • Operates in Australia only	• 27,000 employees in Australia • 18.6% of all employees are from diverse cultural and linguistic backgrounds[4] *November 2003*

Organization	Profile	Number of Employees & Visible Minority Representation

Department of Veterans' Affairs (U.S.)
www.va.gov

A U.S. federal department, the Department of Veterans' Affairs (DVA) is responsible for providing federal benefits to veterans and their dependents. Of the estimated 24.8 million living veterans (as of September 2004), nearly three-quarters served during a war or an official period of conflict. About a fifth (21 per cent) of the nation's population, or more than 63 million people, are recipients or potential recipients of VA benefits and services because they are veterans, dependents of living veterans, or survivors of deceased veterans. Headed by the Secretary of Veterans' Affairs, DVA is the second largest of the 15 U.S. Cabinet departments and operates nationwide programs for health care, financial assistance and burial benefits.

- Annual Budget: $69.4 billion U.S. (Fiscal Year 2005)
- Operates in the United States, U.S. territories (American Samoa, Guam, Puerto Rico, U.S. Virgin Islands), and the Philippines

- 235,046 employees in the U.S. and U.S. territories
- 38.1% minority representation (Black, Hispanic and Asian)

September 2004

1 A majority of U.S. organizations fall under the purview of federal and state Equal Opportunity legislations. More information on the U.S. Equal Employment Opportunity Commission is available from <www.eeoc.gov>.

2 South Africa's *Employment Equity Act* was implemented in 1998 to improve representation of designated groups and eliminate discrimination. Where Canada uses the term "visible minority", South Africa uses the term "black people" to describe non-whites (Africans, Coloureds and Indians). More information on South Africa's *Employment Equity Act* is available from <www.labour.gov.za>.

3 The numbers are based on a total of 39,655 indeterminate and determinate (more than three months) employees.

4 More information on Australia's Human Rights and Equal Opportunity Commission is available at <www.hreoc.gov.au/info_for_employers/index.html>. More information on *Equal Opportunity in Public Employment Act*, 1992 is available at <www.legislation.qld.gov.au/LEGISLTN/CURRENT/E/EqOpPubEmpA92_01B.pdf>.

Appendix 2:
Criteria for Selecting Case Study Organizations

Case study organizations included in this project were selected using criteria developed by the researchers, in close consultation with the project's Advisory Committee. The criteria were based on an extensive literature review of the organizational elements identified as critical to developing and nurturing a diverse workforce and an inclusive work environment.

The project's Advisory Committee played a key role in formulating and vetting the criteria. Once the criteria were finalized, research to select case study organizations began. First, an Internet search for organizations that had received diversity awards, or that had been mentioned in the media for their work in creating welcoming workplace cultures for visible minorities, was conducted. From those identified, 25 were marked as potential case study organizations. The research team then consulted the Advisory Committee, interviewed diversity experts and contacted the organizations themselves to collect more information to complete the selection.

The final 12 case study organizations have all achieved impressive results in maximizing the talents of visible minority employees. The majority of these organizations have strategically focused on building a diverse workforce for a number of years. This guide incorporates their perspectives on the kinds of diversity policies, programs and initiatives that support an organization's ability to recognize, develop and promote visible minority talent.

CRITERIA

At minimum, organizations must:
1. Have a stated commitment to diversity (as indicated by their mission and vision statement, or clearly articulated business reasons for diversity).
2. Be recognized in the community, by assessors or by peers, as being leaders in creating welcoming, inclusive work environments for visible minorities.

In addition, organizations must have two or more of the following:
1. Diversity-sensitive recruitment and selection techniques (as indicated, for example, by job advertisements targeted to visible minority groups, use of multiple selection tools to overcome bias in any one method, diversity-experienced recruiters or interviewers, and/or diverse selection boards).

2. Programs promoting career development of visible minorities (as indicated, for example, by leadership and other development programs that include visible minority participation, mentoring or coaching for visible minorities and/or networking opportunities for visible minorities).

3. Fair promotion practices, including strategies for promoting visible minorities into management positions and for selecting visible minority members for boards of directors (as indicated, for example, by fully integrating diversity into succession planning processes and plans, and/or using core competencies to assess and promote candidates for management and other positions).

4. Managerial accountability for meeting diversity goals (as indicated, for example, by including a diversity component in management and staff performance agreements, tying financial incentives to a diverse staff base, and providing training programs to support managers and staff in meeting their diversity goals and objectives).

5. Accommodations for cultural differences (as indicated, for example, by the availability of quiet or prayer rooms, having managers and staff who are aware of and acknowledge cultural holidays, acceptance of cultural attire in the workplace, providing sensitivity training on cultural differences and how to ensure inclusive workplaces, offering English and French courses (as first and second languages) to enhance visible minority immigrants' speaking and writing skills, and/or assisting immigrants in getting foreign credentials accepted or acknowledged).

6. Visible minority representation in line with labour market availability (as measured by visible minority representation among new hires, all employees, management and board of directors).

7. Demonstrable results associated with their diversity activities (as indicated, for example, by evidence of a change in management and staff's behaviour, in the workplace culture, and/or sustainable diversity programs and policies).

8. Demonstrable corporate commitment (as indicated, for example, by corporate involvement with and outreach to visible minority communities and/or the inclusion of visible minority-owned businesses in the organization's supply chain).

Appendix 3:

Employer Resources for Foreign Credential Recognition

The following organizations perform evaluations of foreign educational qualifications. Many of these organizations charge a fee for their services, ranging from $100 to $200 depending on whether the evaluation is basic or detailed. The process they follow may vary.

Regulated occupations (those controlled by provincial, territorial or federal law) are governed by professional organizations or regulatory bodies. The employer or the candidate must first contact the provincial agencies for regulated professions or trades to have the candidate's foreign credentials recognized. The following link will allow you to search for professional associations in your province: <www.cicic.ca/professions/indexe.stm>.

If there are no provincial agencies or the candidate has applied for a non-regulated position, the evaluation services listed below can be contacted for an assessment of the credentials.

Credential Assessment Services in Canada

The Canadian Information Centre for International Credentials (CICIC) collects, organizes and distributes information, and acts as a national clearing house and referral service to support the recognition and portability of Canadian and international educational and occupational qualifications.

95 St. Clair Avenue West, Suite 1106
Toronto, ON M4V 1N6 Canada
Tel.　　(416) 962-9725
Fax　　(416) 962-2800
E-mail　info@cicic.ca
www.cicic.ca

PROVINCIALLY MANDATED SERVICES

ALBERTA
International Qualifications Assessment Service (IQAS)
9th Floor, 108 Street Building
9942 - 108 Street
Edmonton, AB T5K 2J5 Canada
Tel.　　(780) 427-2655
Fax　　(780) 422-9734
E-mail　iqas@gov.ab.ca
www.advancededucation.gov.ab.ca/iqas.asp

BRITISH COLUMBIA
International Credential Evaluation Service (ICES)
3700 Willingdon Avenue
Burnaby, BC V5G 3H2 Canada
Tel.　　(604) 432-8800
Toll-free 1-866-434-9197 (within North America)
Fax　　(604) 435-9197
E-mail　icesinfo@bcit.ca
www.bcit.ca/ices

MANITOBA
Academic Credentials Assessment Service - Manitoba (ACAS)
Manitoba Labour and Immigration
Settlement & Labour Market Services Branch
5th Floor, 213 Notre Dame Avenue
Winnipeg, MB R3B 1N3 Canada
Tel.　　(204) 945-6300 or (204) 945-5432
Fax　　(204) 948-2148
E-mail　glloyd@gov.mb.ca
www.gov.mb.ca/labour/immigrate/newcomerservices/
7a.html

NORTHWEST TERRITORIES

(The Government of the Northwest Territories provides this service through an interprovincial agreement with the Government of Alberta.)

International Qualifications Assessment Service (IQAS)

9th Floor, 108 Street Building
9942 - 108 Street
Edmonton, AB T5K 2J5 Canada
Tel.   (780) 427-2655
Fax   (780) 422-9734
E-mail   iqas@gov.ab.ca
www.advancededucation.gov.ab.ca/iqas.asp

ONTARIO
World Education Services-Canada (WES Canada)

45 Charles Street East, Suite 700
Toronto, ON M4Y 1S2 Canada
Tel.   (416) 972-0070
Toll-free 1-866-343-0070
Fax   (416) 972-9004
E-mail   ontario@wes.org
www.wes.org/ca

QUEBEC
Service des évaluations comparatives (SEC)

Centre de la reconnaissance des formations et des compétences
Ministère des Relations avec les citoyens et de l'Immigration
255, boulevard Crémazie Est, 8e étage
Montréal PQ H2M 1M2 Canada
Tél.   (514) 864-9191 ou (877) 264-6164;
Fax   (514) 873-8701
E-mail   equivalences@mrci.gouv.qc.ca
www.immigration-quebec.gouv.qc.ca/anglais/education/educational-report.html

SASKATCHEWAN

(The Government of Saskatchewan provides this service through an interprovincial agreement with the Government of Alberta.)

International Qualifications Assessment Service (IQAS)

9th Floor, 108 Street Building
9942 - 108 Street
Edmonton, AB T5K 2J5 Canada
Tel.   (780) 427-2655
Fax   (780) 422-9734
E-mail   iqas@gov.ab.ca
www.advancededucation.gov.ab.ca/iqas.asp

OTHER PROVINCES AND TERRITORIES

For credential evaluation services in New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island, Nunavut, or the Yukon, you can contact any of the above listed services.

OTHER EVALUATION SERVICES

Comparative Education Service (CES) at the University of Toronto

The University of Toronto's Comparative Education Service evaluates academic credentials obtained outside Canada for employment purposes. Services are available in French, but assessment reports are available in English only.

Comparative Education Service,
University of Toronto,
Admissions and Awards,
315 Bloor Street West
Toronto, ON M5S 1A3 Canada
Tel.   (416) 978-2190
Fax   (416) 978-7022
www.adm.utoronto.ca/ces

International Credentials Assessment Service (ICAS) of Canada

ICAS evaluates credentials from all levels of schooling for both employment and educational purposes. Their website provides information on fees and the evaluation process, as well as an application form.

147 Wyndham Street North, Suite 409
Guelph, ON N1H 4E9 Canada
Tel.   (519) 763-7282
Toll-free 1-800-321-6021
Fax   (519) 763-6964
E-mail   info@icascanada.ca
www.icascanada.ca

The Canadian Association for Prior Learning Assessment (CAPLA)

CAPLA provides expertise, advocacy and support for the development of prior learning assessment in Canada. <www.capla.ca>

Colleges and universities often provide prior learning assessment and recognition assessment services. An extensive source of information is accessible by an Internet search of PLA(R).

The Conference Board of Canada
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255 Smyth Road, Ottawa ON K1H 8M7 Canada
Tel. (613) 526-3280 • *Fax* (613) 526-4857 • *Inquiries* 1-866-711-2262

www.conferenceboard.ca