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Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

Regional Municipality of Wood Buffalo

Diversity Census and Inclusion Survey
Insights Presentation Report

March 2021

@CCDISocial

Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

About CCDI

- The Canadian Centre for Diversity and Inclusion (CCDI) is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity, and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace.

- We provide:
  - Networking & learning events in cities across Canada
  - Live and interactive webinars
  - Canada's largest elibrary on diversity and equity
  - Cutting-edge reports and toolkits (www.ccdi.ca)

Purpose

The intent of this report

- The intent of this report is to provide meaningful data to The Regional Municipality of Wood Buffalo (hereafter referred to as "RMWB") for the purposes of informing future decisions on issues of Diversity and Inclusion in the workplace.

- **Importantly, the data does not establish causal relationships.** We apply our experience and expertise combined with relevant research and data to provide insights, on what the potential reasons might be for issues and gaps identified as part of our exploratory data-analytic approach. Findings identified in the report may require further investigation.

Data Collection Details

Data collection and survey response rate

- A Diversity Census and Inclusion Survey was conducted between November 18, 2020 and December 10, 2020.
- All invitees were provided an unique survey web link to ensure no duplicate participation.

Response Rate			
	Number of Invitees	**Number of Responses**	**Response Rate**
Diversity Census and Inclusion Survey	1507	726	48.2%*

*Note: CCDI uses an industry standard of 80% response rate to gauge demographic data results as indicative of trends throughout the workforce. Please note that a response rate of 48.2% may not accurately reflect the demographics and views of the entire workforce. As such, CCDI cannot confidently infer generalizations that are solely focused on demographic representations.

Written feedback from survey

- In total, the Diversity Census and Inclusion Survey received 155* written comments from the 726 respondents.

- Of this total:
  - 98 were provided as general comments
  - 28 were provided as comments to the question of *why respondents would not request accommodations for a disability*
  - 29 were provided as comments to the question of *why respondents would not request accommodations for dependant care*

*Note: Any PNTA responses were removed from this total.

Key Demographic Findings

Representation of demographic groups

Representation	Demographic group				
	Racialized persons	Women	Indigenous persons	Persons with a Disability	LGB2sQ+ persons
The RMWB workforce[1]	32.9%	53.0%	11.6%	16.9%	17.4%
Alberta Labour Market Availability[2]	17.3%	46.6%	4.7%	4.9%	5.3%[3]
Difference	**+15.6%**	**+6.4%**	**+6.9%**	**+12.0%**	**+12.1%**
CCDI benchmarks	27.3%	59.4%	3.2%	12.8%	6.0%
Difference	**+5.6%**	**-6.4%**	**+8.4%**	**+4.1%**	**+11.4%**

1. The RMWB workforce data is derived from survey responses from 726 employees, not the workplace population of 1507 employees. These demographics are determined by calculating the percentage of Respondents who selected 'Yes' for the corresponding demographic question, out of the total Respondent pool, and includes Prefer Not to Answer (PNTA) responses.
2. The Alberta labour market availability data is derived from the Government of Canada's Employment Equity Act: Annual Report 2018. Canadian Census. For further information, see Government of Canada (2020). *Employment Equity Act: Annual Report 2018.*
3. CROP & Foundation Jasmin Roy. (2017). *The values, needs and realities of LGBT people in Canada in 2017*, Retrieved from https://issuu.com/philippeperreault9/docs/8927_rapport-sondage-lgbt-en/8.

Representation of demographic groups: strengths and opportunities

Comparisons to Alberta labour market availability:

- Racialized Persons, Women, Indigenous Persons, Persons with a Disability and LGB2sQ+ Persons are more represented in the survey respondent pool when compared to the Alberta labour market availability, by differences of 15.6%, 6.4%, 6.9%, 12.0% and 12.1%, respectively.

Comparisons to CCDI benchmarks:

- Racialized Persons, Indigenous Persons, Persons with a Disability, and LGB2sQ+ Persons are also more represented when compared to the CCDI benchmarks* by differences of 5.6%, 8.4%, 4.1%, and 11.4%, respectively.
- Women are less represented in the survey respondent pool when compared to the CCDI benchmarks* by a difference of 6.4%.

*Note: CCDI's benchmark data are compiled from organizations that surveyed with CCDI from 2014-2020. In total, 60 organizations are included in this dataset, with 132, 728 survey respondents. The benchmark statistics represent averages of responses.

Key findings

Possible structural barriers and inequities for:

- Indigenous Persons, Persons with a Disability, and LGB2sQ+ Persons in accessing Senior Leader Roles.

- Women, Racialized Persons, and Indigenous Persons in accessing full-time roles.

- Women in accessing unionized positions.

Note: Straight White Able-Bodied Men are considered an advantaged demographic group in Canadian workplace contexts due to their higher representation in decision making and/or senior roles within workplaces. As such, this identity group is included in analysis for comparison purposes.

Demographic representation across roles
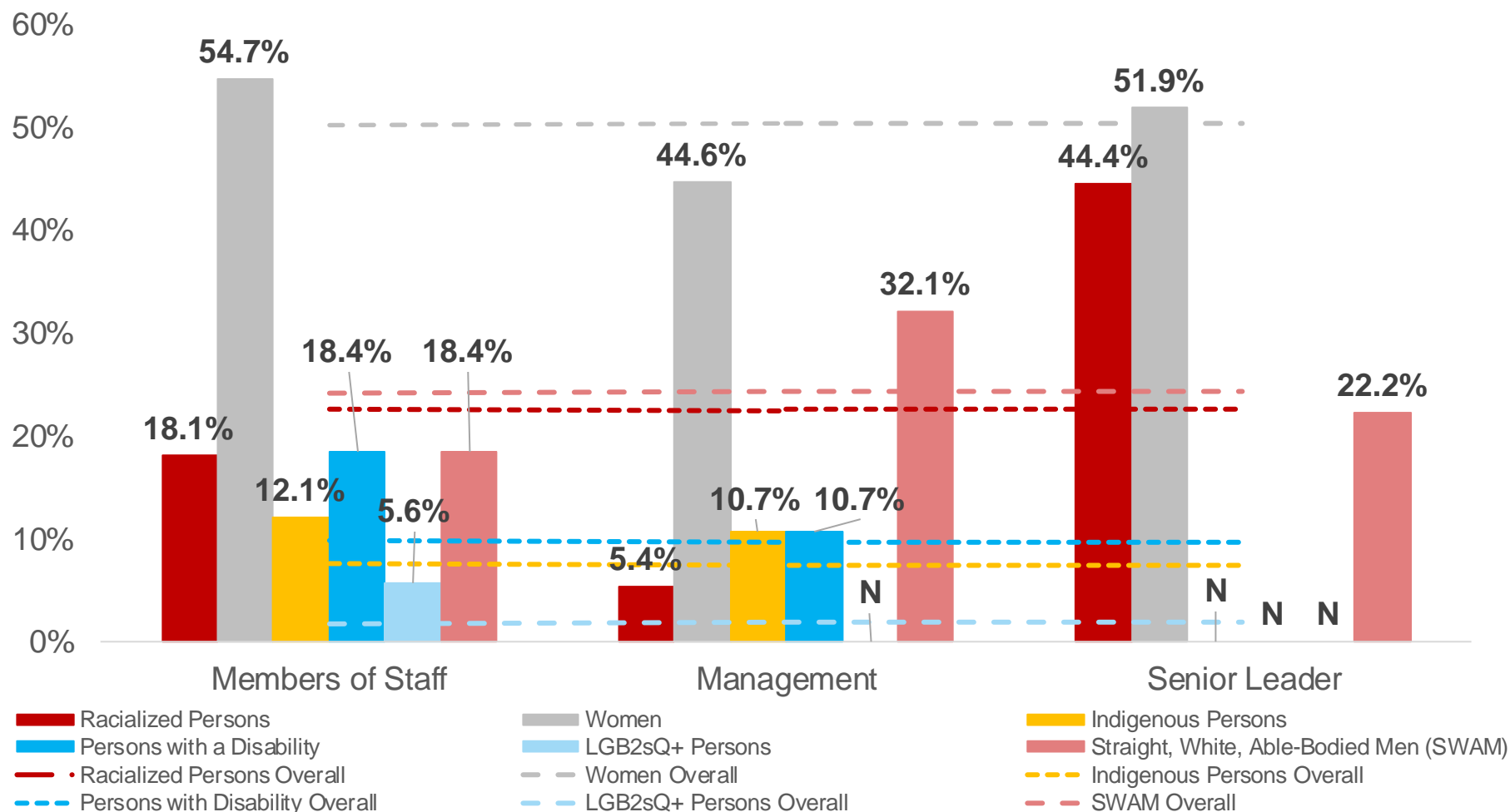
Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes.

Indigenous representation across roles

Take-away: Indigenous Persons are less represented in Senior Leader roles when compared to their overall representation at the organization. Non-Indigenous Persons are more represented in Senior Leader roles when compared to their overall representation at the organization.
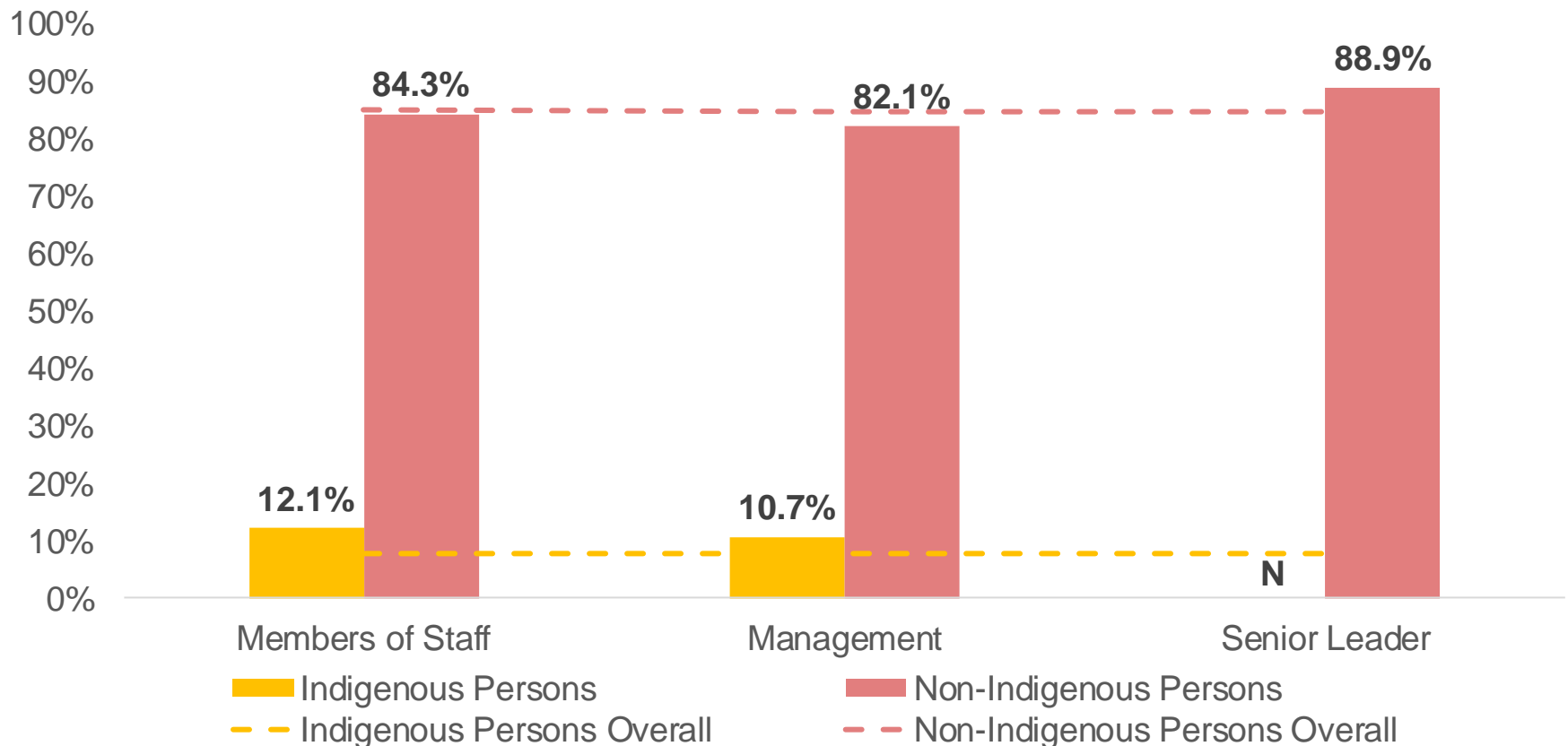
Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes.

LGB2sQ+ representation across roles

Take-away: LGB2sQ+ Persons are less represented in Management and Senior Leader roles in comparison to their overall representation in the organization, whereas the representation of Heterosexual Persons is higher in Management roles.

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes.

Persons with a Disability across roles

Take-away: The representation of Persons with a Disability is lower in Senior Leader roles, whereas the representation of Persons without a Disability is higher in Management and Senior Leader roles.
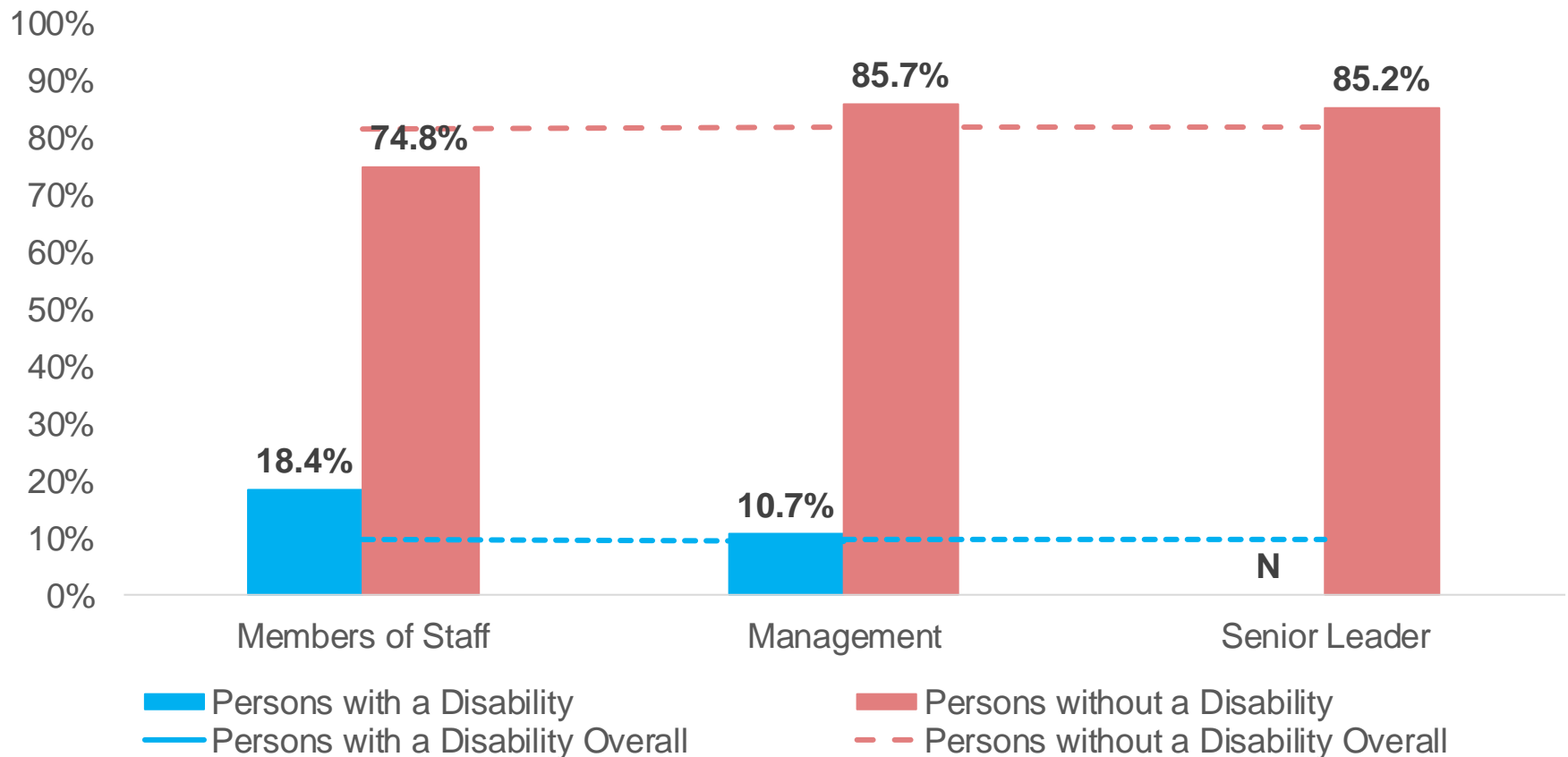
Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes.
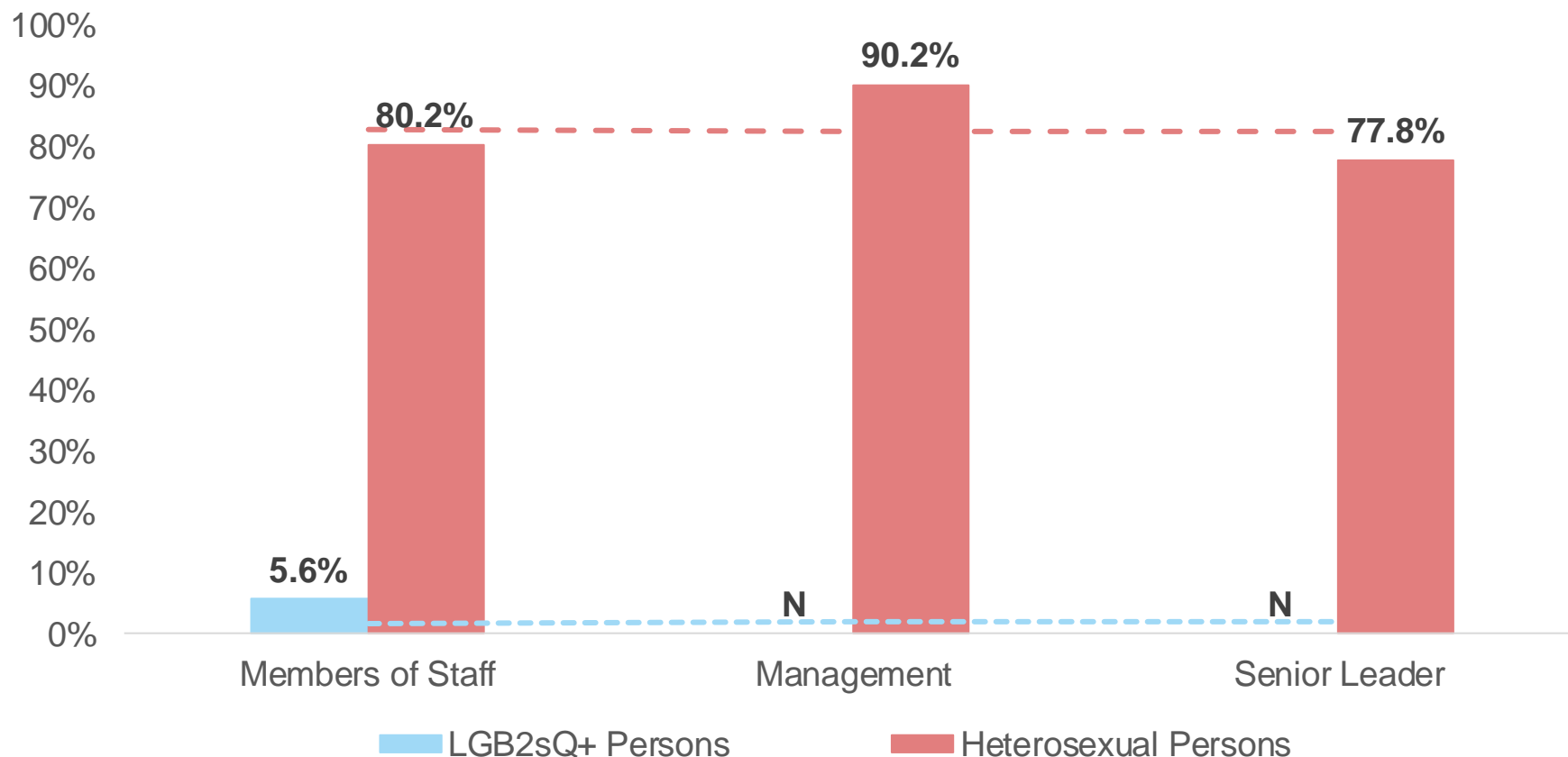
Typically underrepresented groups across roles

Take-away: Women are more represented in Casual and Temporary/Contract roles than Full time roles. Also, Racialized Persons and Indigenous Persons are more represented in Temporary/Contract roles than Full time roles. These findings indicate potential biases in hiring and/or advancement practices.
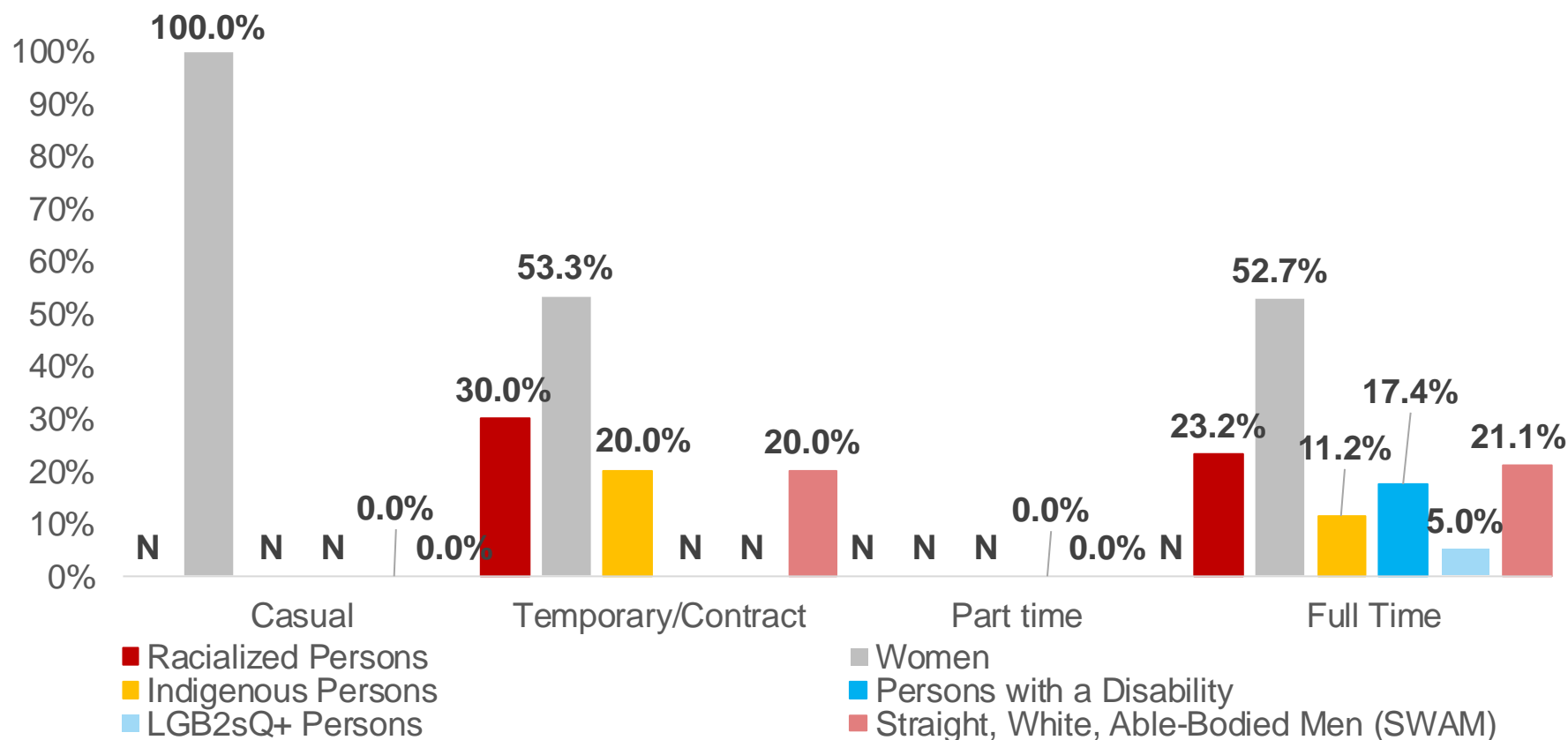
Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes.

Typically underrepresented groups & union affiliation

Take-away: Women are more represented in non-unionized roles than unionized roles. Unionized positions may have different wages and benefits than Non-Unionized positions. The large '*prefer not to answer*' responses for Racialized Persons and Women also indicate possible issues with trust and confidence reporting this information.
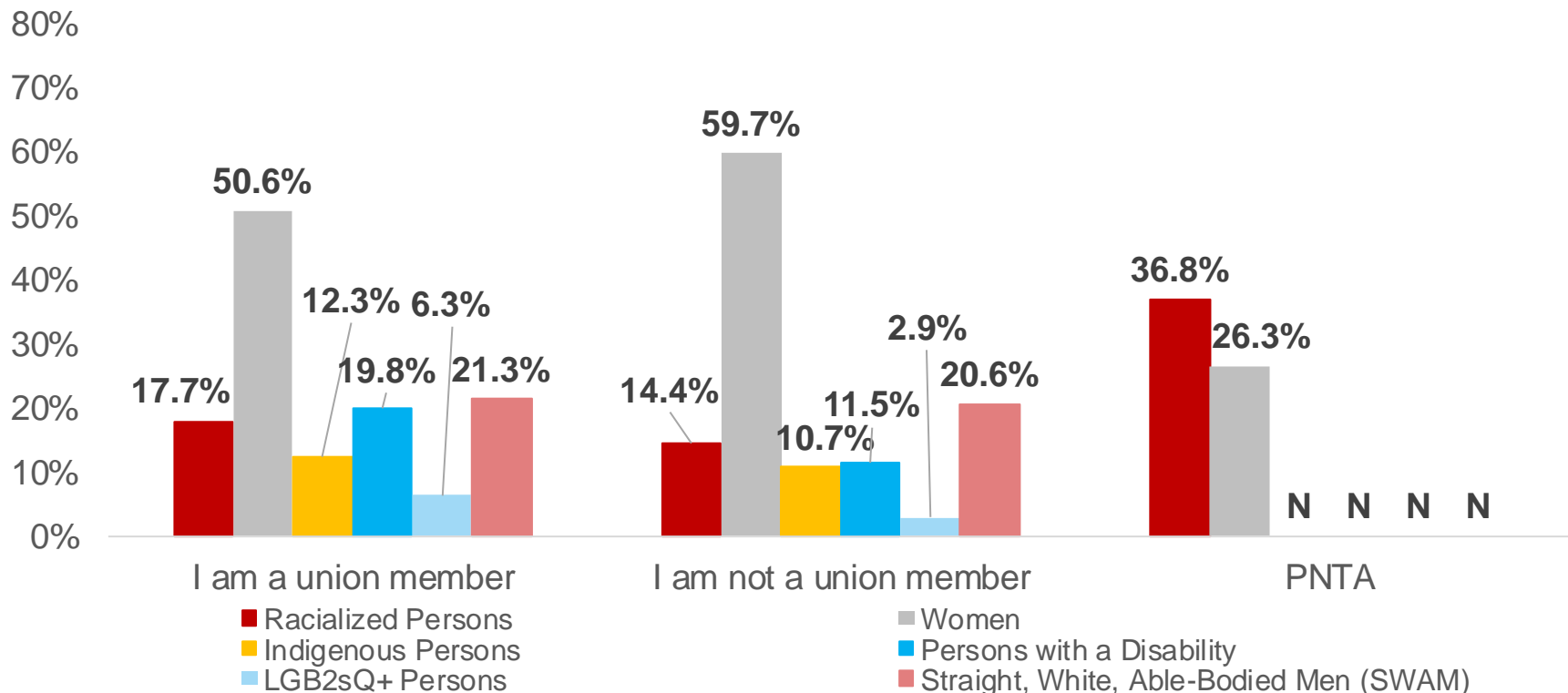
Note: PNTA refers to "Prefer not to answer"

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes.

Inclusion Climate

Key findings

Key findings

Attention is required to address:

- Very low overall agreement ratings on indicators related to:
  - » Comfort in seeking assistance if harassment and/or discrimination occurs.
  - » Equal opportunities for career advancement.
  - » Sense of support from RMWB in maintaining physical and mental wellbeing.
  - » Access to flexible work arrangements.
  - » Awareness of Diversity, Equity and Inclusion (DEI) issues among Senior Leaders.
  - » Commitment of Senior Leaders towards DEI.
  - » Sense of inclusion and of being valued.

- Persons with a Disability, Indigenous Persons, and LGB2sQ+ Persons reported the lowest agreement ratings with inclusion indicators.

Key findings

Attention is required to address:

- Written feedback indicated:
    - » Issues of bullying, harassment, and/or discrimination (*14 comments*).
    - » Lack of accountability for Senior Leaders and Management (*10 comments*).
    - » Lack of trust in HR system (*9 comments*).
    - » Perceptions of low Senior Leader/Management commitment to DEI (*20 comments*).
    - » Issues of fairness and lack of transparency in advancement (*25 comments*).
    - » Lack of access and availability of accommodation supports (*34 comments*).
    - » A need for further DEI training and awareness (*9 comments*).

Overall Inclusion Climate

Opportunities for development

» **Moderate** (70-79%) agreement for **1 of 13 inclusion indicators** assessing:

    » Organizational commitment to diversity and inclusion.

The RMWB is committed to and supportive of diversity.

Agree: 70.3%	Neutral: 18.0% Disagree: 6.6% PNTA: 5.1%

0%   20%   40%   60%   80%   100%

■ Agree   ■ Neutral   ■ Disagree   ■ PNTA
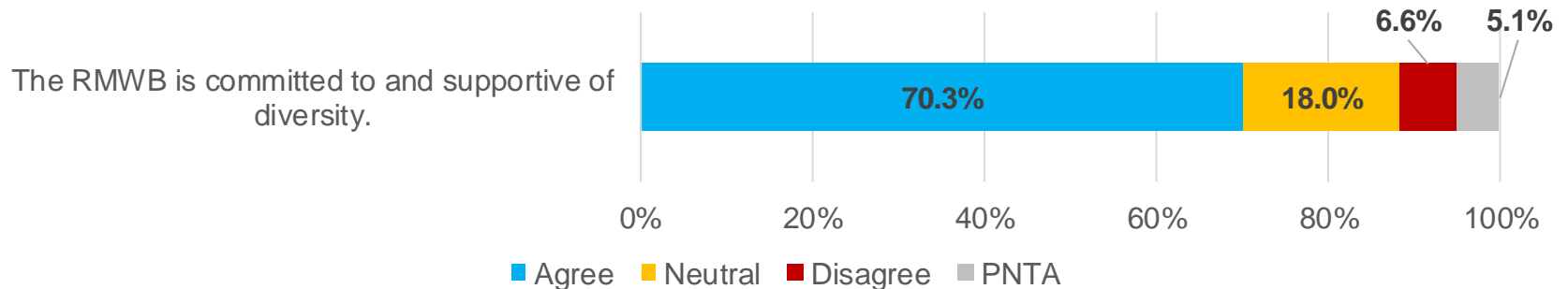
Note: CCDI's ranking system considers "very high" agreement (≥90% agreement) and "high" agreement (80% to 89% agreement) scores as indication that an organization is performing appropriately for the relevant inclusion indicator. CCDI's ranking considers "moderate" agreement (70% to 79% agreement) scores indicate the organization should consider reviewing current policies, procedures and practices for the relevant inclusion indicator to determine areas of improvement.

Note: PNTA refers to "Prefer not to answer"

Opportunities for development

» **Low** (60-69%) agreement overall for **3 of 13 inclusion indicators** assessing:
  » Being treated fairly and with respect.
  » Perception that Manager/Supervisors promote a respectful workplace.
  » Non-tolerance of Inappropriate jokes and comments within the organization.

	Agree	Neutral	Disagree	PNTA
At The RMWB, I am treated fairly and with respect.	68.32%	18.87%	9.78%	3.03%
I feel my manager/supervisor promotes a respectful and inclusive workplace at The RMWB.	67.08%	17.49%	11.43%	3.99%
Racist, sexist, homophobic and other inappropriate comments or jokes are not tolerated at The RMWB.	65.98%	19.83%	9.37%	4.82%

■ Agree ■ Neutral ■ Disagree ■ PNTA
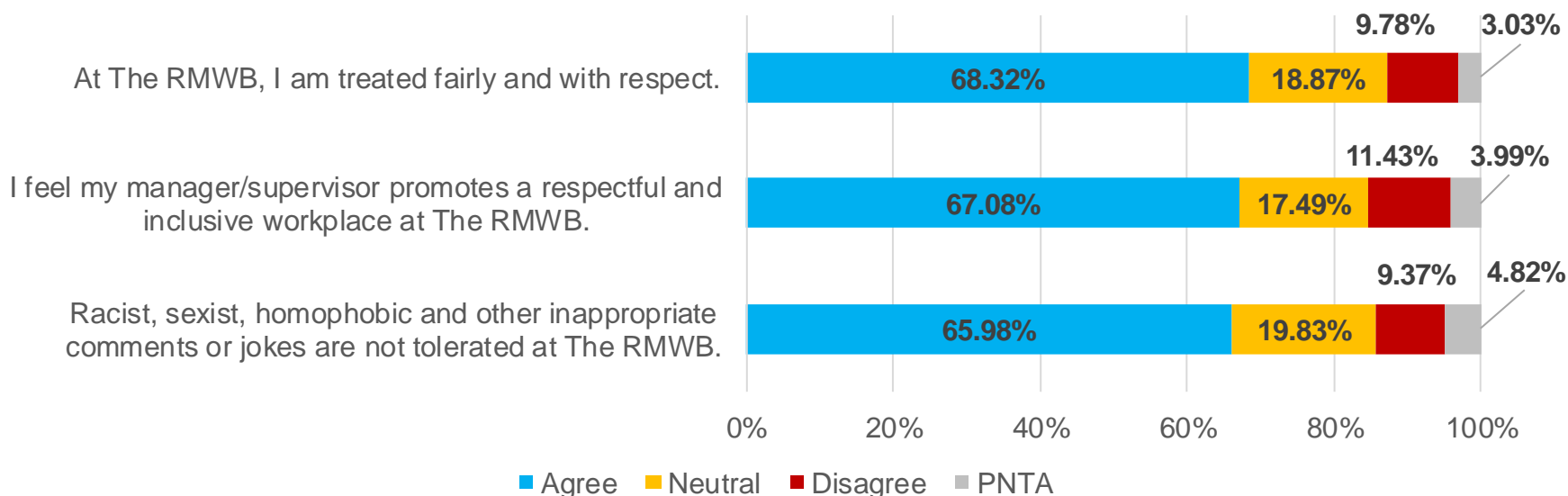
Note: CCDI's ranking system considers "low" agreement scores (60% to 69% agreement) as indication that developing/ evaluating policies, procedures and practices may be required.

Note: PNTA refers to "Prefer not to answer"

Opportunities for development

» **Very low** (50-59%) agreement overall for **9 of 13 inclusion indicators** assessing:

  » Provision of flexible work arrangements to meet individual needs.

  » Sense of inclusion.

  » Senior leadership awareness of DEI issues at RMWB.

  » Perception that one's unique value is known and appreciated.

  » Comfort in seeking assistance for harassment and/or discrimination issues at RMWB.

  » Senior leadership commitment towards developing a respectful and inclusive workplace.

  » Perception that there are equal opportunities to advance, regardless of personal characteristics.

  » Sense of support from RMWB in maintaining physical and mental wellbeing.

  » Perception that career paths are not negatively impacted by taking time away for personal reasons.

Note: CCDI's ranking system considers "very low" agreement scores (≤59% agreement) as indication that developing/ evaluating policies, procedures and practices may be required.

Note: PNTA refers to "Prefer not to answer"
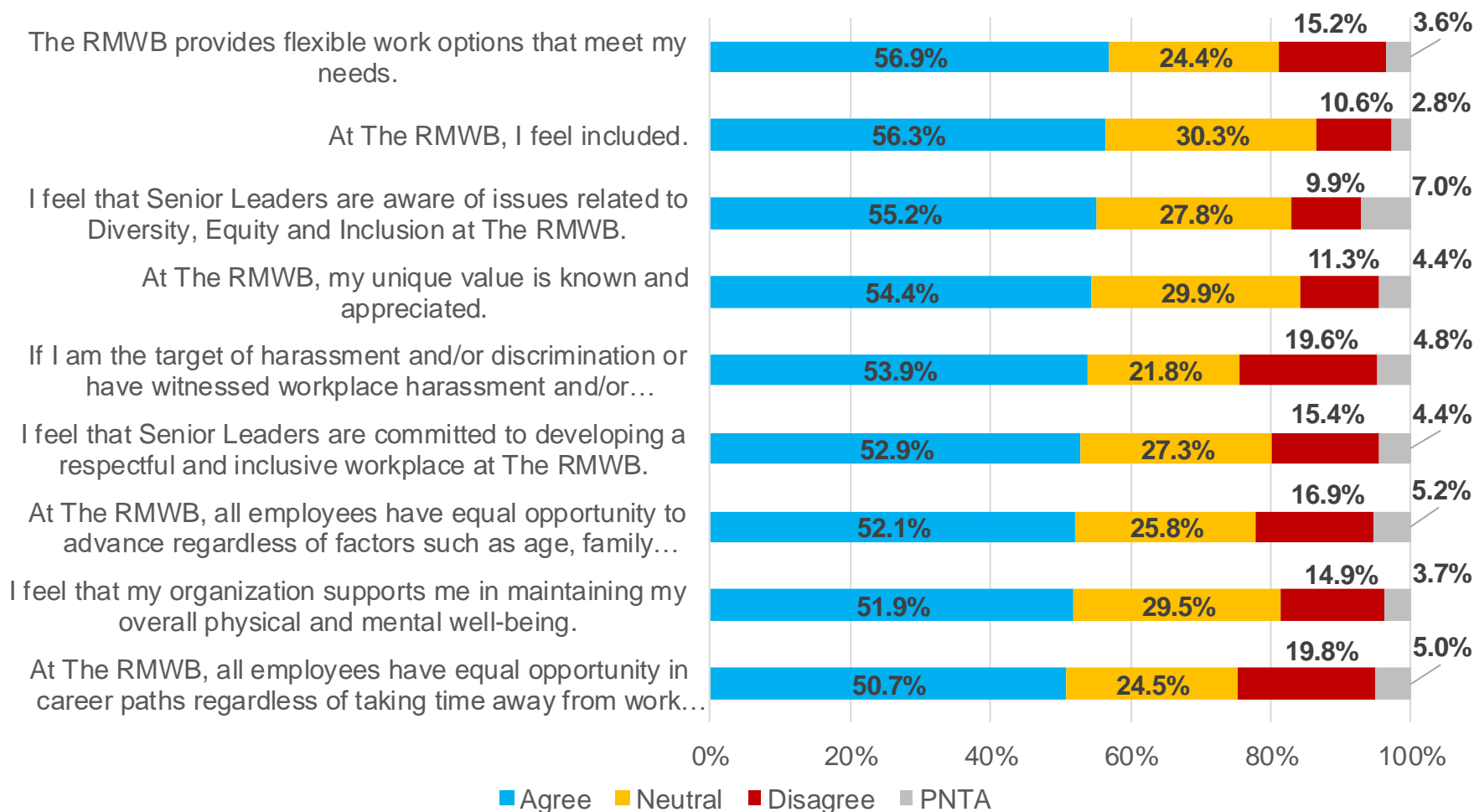
Opportunities for development

Statement	Agree	Neutral	Disagree	PNTA
The RMWB provides flexible work options that meet my needs.	56.9%	24.4%	15.2%	3.6%
At The RMWB, I feel included.	56.3%	30.3%	10.6%	2.8%
I feel that Senior Leaders are aware of issues related to Diversity, Equity and Inclusion at The RMWB.	55.2%	27.8%	9.9%	7.0%
At The RMWB, my unique value is known and appreciated.	54.4%	29.9%	11.3%	4.4%
If I am the target of harassment and/or discrimination or have witnessed workplace harassment and/or…	53.9%	21.8%	19.6%	4.8%
I feel that Senior Leaders are committed to developing a respectful and inclusive workplace at The RMWB.	52.9%	27.3%	15.4%	4.4%
At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family…	52.1%	25.8%	16.9%	5.2%
I feel that my organization supports me in maintaining my overall physical and mental well-being.	51.9%	29.5%	14.9%	3.7%
At The RMWB, all employees have equal opportunity in career paths regardless of taking time away from work…	50.7%	24.5%	19.8%	5.0%

■ Agree ■ Neutral ■ Disagree ■ PNTA
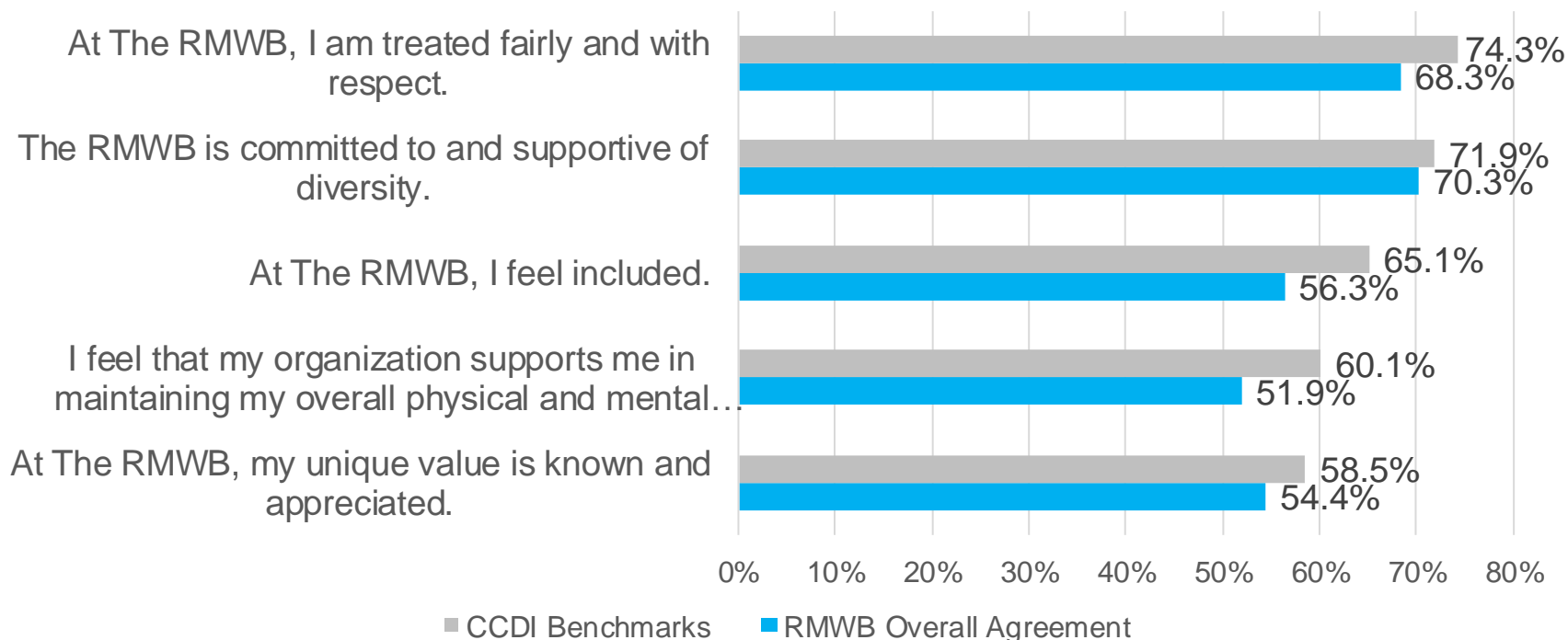
Note: CCDI's ranking system considers "very low" agreement scores (≤59% agreement) as indication that developing/ evaluating policies, procedures and practices may be required.

Note: PNTA refers to "Prefer not to answer"

Inclusion indicators compared to CCDI benchmarks

Take-away: RMWB overall agreement ratings for the 5 baseline inclusion indicators are lower than CCDI benchmarks.

At The RMWB, I am treated fairly and with respect. — 74.3% / 68.3%

The RMWB is committed to and supportive of diversity. — 71.9% / 70.3%

At The RMWB, I feel included. — 65.1% / 56.3%

I feel that my organization supports me in maintaining my overall physical and mental… — 60.1% / 51.9%

At The RMWB, my unique value is known and appreciated. — 58.5% / 54.4%

0% 10% 20% 30% 40% 50% 60% 70% 80%

■ CCDI Benchmarks   ■ RMWB Overall Agreement

CCDI's inclusion benchmark data for the 5 baseline inclusion indicators are compiled from organizations that surveyed with CCDI from 2014-2020. In total, 52 organizations are included in this dataset for the first four inclusion indicators. The fifth baseline inclusion indicator was added in 2019 and 30 organizations are included in this data.

Inclusion of Typically Underrepresented groups

Take-away: Straight White Able-Bodied Men reported highest agreement for the 5 baseline inclusion indicators. Persons with a Disability reported lowest agreement for all 5 of the baseline inclusion indicators. The indicator that Persons with a Disability reported the lowest agreement with assessed sense of support from RMWB in maintaining physical and mental well-being.
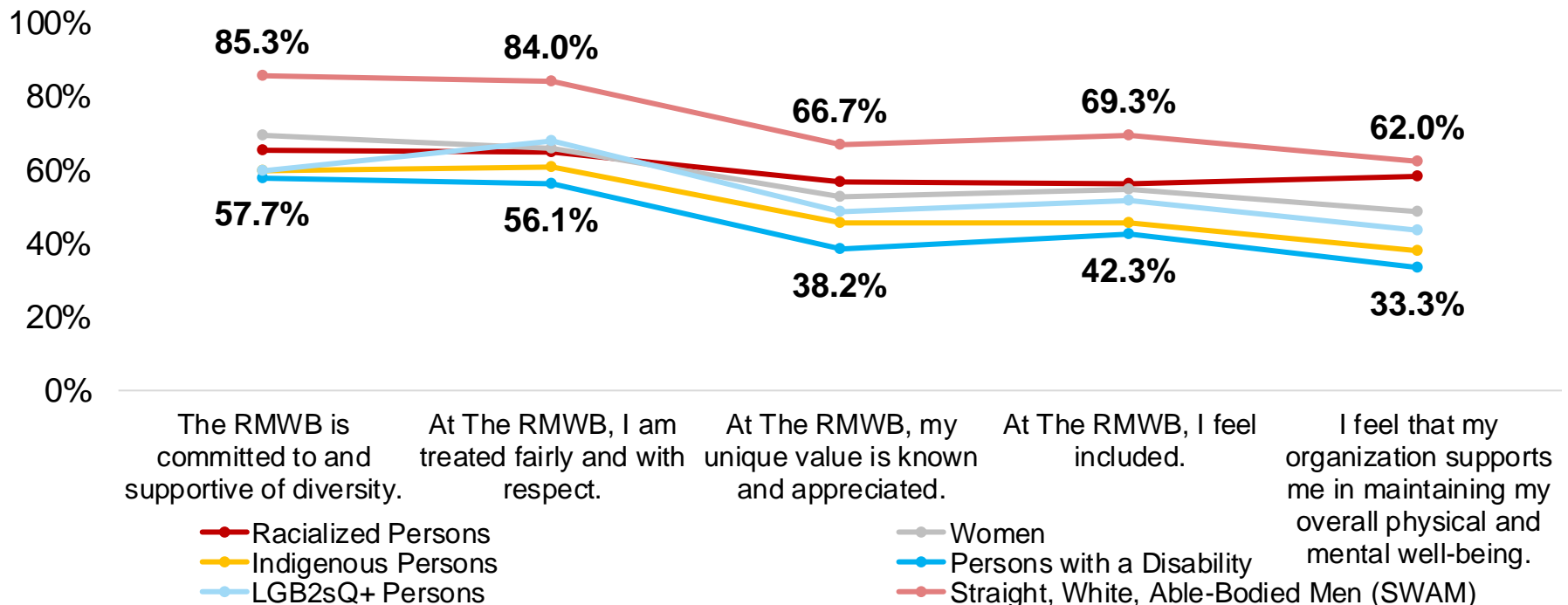
Note: The 5 baseline indicators reflect key dimensions of organizational inclusion including perceptions of organizational commitment to diversity and inclusion, fairness, sense of inclusion, and sense of support from organizations.

Inclusion experiences across roles

Take-away: Senior Leaders reported higher agreement than Management and Members of Staff for the 5 baseline inclusion indicators. Differences in agreement are greater than 10% between Senior Leaders and Management for 3 indicators, and between Senior Leaders and Members of Staff for all 5 indicators.

Chart: Inclusion experiences across roles

Indicator	Senior Leader	Management	Members of Staff
At The RMWB, I am treated fairly and with respect.	88.9%	74.1%	66.3%
The RMWB is committed to and supportive of diversity.	85.2%	81.3%	67.5%
At The RMWB, I feel included.	77.8%	67.9%	53.2%
At The RMWB, my unique value is known and appreciated.	77.8%	58.9%	52.3%
I feel that my organization supports me in maintaining my overall physical and mental well-being.	74.1%	59.8%	49.4%

Legend: ■ Senior Leader ■ Management ■ Members of Staff

Harassment, Discrimination, and Bullying

Harassment and/or discrimination

Take-away: Straight White Able-Bodied Men (SWAM) reported highest agreement for 2 indicators assessing non-tolerance of harassment and/or discrimination issues at RMWB and comfort seeking assistance for these issues. Differences in agreement ranged from 6.0% to 33.8% between SWAM and the typically underrepresented groups, with the largest differences seen between SWAM and Persons with a Disability.

Racist, sexist, homophobic and other inappropriate comments or jokes are not tolerated at The RMWB.
- 75.3%
- 52.9%
- 51.4%
- 48.6%
- 44.0%
- 41.5%

If I am the target of harassment and/or discrimination or have witnessed workplace harassment and/or discrimination, I feel comfortable seeking assistance at The RMWB.
- 76.0%
- 70.0%
- 67.6%
- 62.3%
- 63.1%
- 52.0%

0% 20% 40% 60% 80% 100%

- Straight, White, Able-Bodied Men (SWAM)
- Racialized Persons
- LGB2sQ+ Persons
- Women
- Indigenous Persons
- Persons with a Disability
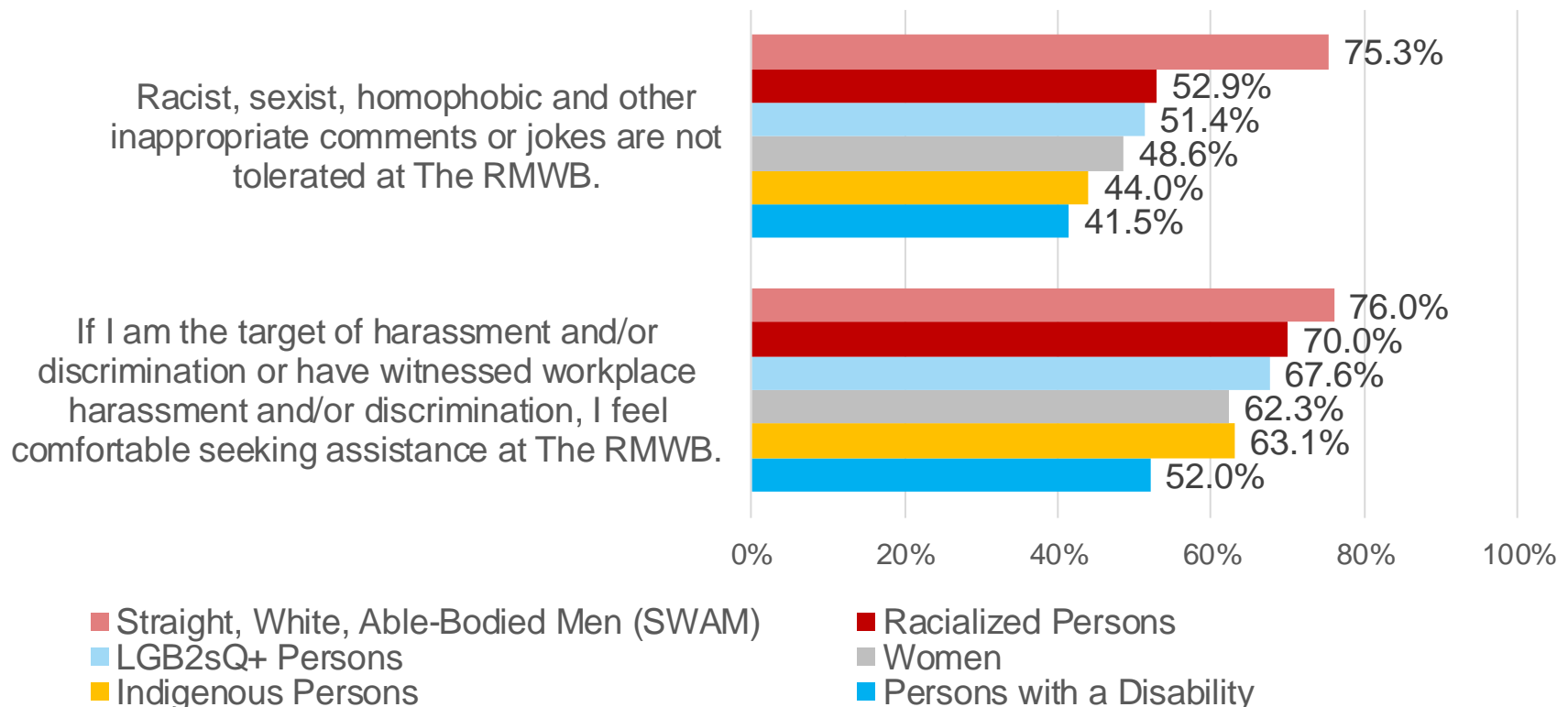
Harassment, discrimination, and bullying

In the written feedback, respondents identified issues of bullying and threats in the workplace. Responses* indicated the following:

- Regular bullying within and across each level of the organization.
- Experiences of repetitive bullying from Management.
- Issues of favouritism in Management, with Members of Staff who are less favoured being targets of bullying.
- Expression of threats of physical violence, with no intervention from bystanders.
- Lack of organizational support and accountability in handling issues of bullying/threats.
- High level of continuous turnover due to bullying from Management to Members of Staff.

*Note: Each listed response is reflective of at least one comment. The total number of comments for each broad theme is included on p. 21.

Harassment, discrimination, and bullying

Respondents identified issues of harassment and/or discrimination including racism, sexism, homophobia, and ageism at RMWB. Respondents indicated that Management are involved in harassment and discrimination. Responses indicated the following:

- Expression of discriminatory comments and jokes by Management towards Members of Staff, including comments that are racist, sexist, homophobic, and ageist.
- Expression of discriminatory comments and jokes regarding different accents.
- Expression of discriminatory and offensive comments by Councillors in public spheres.
- Lack of consistency in accountability, where Management and Councillors are not held accountable for discriminatory actions.
- Perception that investigations that do occur do not lead to changes in discriminatory behaviour among Management.
- Poor mental health outcomes in relation to tolerance of inappropriate comments and jokes.

Harassment, discrimination, and bullying

Respondents indicated a lack of trust in the HR system to address issues of bullying, harassment and/or discrimination. Responses indicated the following:

- Lack of clarity around the process of reporting harassment, discrimination, and bullying issues.
- Lack of transparency around how reports of harassment, discrimination, and bullying are handled and addressed.
- Low trust that reports of harassment, discrimination, and bullying will be kept confidential.
- Fear of retaliation for reporting harassment, discrimination, and bullying.
- Low trust that issues will be handled accordingly and that satisfying outcomes will be attained.
- Lack of merit-based performance evaluations to reduce issues of discrimination.
- Low sense of safety or protection in the workplace.

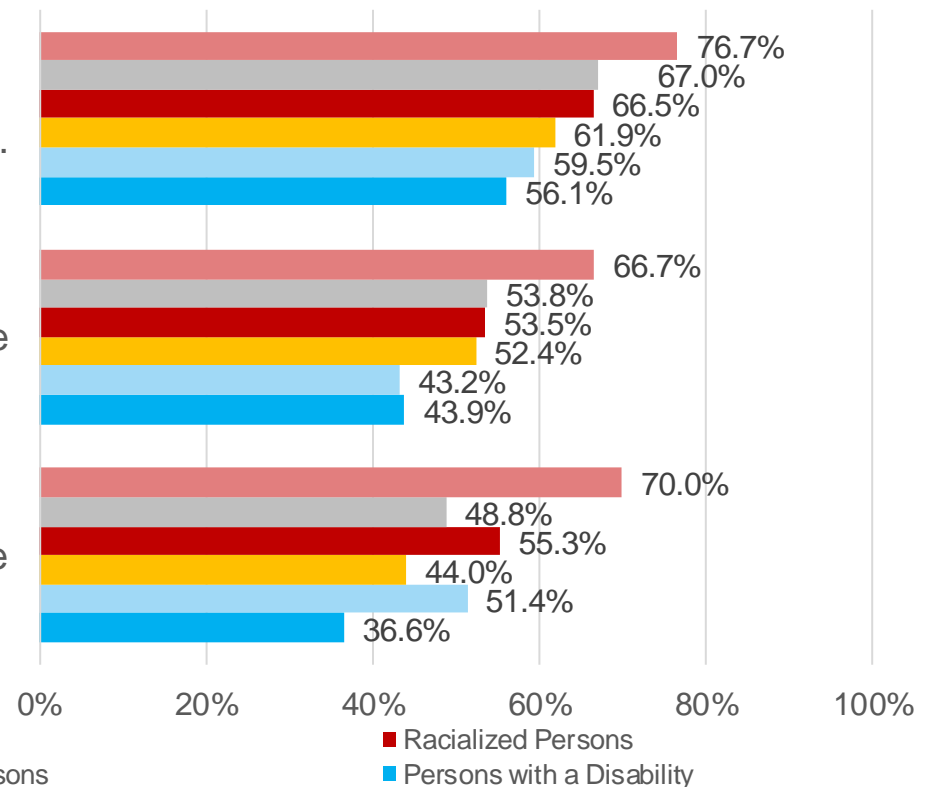# Perceived Inclusivity of Senior Leaders and Managers

Perceived inclusivity of Senior Leaders and Managers

Take-away: Straight White Able-Bodied Men (SWAM) reported highest agreement for 3 indicators assessing awareness and commitment of Senior Leaders and Managers towards DEI. Differences in agreement ranged from 9.7% to 33.4% between SWAM and the typically underrepresented groups. The largest differences are seen between SWAM and LGB2sQ+ Persons and Persons with a Disability.

I feel my manager/supervisor promotes a respectful and inclusive workplace at The RMWB.
- 76.7%
- 67.0%
- 66.5%
- 61.9%
- 59.5%
- 56.1%

I feel that Senior Leaders are aware of issues related to Diversity, Equity and Inclusion at The RMWB.
- 66.7%
- 53.8%
- 53.5%
- 52.4%
- 43.2%
- 43.9%

I feel that Senior Leaders are committed to developing a respectful and inclusive workplace at The RMWB.
- 70.0%
- 48.8%
- 55.3%
- 44.0%
- 51.4%
- 36.6%

0%   20%   40%   60%   80%   100%

- ■ Straight, White, Able-Bodied Men (SWAM)
- ■ Women
- ■ Racialized Persons
- ■ Indigenous Persons
- ■ LGB2sQ+ Persons
- ■ Persons with a Disability

Perceived inclusivity of Senior Leaders and Managers

Respondents reported perceptions of a lack of genuine commitment towards Diversity, Equity, and Inclusion (DEI) among Senior Leaders and Management. Responses indicated the following:
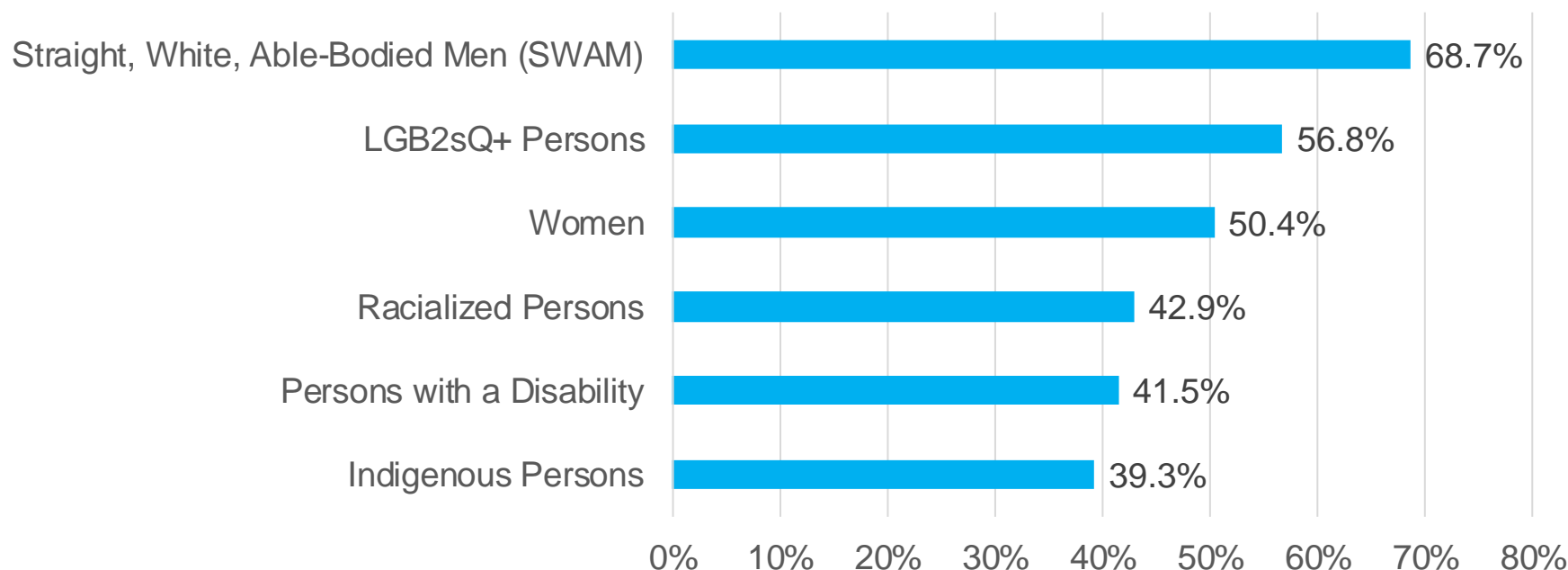
- Lack of clear and genuine actions that demonstrate Senior Leader commitment to DEI.
- Low trust in Senior Leaders and Management due to witnessing inequality, discrimination, harassment, and bullying in the workplace.
- Sense of disconnect between Senior Leaders and Members of Staff. A desire for more interaction between Senior Leaders and Members of Staff to be able to share issues that they experience.
- Perception that Management considers Members of Staff to be "dispensable".

Fairness: Advancement Opportunities

Fairness: Advancement opportunities

Take-away: Straight White Able-Bodied Men (SWAM) reported highest agreement for the indicator that assessed the belief that employees have equal opportunity to advance regardless of personal characteristics. Differences in agreement ranged from 11.9% to 29.4% between SWAM and the typically underrepresented groups, with the largest difference seen between SWAM and Indigenous Persons.
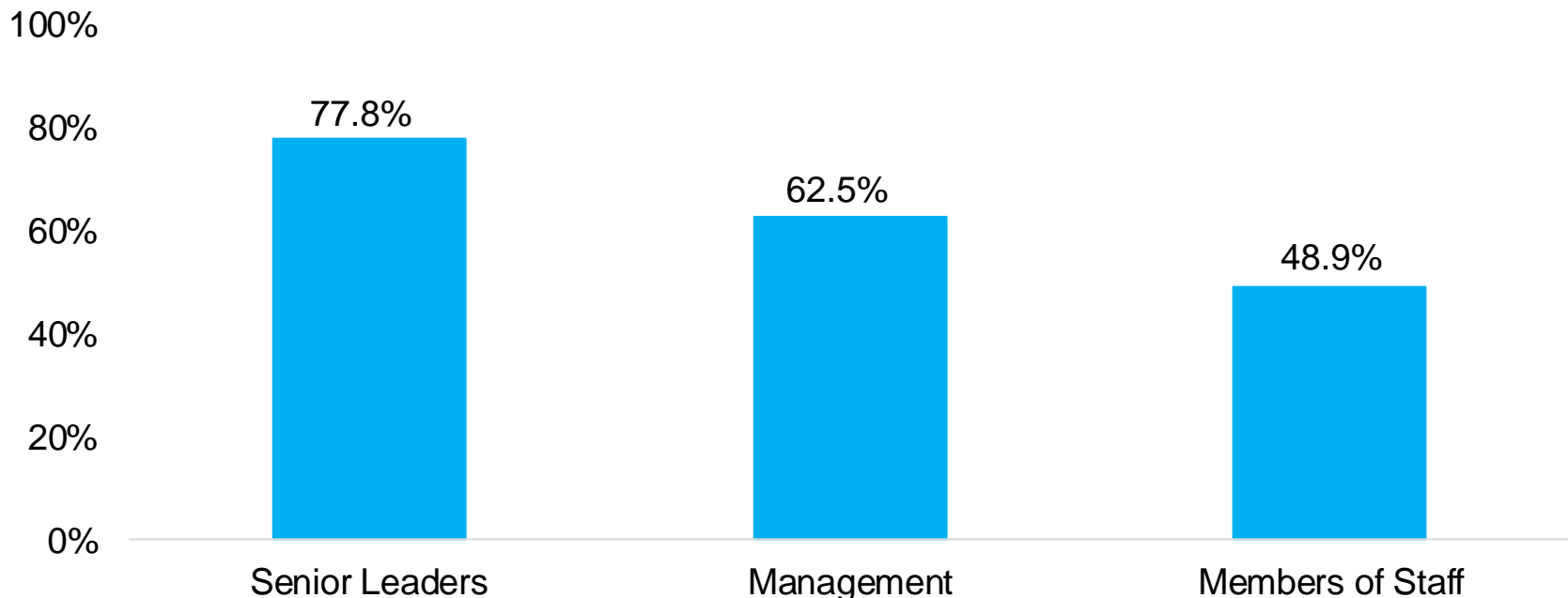
At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.

Group	Percentage
Straight, White, Able-Bodied Men (SWAM)	68.7%
LGB2sQ+ Persons	56.8%
Women	50.4%
Racialized Persons	42.9%
Persons with a Disability	41.5%
Indigenous Persons	39.3%

Fairness: Advancement opportunities

Take-away: Senior Leaders reported highest agreement for the indicator that all employees have equal advancement opportunities regardless of personal characteristics. Differences in agreement were 15.3% between Senior Leaders and Management, and 28.9% between Senior Leaders and Members of Staff.

At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.

|	Senior Leaders	Management	Members of Staff
	77.8%	62.5%	48.9%

Fairness: Advancement opportunities

Take-away: Survey respondents who identified themselves as Non-unionized Members reported highest agreement for the indicator that assessed all employees have equal opportunity to advance regardless of personal characteristics. The difference in agreement between Non-Unionized members and Union Members was 10.1%.

At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.
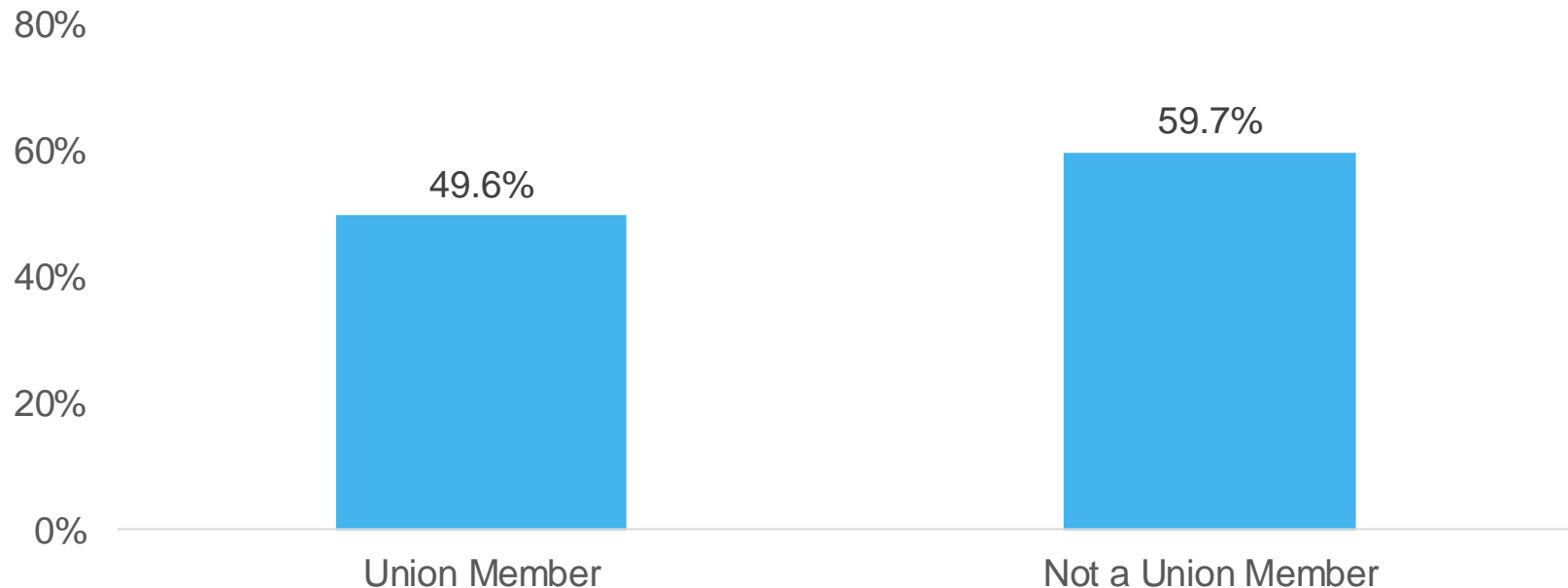
Fairness: Advancement opportunities

Take-away: Planning and Development reported highest agreement with the indicator that assessed the belief that all employees have equal opportunity to advance. Differences in agreement ranged from 3.7% to 25.2%, between Planning and Development and other departments, with the largest difference seen between Planning and Development and Community and Protective Services.
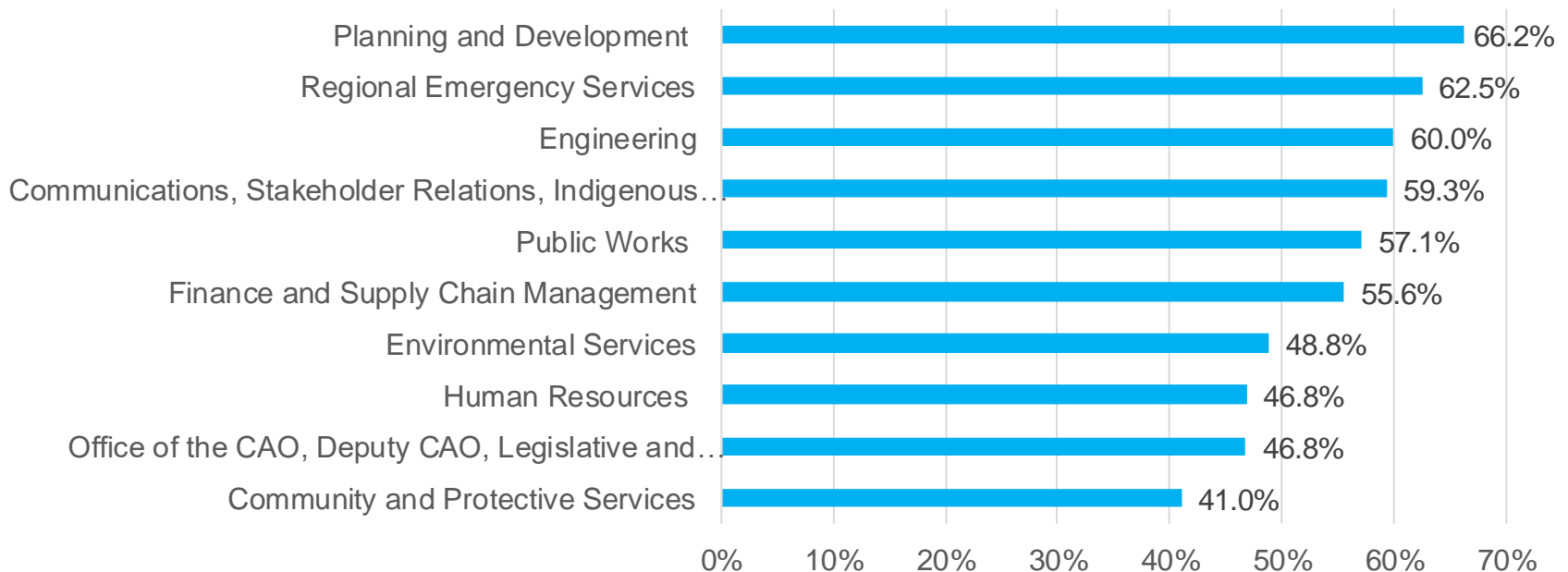
At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.

Department	Agreement
Planning and Development	66.2%
Regional Emergency Services	62.5%
Engineering	60.0%
Communications, Stakeholder Relations, Indigenous…	59.3%
Public Works	57.1%
Finance and Supply Chain Management	55.6%
Environmental Services	48.8%
Human Resources	46.8%
Office of the CAO, Deputy CAO, Legislative and…	46.8%
Community and Protective Services	41.0%

Fairness: Advancement opportunities

Respondents reported lack of fairness and transparency and bias in receiving career advancement opportunities. Responses indicated the following:

- Perception that Senior Leadership and Management hire based on friendships, rather than engaging in merit-based hiring processes.

- Issues of favouritism in Senior Leadership and Management and lack of transparency around why certain individuals receive professional development or advancement opportunities.

- Issues of discrimination against typically underrepresented groups in relation to professional development and advancement opportunities.

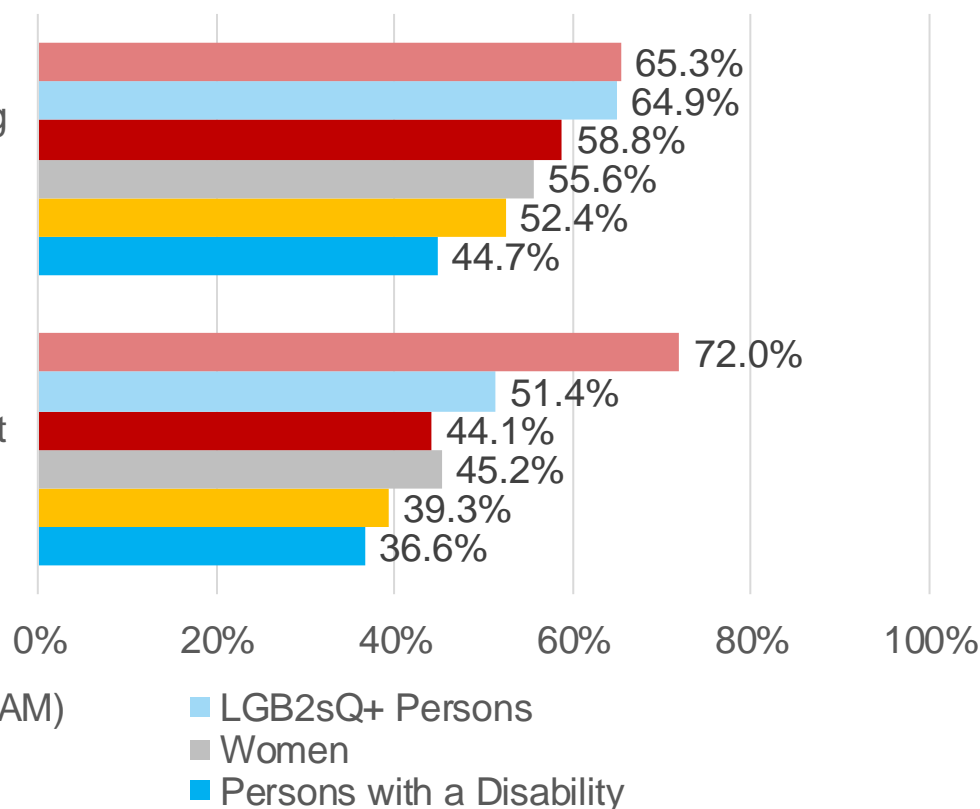- Lack of mentorship and job shadowing opportunities to advance in the organization.

Work-life flexibility and accommodation supports

Work-life flexibility and accommodation supports

Take-away: Straight White Able-Bodied Men reported highest agreement for 2 indicators that assess having an equal opportunity to advance despite taking time away from work and the availability of flexible work supports. Differences in agreement ranged from 0.4% to 35.4% between SWAM and the typically underrepresented groups, with the largest differences seen between SWAM and Persons with a Disability.
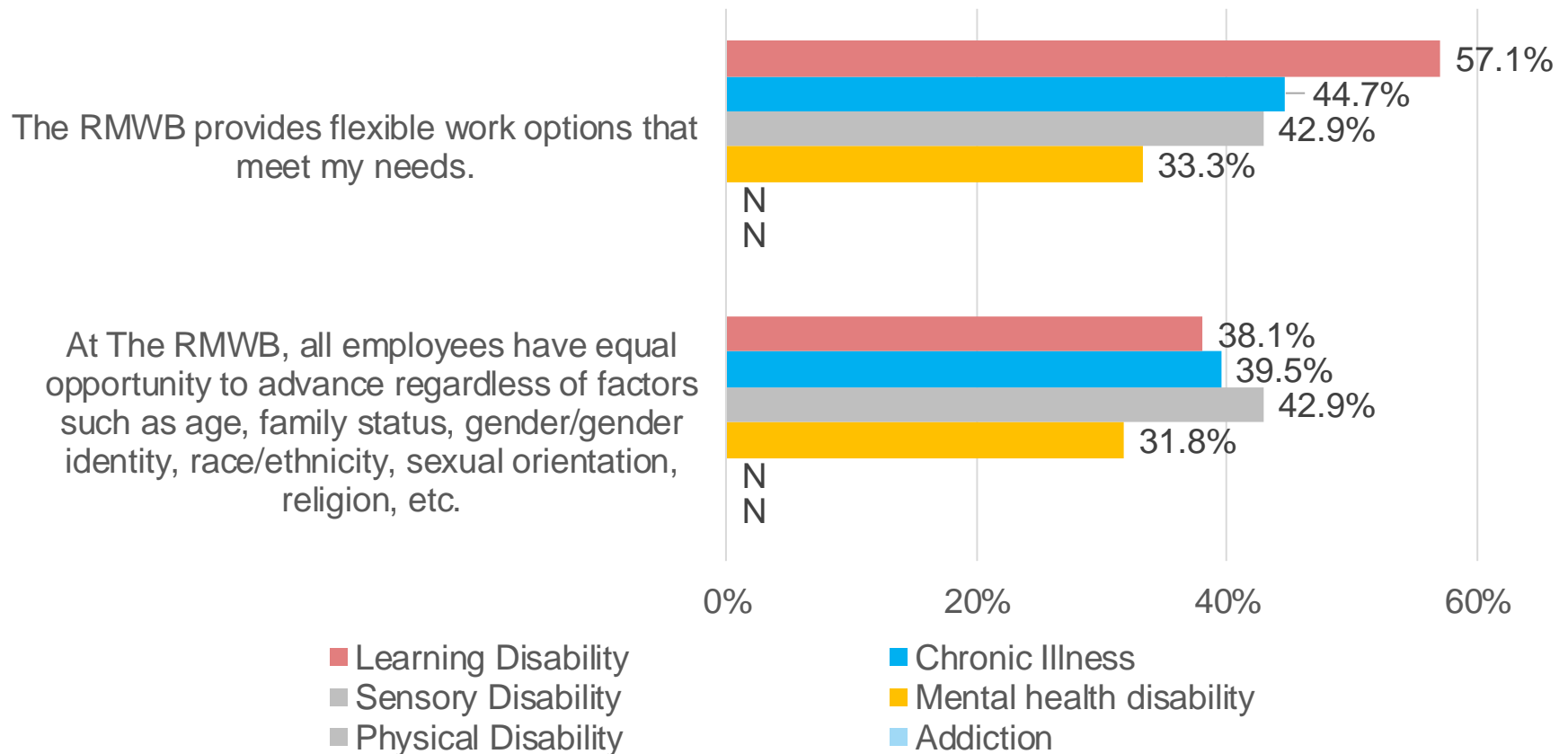
At The RMWB, all employees have equal opportunity in career paths regardless of taking time away from work to take care of family, cultural or religious obligations, health and wellness leave etc.

- 65.3%
- 64.9%
- 58.8%
- 55.6%
- 52.4%
- 44.7%

The RMWB provides flexible work options that meet my needs.

- 72.0%
- 51.4%
- 44.1%
- 45.2%
- 39.3%
- 36.6%

0%   20%   40%   60%   80%   100%

■ Straight, White, Able-Bodied Men (SWAM)   ■ LGB2sQ+ Persons
■ Racialized Persons   ■ Women
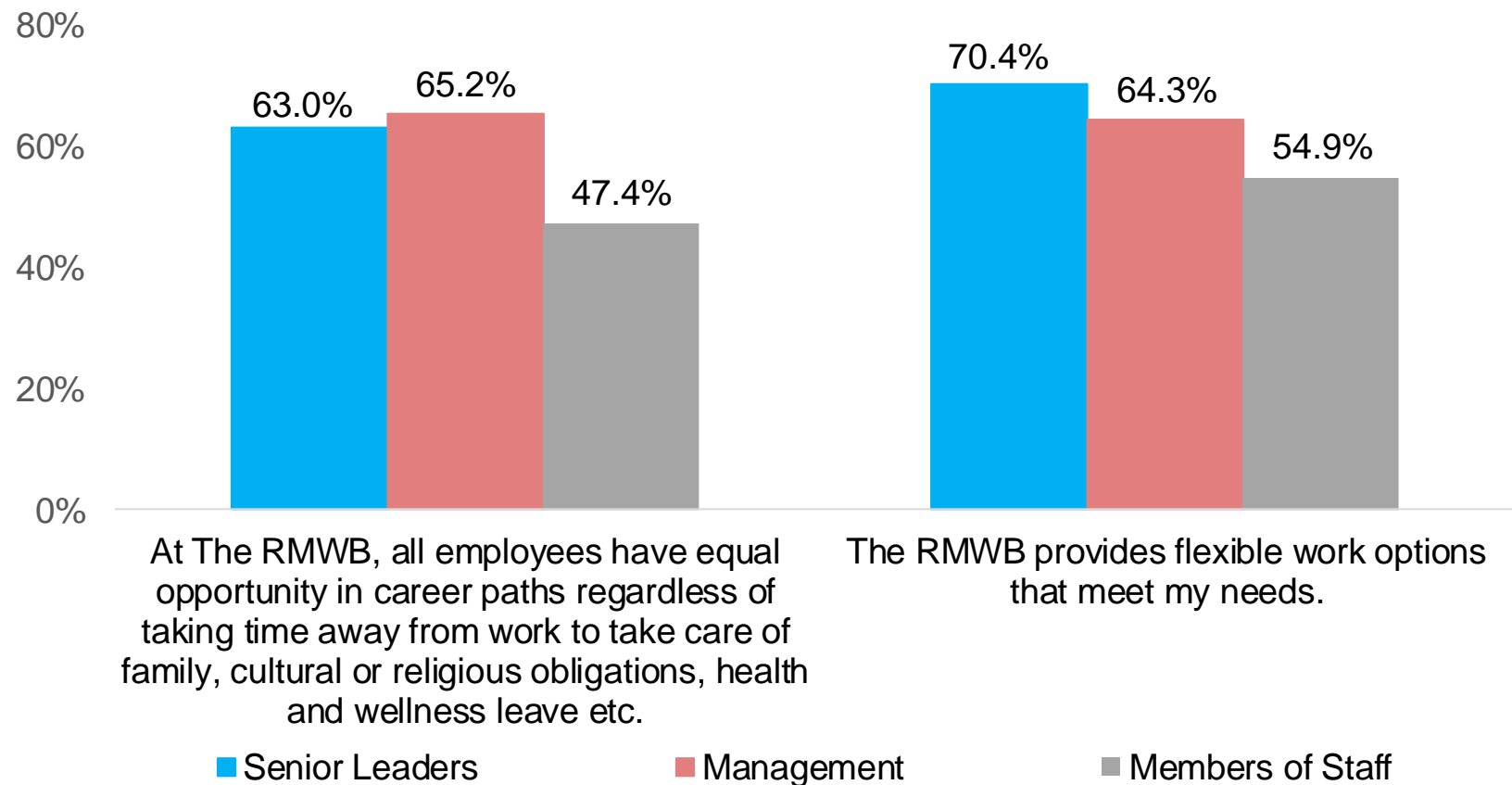■ Indigenous Persons   ■ Persons with a Disability

Work-life flexibility and accommodation supports

Take-away: Among survey respondents who identified as a Person with a Disability, Persons with a Mental Health Disability reported lowest agreement for 2 inclusion indicators that assess having an equal opportunity to advance despite taking time away from work and the availability of flexible work supports.

The RMWB provides flexible work options that meet my needs.
- 57.1%
- 44.7%
- 42.9%
- 33.3%
- N
- N

At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.
- 38.1%
- 39.5%
- 42.9%
- 31.8%
- N
- N

0%   20%   40%   60%

■ Learning Disability   ■ Chronic Illness
■ Sensory Disability   ■ Mental health disability
■ Physical Disability   ■ Addiction

Work-life flexibility and accommodation supports

Take-away: Agreement rates for inclusion indicators assessing provision of flexible work arrangements and accommodation supports at RMWB lower as seniority decreases. This indicates potential challenges for Members of Staff in requesting these options.

At The RMWB, all employees have equal opportunity in career paths regardless of taking time away from work to take care of family, cultural or religious obligations, health and wellness leave etc.
- Senior Leaders: 63.0%
- Management: 65.2%
- Members of Staff: 47.4%

The RMWB provides flexible work options that meet my needs.
- Senior Leaders: 70.4%
- Management: 64.3%
- Members of Staff: 54.9%

■ Senior Leaders   ■ Management   ■ Members of Staff

Work-life flexibility and accommodation supports

Respondents indicated a lack of work-life balance and a fear of retaliation for requesting accommodation supports. Responses indicated the following:

- Prescence of organizational communication to use personal and/or sick days and that family is a first priority, but experiencing a lack of support in taking such days off.
- Fear that requesting flexible supports or accommodation supports will negatively impact perceptions of work performance and will lead to discrimination.
- Fear that requesting flexible supports or accommodation supports will negatively impact advancement opportunities in the workplace.
- Lack of access to flexible support during COVID-19 pandemic.
- Inconsistent levels of support from Senior Leadership/Management across the organization in accessing flexible or accommodation supports.
- Difficulties in accessing accommodation supports from Human Resources, even with Management support.

Recommendations by survey respondents

Recommendations by survey respondents

Respondents indicated a need for further DEI training and resources for all employees. Responses indicated the following recommendations:

- Education and training for Senior Leadership regarding cultural sensitivity to create shared knowledge on discrimination, harassment, and bullying. Education and training for Senior Leadership regarding the benefits of cultural diversity to workplaces to begin working on bias and discrimination.
- Provision of support, mentorship and professional development opportunities for typically underrepresented groups in the workplace.
- Establishment of a department or branch dedicated to DEI, outside of the existing Human Resources structures.

Next steps

Harassment, discrimination, and bullying

Survey respondents indicated the existence of harassment, discrimination, and bullying within the organization. To begin addressing these issues, RMWB can:

Review and/or develop conflict management practices

- Consider a review of current conflict resolution management practices within RMWB, including how reports are issued, the privacy of reports, and how reporting guidelines are communicated.

- Establish an anonymous helpline that allows employees to report issues of harassment, discrimination, and bullying. Also, establish clear and continuous communication on how to use the helpline and anonymity of the process.

- Consider introducing a whistle-blower policy for the reporting of harassment, discrimination, and bullying, as well as other related incidents.

Provide training to RMWB Staff on harassment, discrimination, and bullying

- Provide training to Senior Leaders, Managers, and Members of Staff on how to identify and address issues of harassment, discrimination, and bullying that are often ignored.

Commitment of Senior Leadership and Management to DEI

Survey respondents indicated perceptions of low commitment towards DEI among Senior Leadership and Management. To begin addressing these issues, RMWB can:

Continue to collect data on commitment to DEI among Senior Leadership and Management
- Consider conducting interviews with Senior Leaders/Managers to understand their DEI knowledge and commitment.

Provide DEI resources and programs for Senior Leaders/Managers
- Consider provision of DEI educational content in an internal repository for continuous learning.
- Provide periodic training to Senior Leaders and Managers on DEI, include a focus on systemic issues related to DEI.
- Consider establishing a formal D&I Council with representation of individuals from the underrepresented groups to establish continuous focus on DEI issues. Senior Leaders and Managers should also be a part of the Council.

Structural barriers, fairness and transparency

Demographic findings suggest that Typically Underrepresented groups may be experiencing barrier(s) in advancement and accessing permanent full-time positions. In addition, written feedback indicated issues of bias among Senior Leaders/Management. To begin addressing structural barriers and ensure transparency, RMWB can:

Continue to collect demographic data

- Continue to collect demographic data to regularly assess the diversity of the RMWB workforce and potential barriers for Typically Underrepresented groups.
- Special attention can be paid to the advancement of Indigenous Persons, Persons with a Disability, and LGB2sQ+ Persons, and Women in accessing full-time and unionized positions.

Consider reviewing hiring and advancement practices/policies

- Consider establishing specific career progression paths with quantifiable scores for promotions and/or advancement to minimize bias. These career progression paths should also be clearly communicated to employees.
- Consider applying an assessment rubric with quantifiable scores and removing demographic information during the initial stages of the recruiting/advancement process.

Accommodation supports and flexible work options

Findings indicate difficulties in seeking and/or receiving accommodation and/or work-life flexibility supports. To address these issues, RMWB can:

Continue to collect data on accommodation/work-life flexibility
- Consider conducting anonymous focus groups that seek to develop a deeper understanding of employees' perceptions and experiences of accessibility, accommodations and work-life flexibility.

Review existing policies and procedures
- Review policies and practices related to the provision of accommodation and work-life flexibility supports to identify if there are equity gaps in terms of employees with intersecting identities who may not have access to these supports or may feel they will face retaliation for requesting or receiving supports.

Accommodation supports and flexible work options

Consider providing training to HR teams and Senior Leaders/Management
- Consider providing training to the HR teams, Senior Leaders, and Management to better identify the unique needs of employees with varying intersectional identities and how to address these needs (i.e. providing appropriate supports).
- Consider providing training to Senior Leaders/Managers on how to handle accommodation requests.
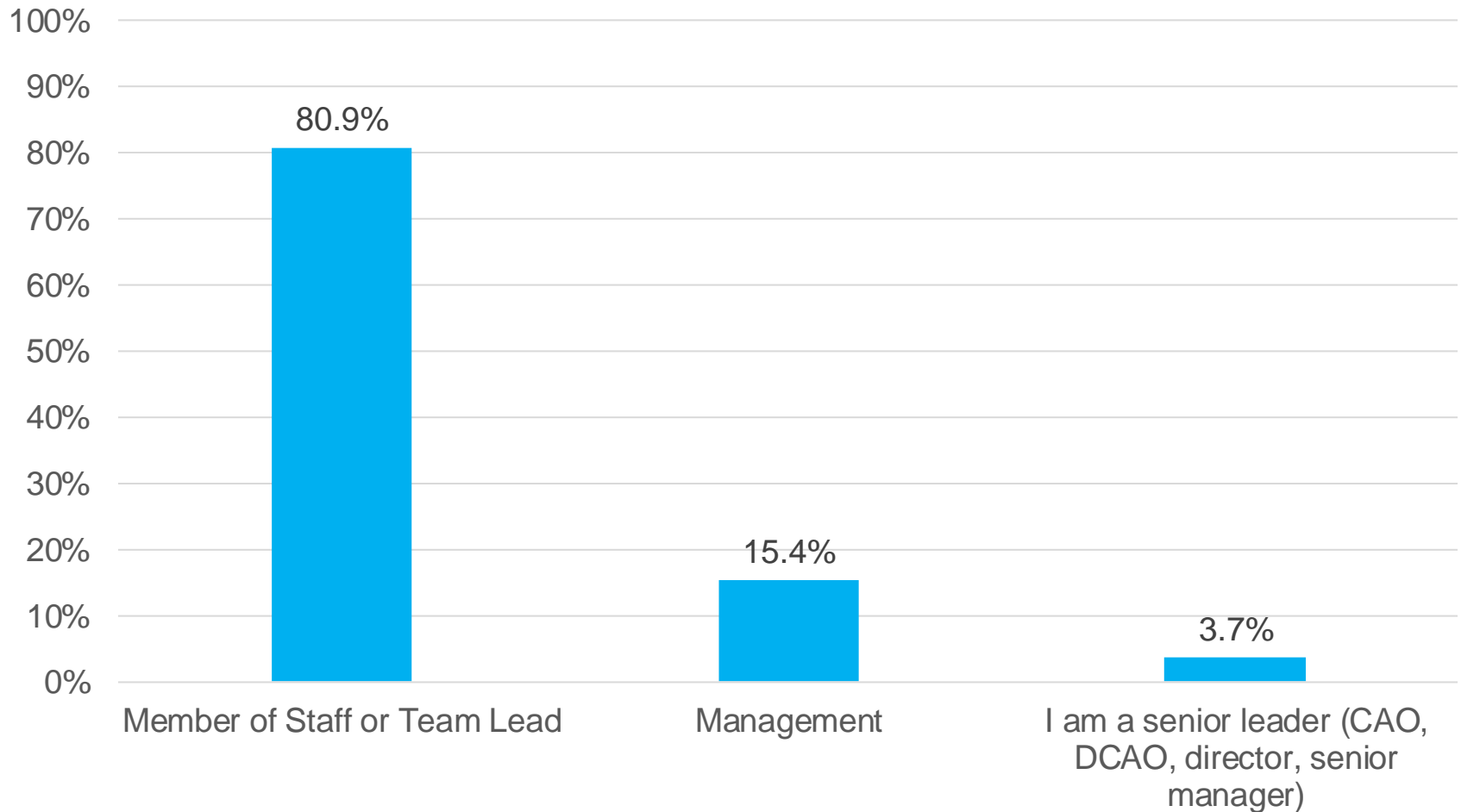
Review communication around accessing supports
- Develop/review communication polices that provide information to employees on the availability of supports and how to seek/request such supports to develop awareness and comfort in requesting supports among staff.
- Consider developing a guide that provides details and examples of some common flexible options and supports offered to employees to enhance their understanding of the supports they can expect to receive.
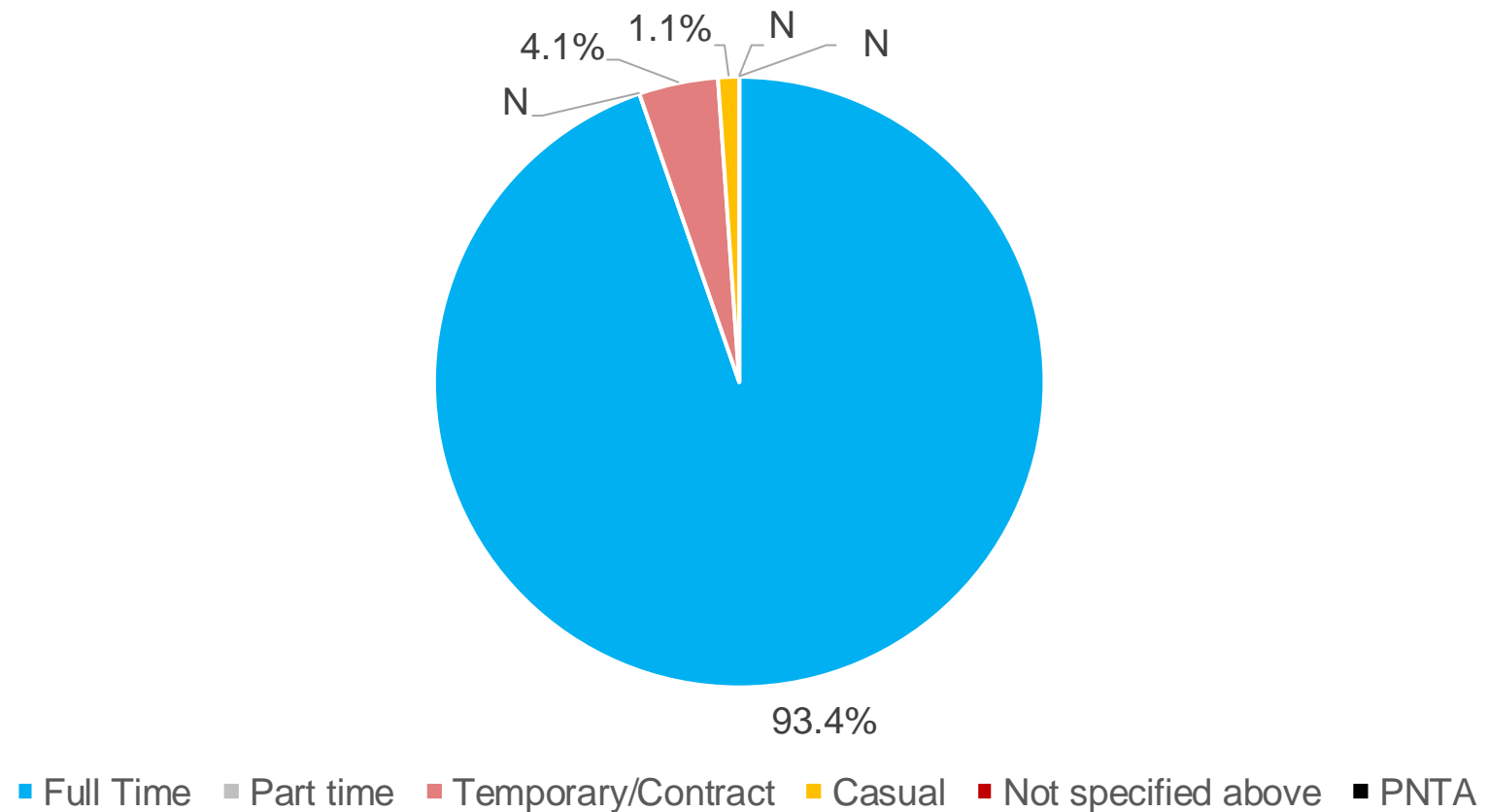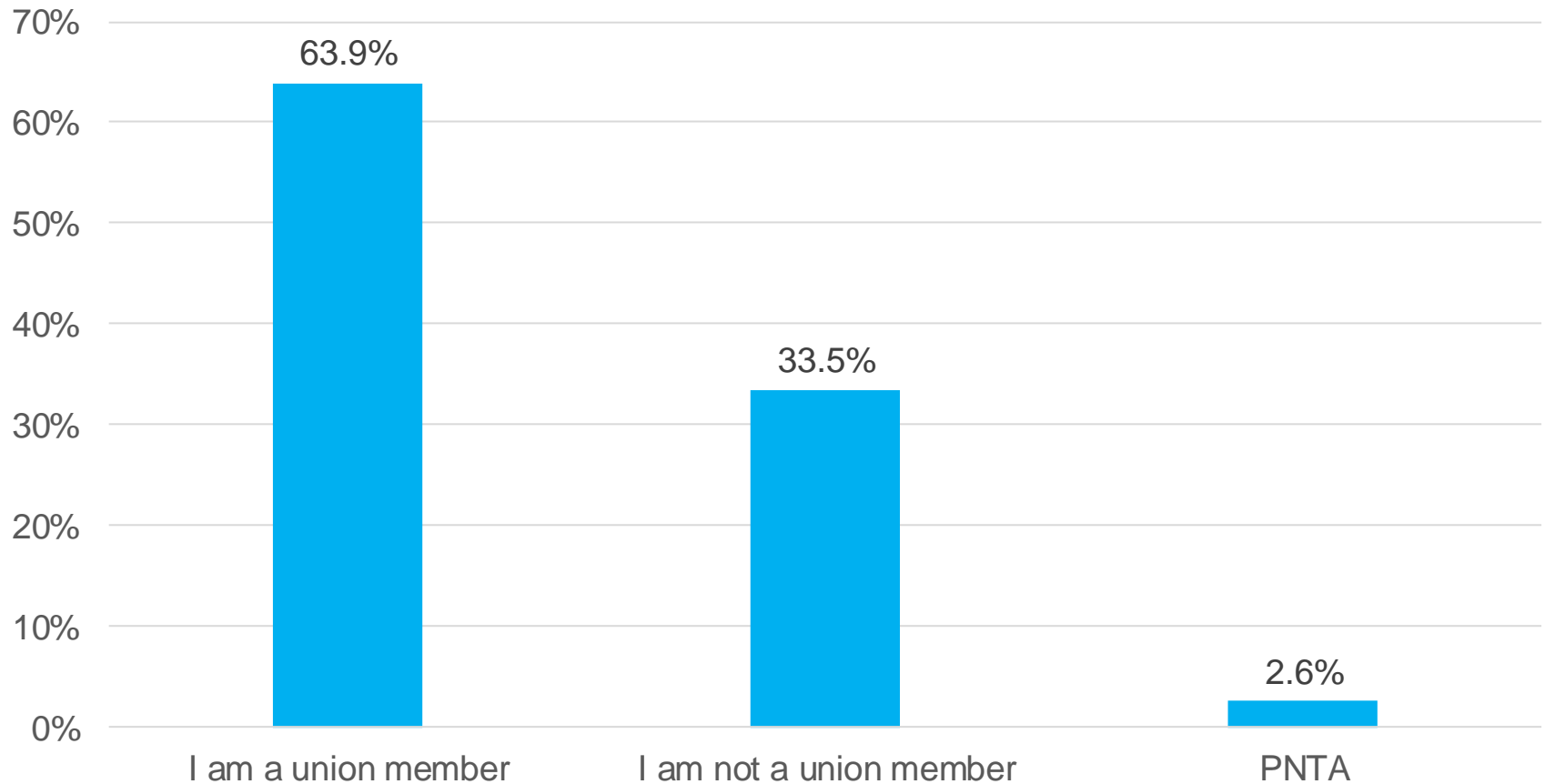
Appendix A:

Demographic Snapshot

Primary Role

Employment Status

93.4%

4.1% 1.1% N N N

Legend: ■ Full Time ■ Part time ■ Temporary/Contract ■ Casual ■ Not specified above ■ PNTA

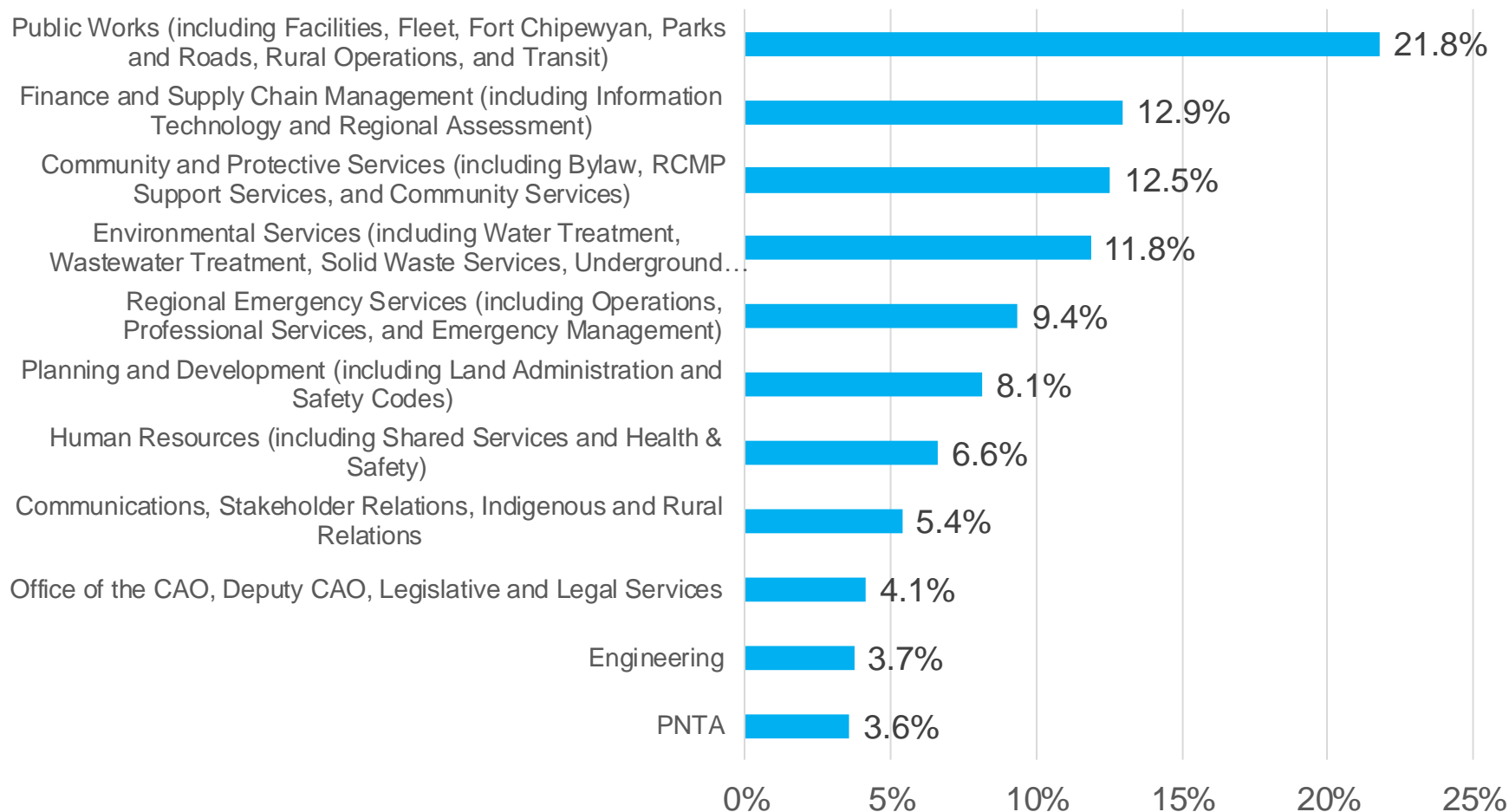Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes

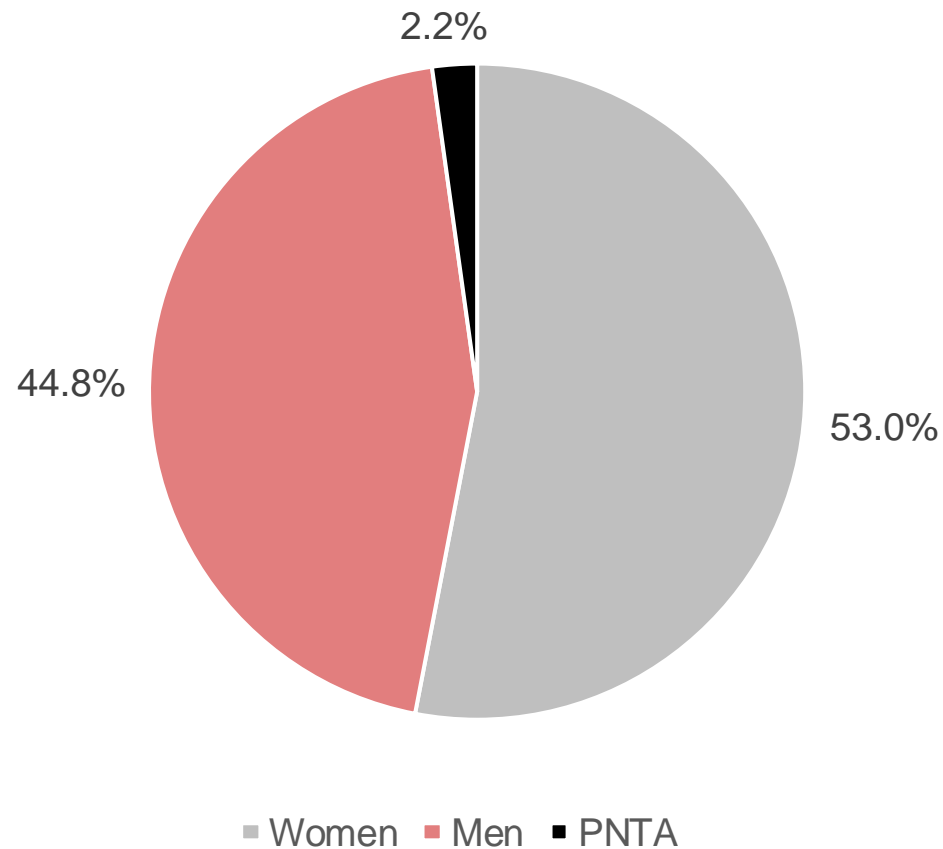Note: PNTA refers to "Prefer not to answer"

Union Membership

Note: PNTA refers to "Prefer not to answer"

Department

Department	Percentage
Public Works (including Facilities, Fleet, Fort Chipewyan, Parks and Roads, Rural Operations, and Transit)	21.8%
Finance and Supply Chain Management (including Information Technology and Regional Assessment)	12.9%
Community and Protective Services (including Bylaw, RCMP Support Services, and Community Services)	12.5%
Environmental Services (including Water Treatment, Wastewater Treatment, Solid Waste Services, Underground…)	11.8%
Regional Emergency Services (including Operations, Professional Services, and Emergency Management)	9.4%
Planning and Development (including Land Administration and Safety Codes)	8.1%
Human Resources (including Shared Services and Health & Safety)	6.6%
Communications, Stakeholder Relations, Indigenous and Rural Relations	5.4%
Office of the CAO, Deputy CAO, Legislative and Legal Services	4.1%
Engineering	3.7%
PNTA	3.6%

Note: PNTA refers to "Prefer not to answer"

Gender Identity

2.2%

44.8%

53.0%

- Women
- Men
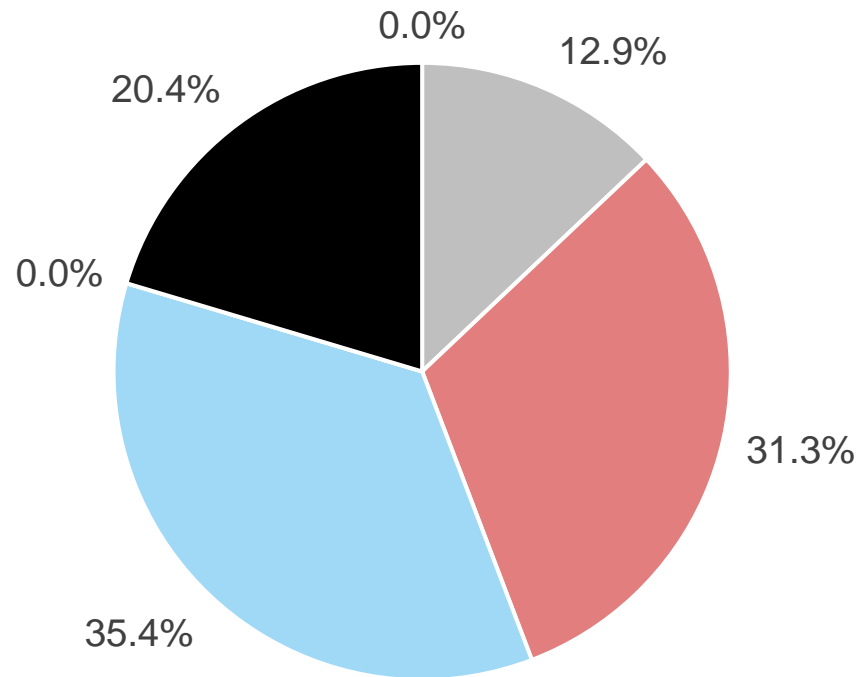- PNTA

Note: No respondents identified as Trans, Non-binary, Gender-fluid, Gender Non-Conforming, Gender Queer, or Two-spirit

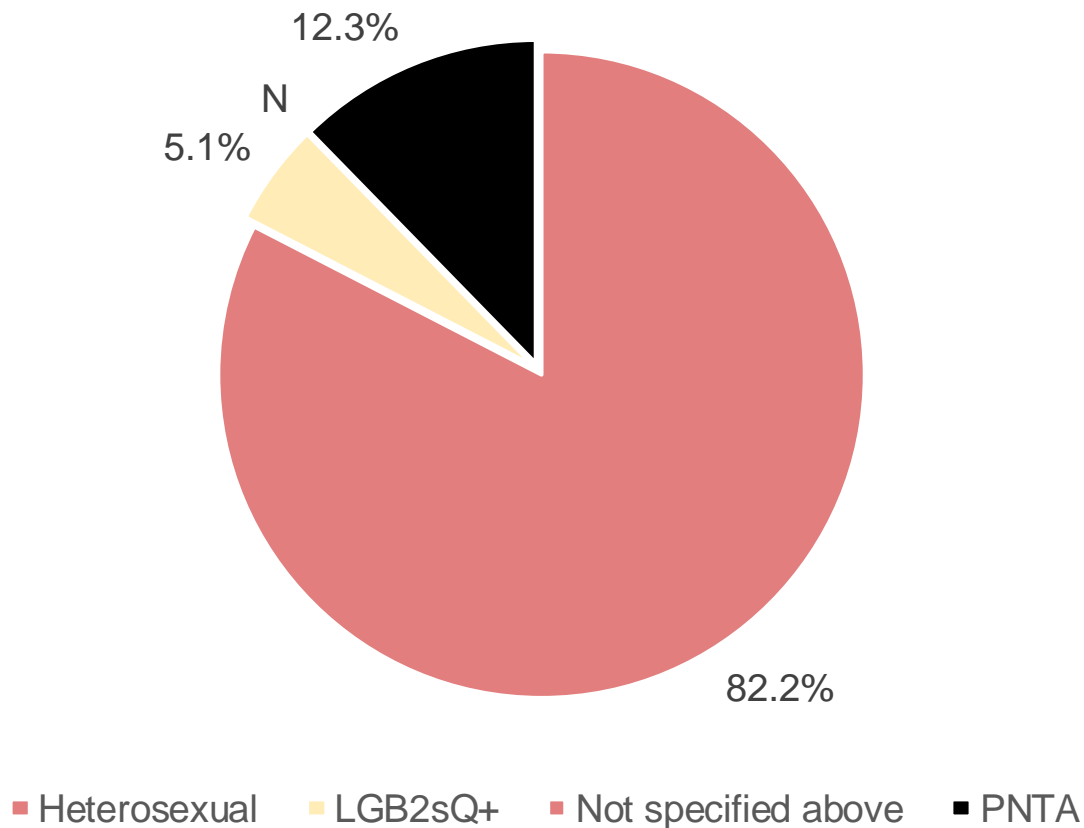Note: PNTA refers to "Prefer not to answer"

Age

- Traditionalist (Born on or before 1946)
- Baby Boomer (Born from 1947-1964)
- Gen X (Born from 1965-1979)
- Gen Y (Born from 1980 -1998)
- Gen Z (Born from 1999 to present)
- PNTA

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes

Sexual Orientation

- Heterosexual 82.2%
- LGB2sQ+ 5.1%
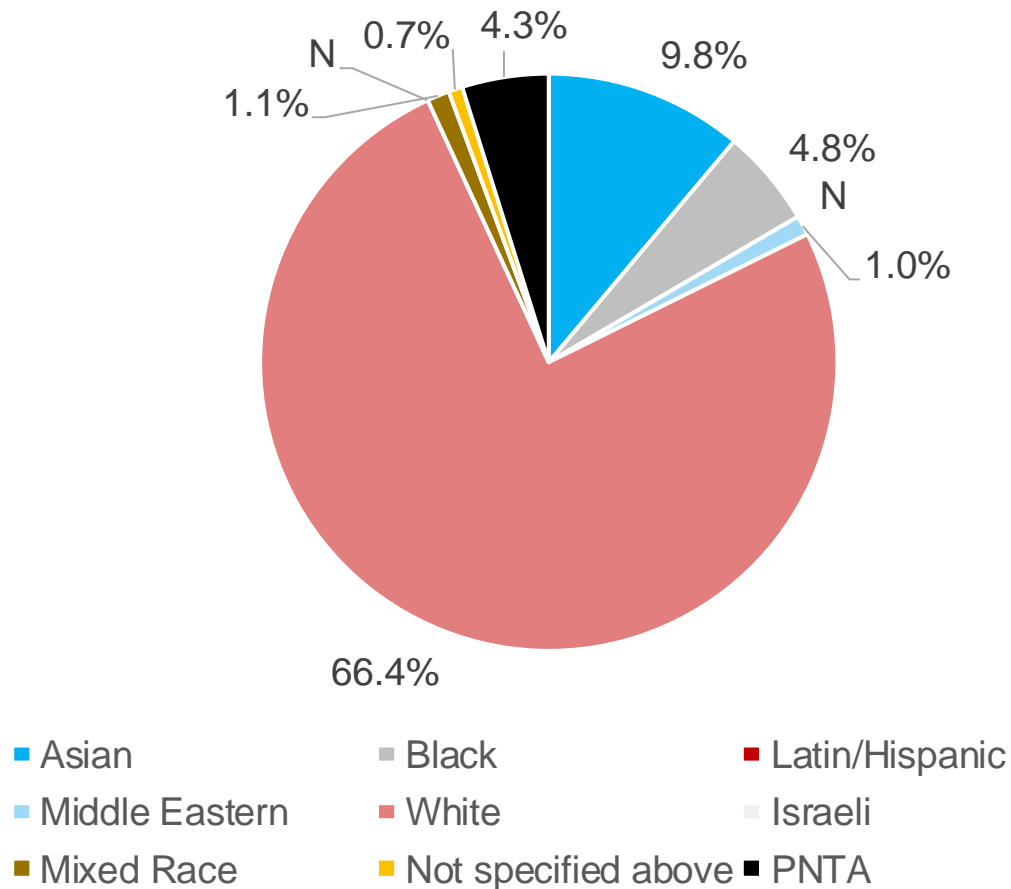- Not specified above N
- PNTA 12.3%

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes
Note: PNTA refers to "Prefer not to answer"

Ethnicity/Race

Pie chart with the following values:
- 9.8%
- 4.8% N
- 1.0%
- 4.3%
- 0.7%
- N 1.1%
- 66.4%

Legend:
- Asian
- Black
- Latin/Hispanic
- Middle Eastern
- White
- Israeli
- Mixed Race
- Not specified above
- PNTA
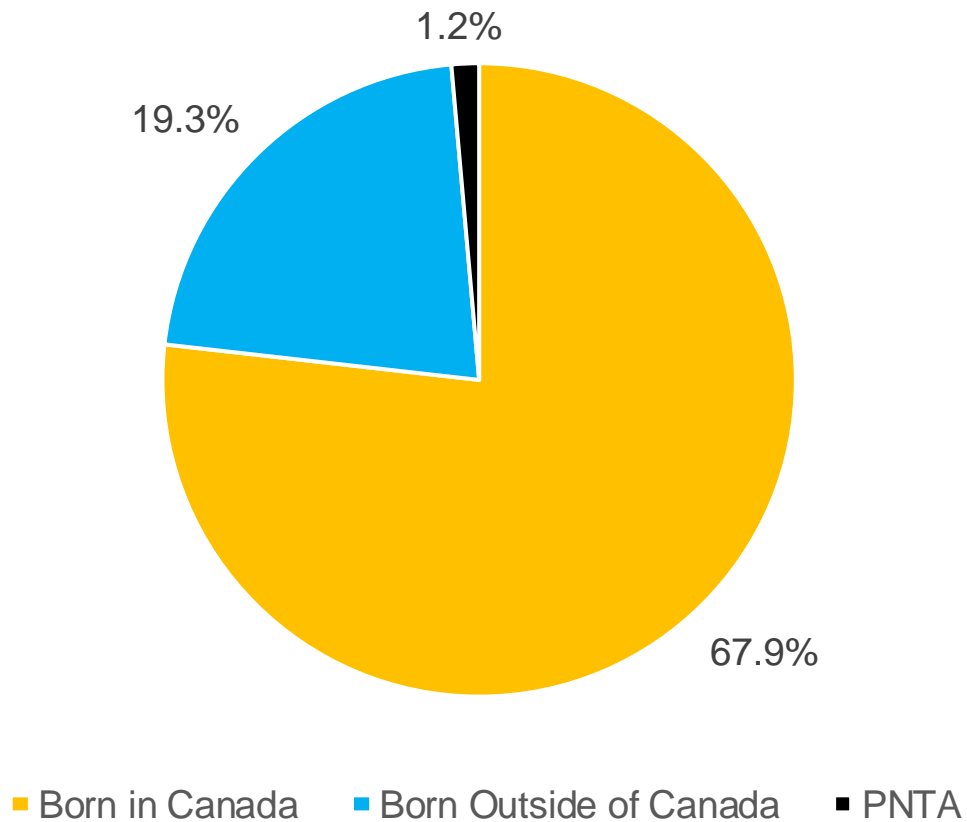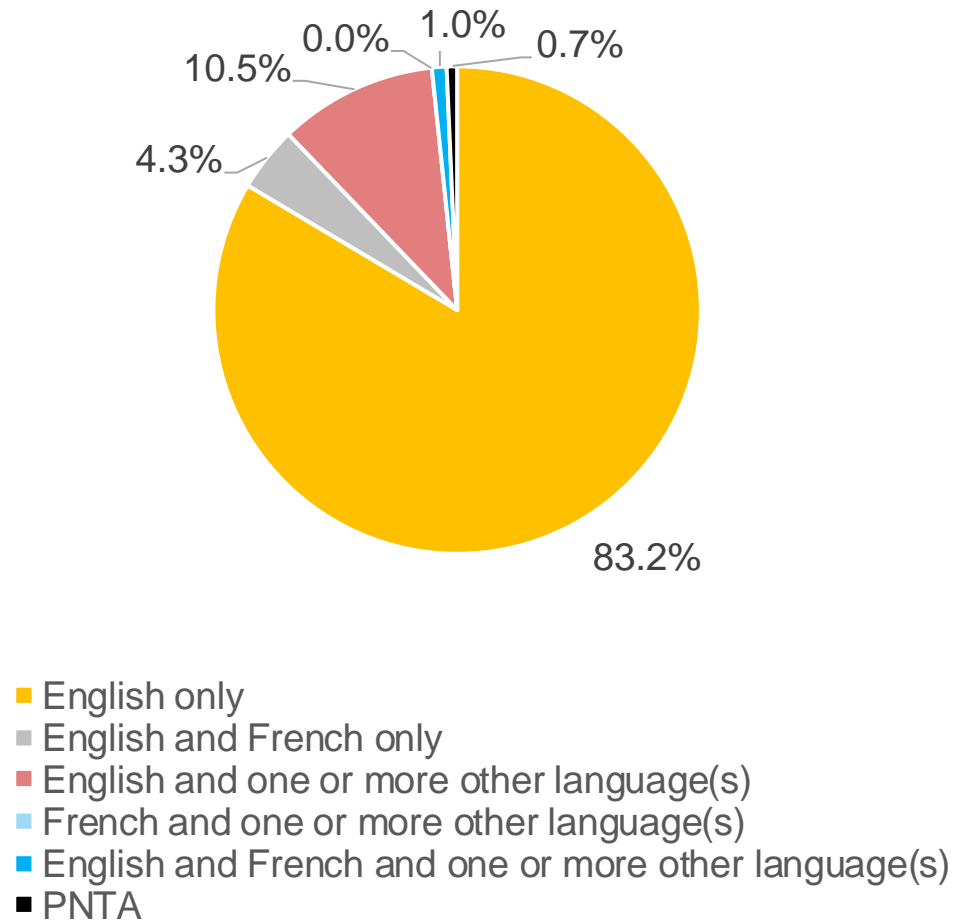
Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes
Note: PNTA refers to "Prefer not to answer"

Place of Birth

Pie chart showing Place of Birth:
- Born in Canada: 67.9%
- Born Outside of Canada: 19.3%
- PNTA: 1.2%

Note: PNTA refers to "Prefer not to answer"

Languages Spoken

Pie chart values:
- 83.2%
- 10.5%
- 4.3%
- 0.0%
- 1.0%
- 0.7%

Legend:
- English only
- English and French only
- English and one or more other language(s)
- French and one or more other language(s)
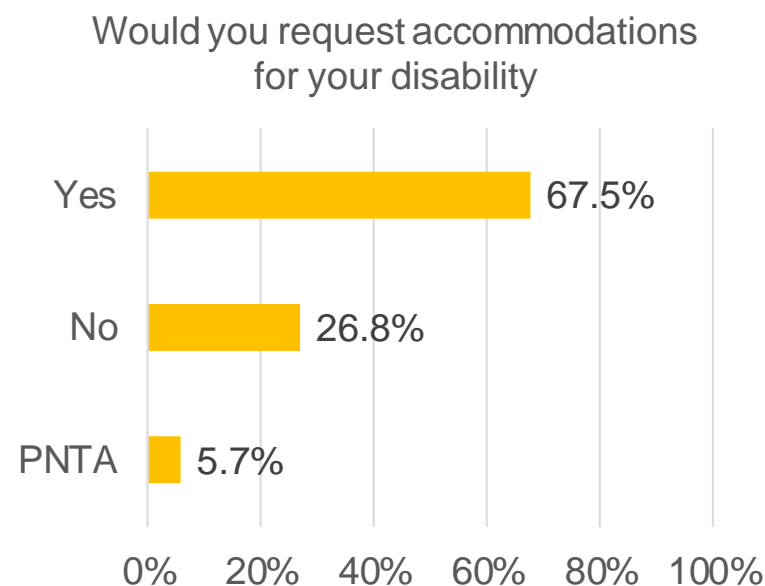- English and French and one or more other language(s)
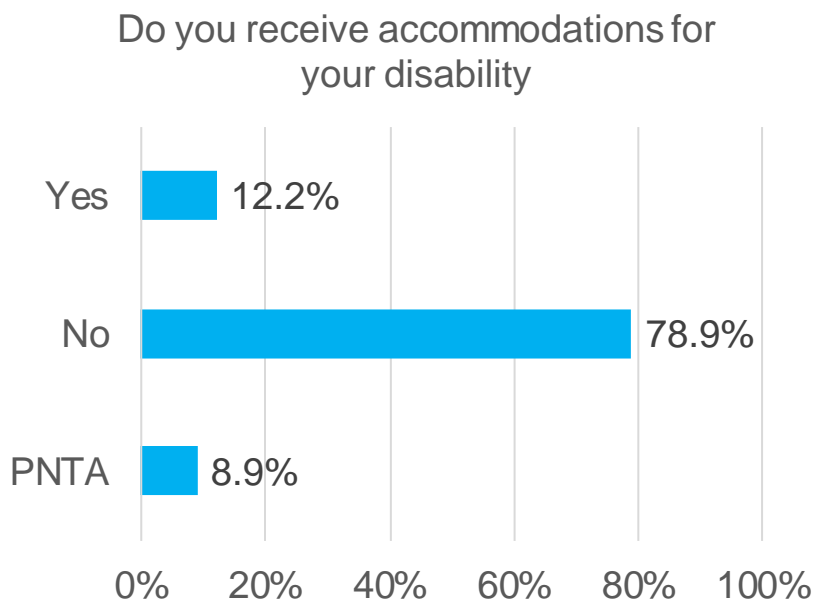- PNTA

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes

Disability Status
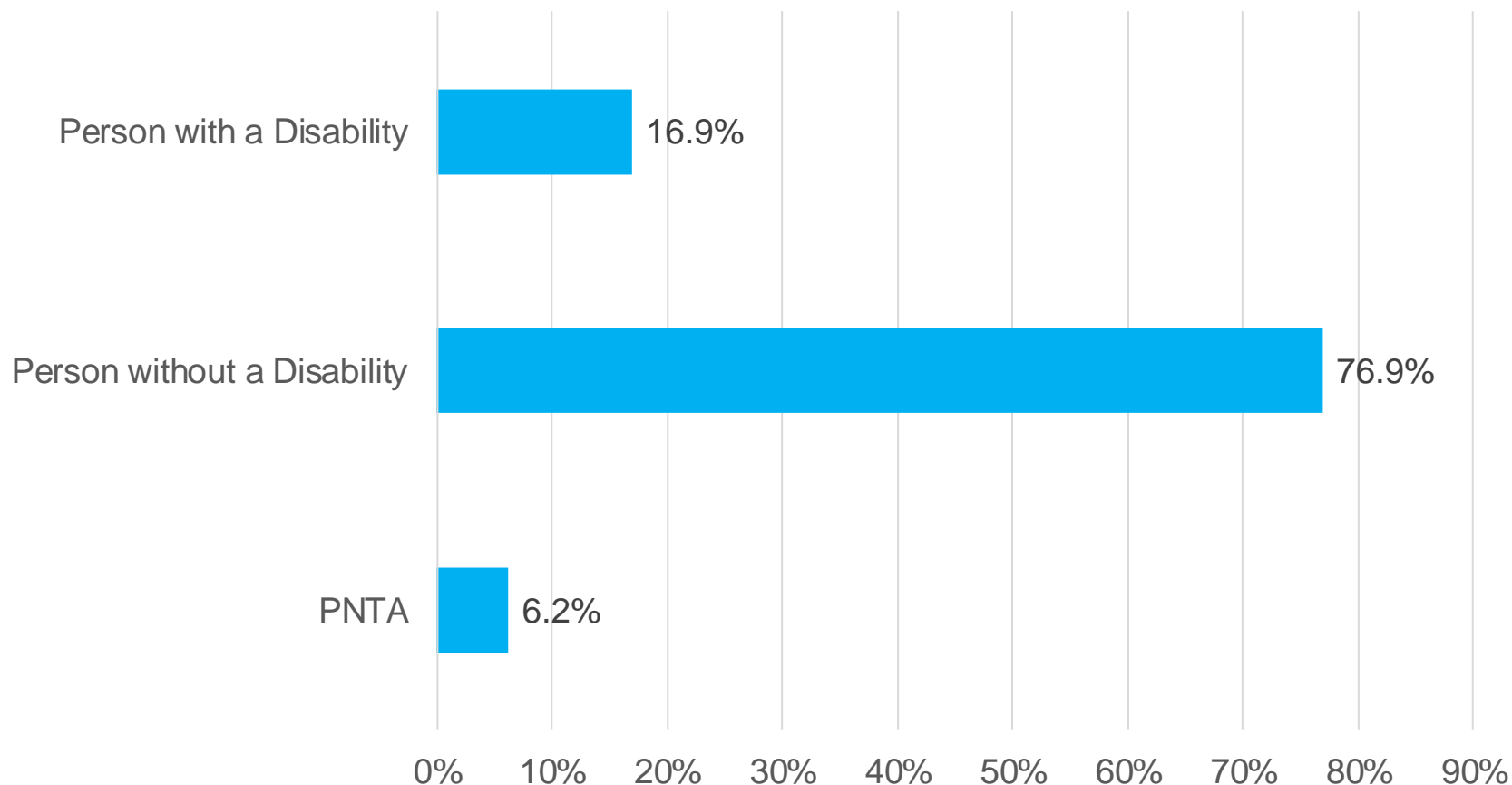
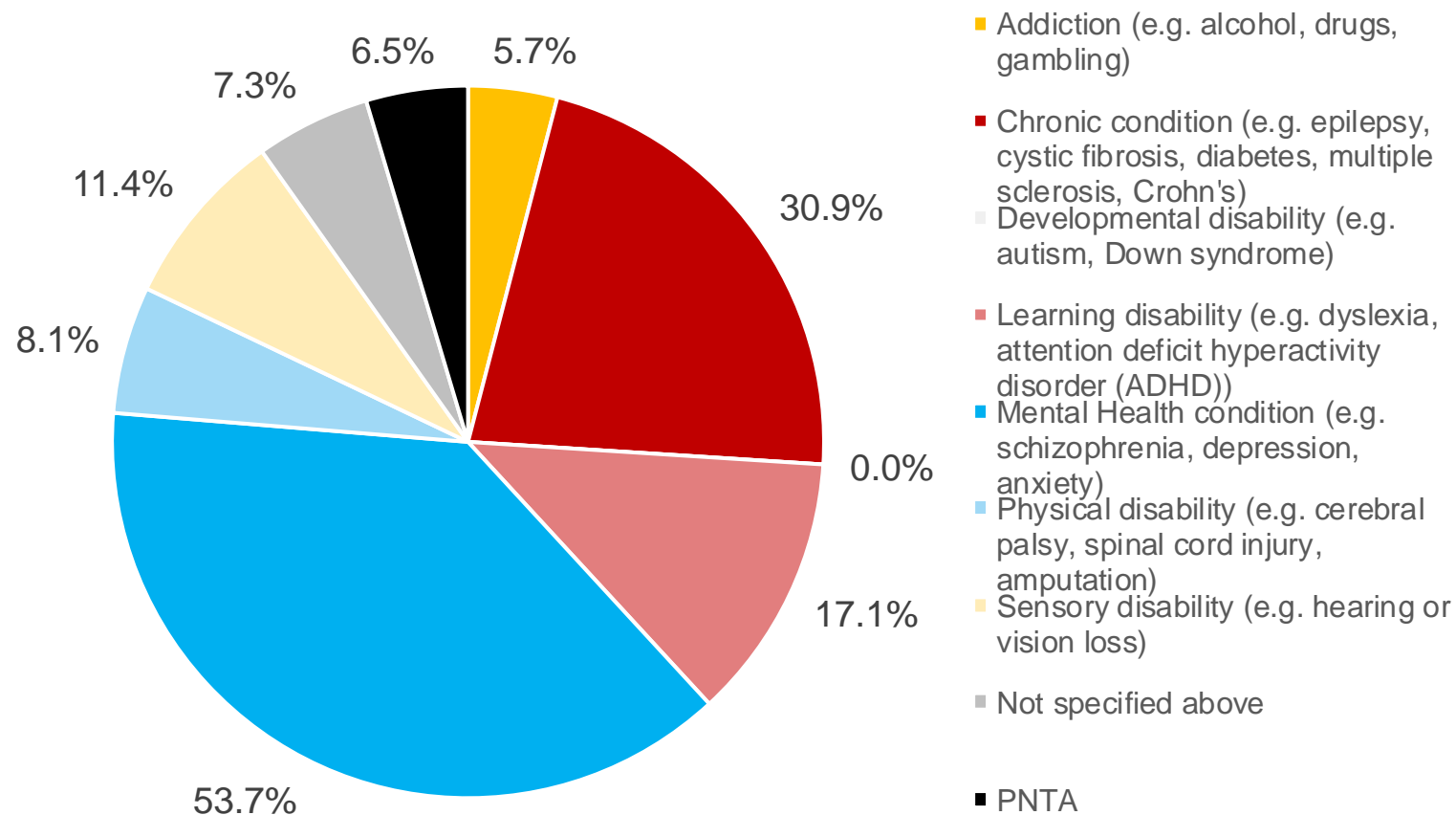Note: PNTA refers to "Prefer not to answer"

Accommodations for Persons with a Disability

Do you receive accommodations for your disability

Yes 12.2%

No 78.9%

PNTA 8.9%

0% 20% 40% 60% 80% 100%

Would you request accommodations for your disability

Yes 67.5%

No 26.8%

PNTA 5.7%

0% 20% 40% 60% 80% 100%

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes
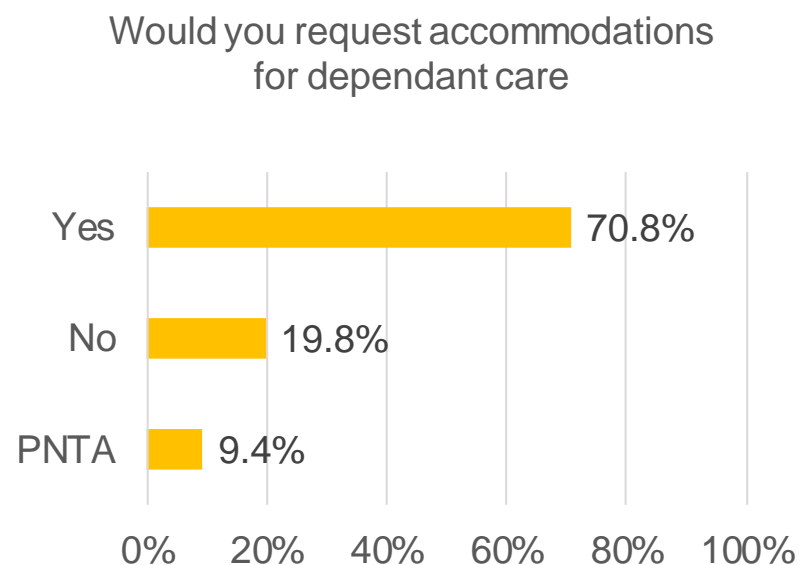Note: PNTA refers to "Prefer not to answer"

Disability Types

- **Addiction (e.g. alcohol, drugs, gambling)** — 5.7%
- **Chronic condition (e.g. epilepsy, cystic fibrosis, diabetes, multiple sclerosis, Crohn's)** — 30.9%
- **Developmental disability (e.g. autism, Down syndrome)** — 0.0%
- **Learning disability (e.g. dyslexia, attention deficit hyperactivity disorder (ADHD))** — 17.1%
- **Mental Health condition (e.g. schizophrenia, depression, anxiety)** — 53.7%
- **Physical disability (e.g. cerebral palsy, spinal cord injury, amputation)** — 8.1%
- **Sensory disability (e.g. hearing or vision loss)** — 11.4%
- **Not specified above** — 7.3%
- **PNTA** — 6.5%

Note: PNTA refers to "Prefer not to answer"

Dependants

Has dependants — 42.4%

Does not have dependants — 54.7%

PNTA — 2.9%

0% 10% 20% 30% 40% 50% 60%
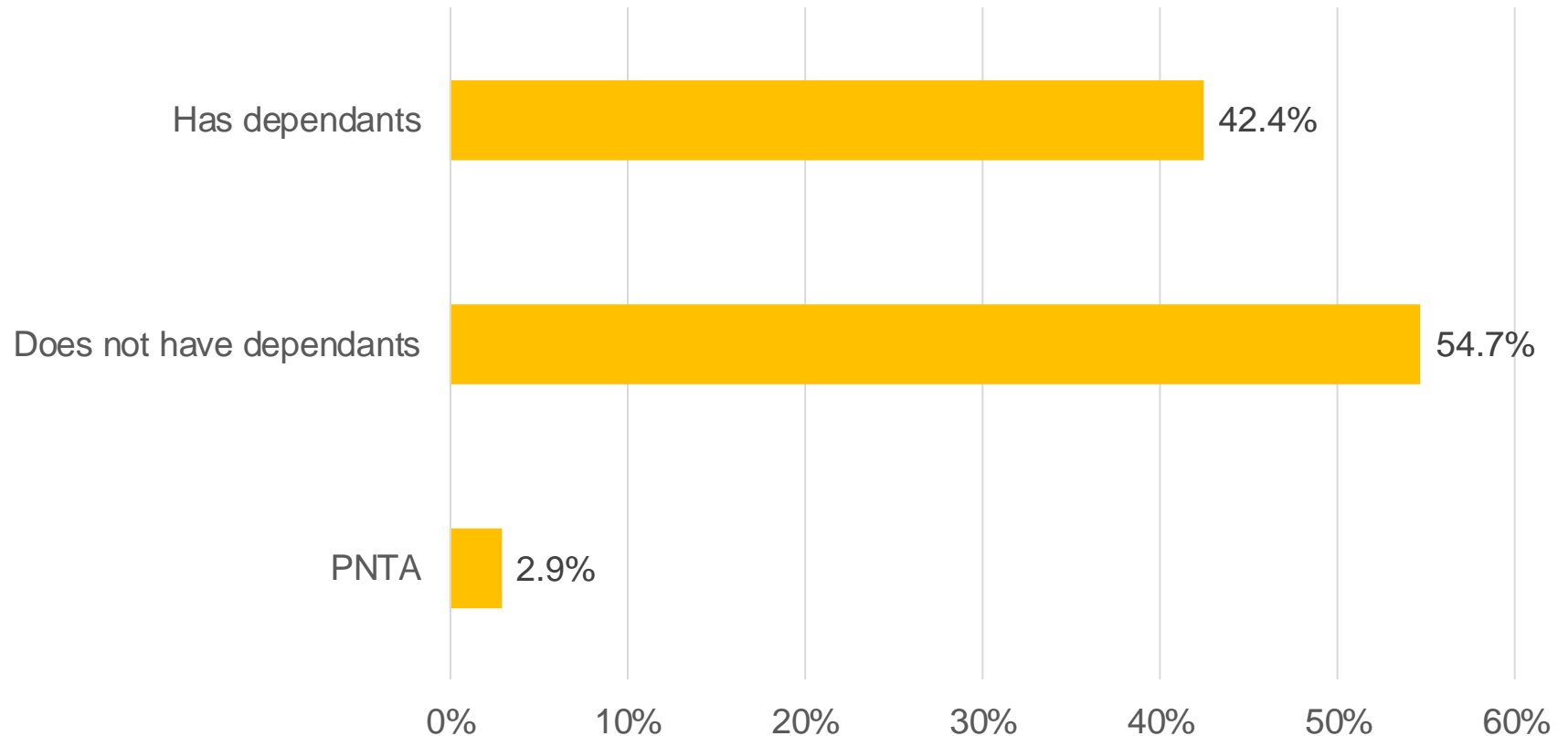
Note: PNTA refers to "Prefer not to answer"

Accommodations for Persons with Dependants

Do you receive accommodations for dependant care

Yes — 13.0%

No — 83.8%

PNTA — 3.2%

0% 20% 40% 60% 80% 100%

Would you request accommodations for dependant care

Yes — 70.8%

No — 19.8%

PNTA — 9.4%

0% 20% 40% 60% 80% 100%
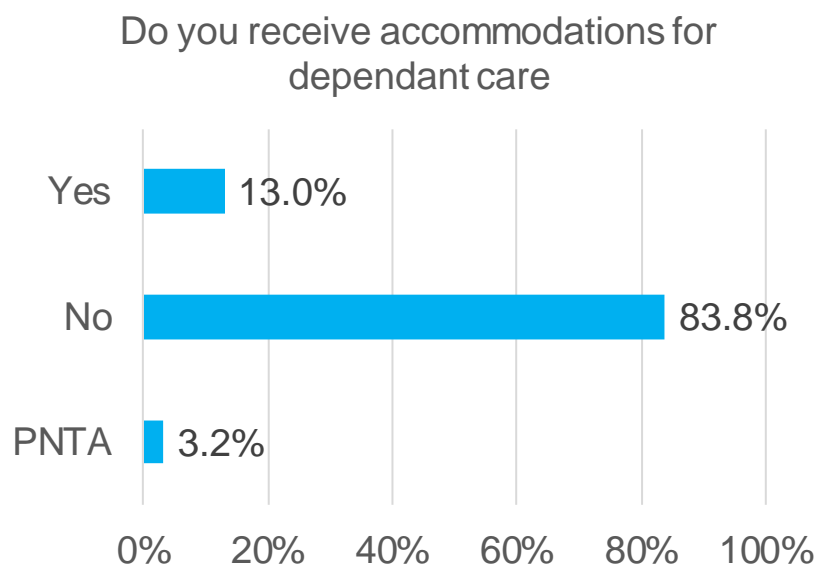
Note: PNTA refers to "Prefer not to answer"

Highest Level of Education

Pie chart segments:
- N 4.0% (PNTA, black)
- N 8.7% (Master's degree, pink)
- 4.3% (Professional degree, light blue)
- 18.0% (Bachelor's degree, yellow)
- 53.7% (Diploma or certificate, blue)
- 10.2% (Secondary school diploma, dark red)

Legend:
- PNTA
- Earned doctorate (e.g. Ph.D, D.Sc., D.Ed.)
- Master's degree (e.g. M.A., M.Sc., M.Ed.)
- Professional degree (e.g. medical degree, law degree, etc.)
- Bachelor's degree
- Diploma or certificate from technical or vocational school, community college, business college or University
- Secondary (High) school diploma or equivalent
- No certificate, diploma or degree
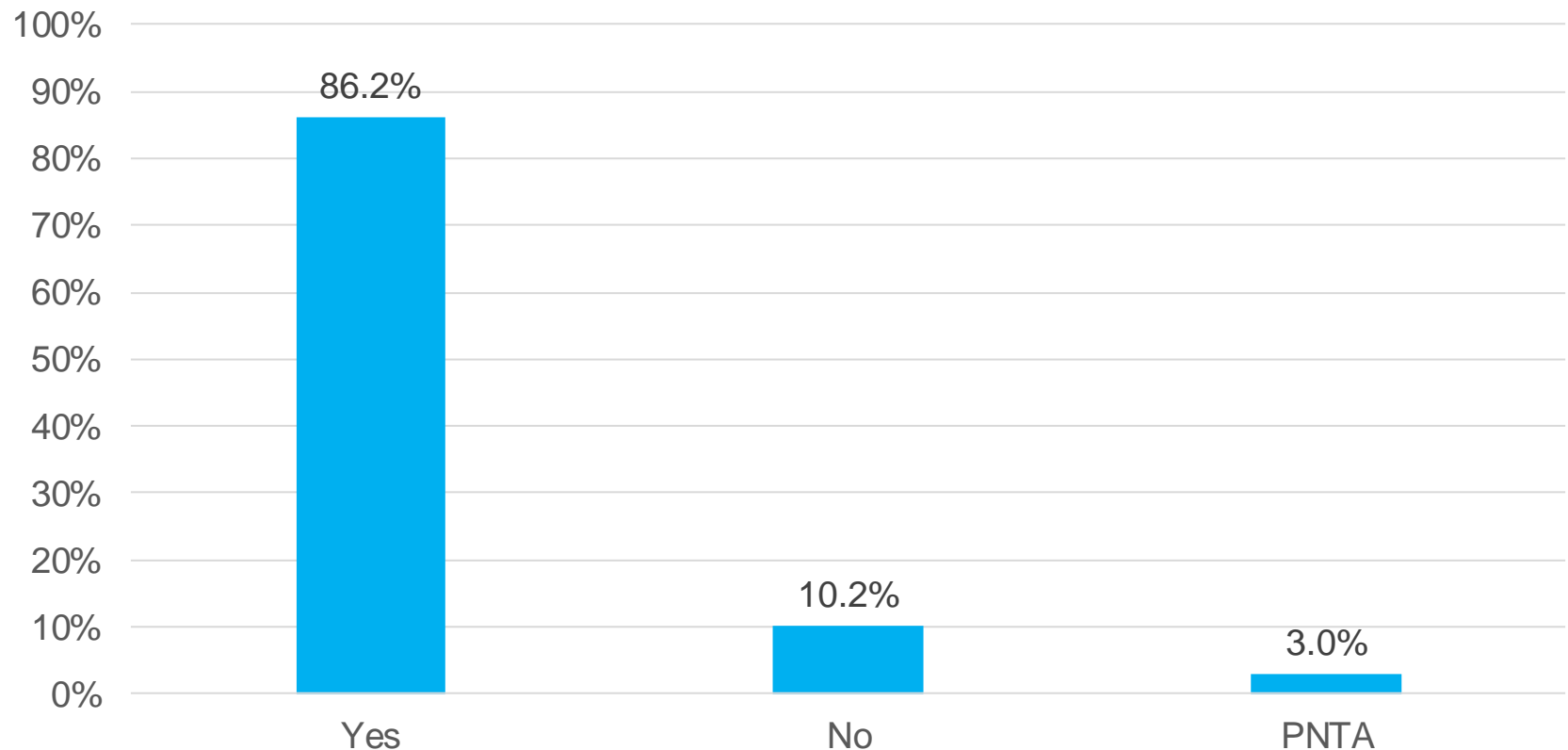
Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes. N's are indicated for 'No certificate, diploma or degree' and 'Earned doctorate'.

Note: PNTA refers to "Prefer not to answer"

Using highest level of education at work

Note: Groups with between 1 to 4 respondents are referred to as N for anonymity purposes

Note: PNTA refers to "Prefer not to answer"

Appendix B:

Inclusion survey questions

Inclusion Survey Questions

1. The RMWB is committed to and supportive of diversity.
2. At The RMWB, I am treated fairly and with respect.
3. At The RMWB, my unique value is known and appreciated.
4. At The RMWB, I feel included.
5. I feel that my organization supports me in maintaining my overall physical and mental well-being.
6. I feel that Senior Leaders are committed to developing a respectful and inclusive workplace at The RMWB.
7. I feel that Senior Leaders are aware of issues related to Diversity, Equity and Inclusion at The RMWB.
8. I feel my manager/supervisor promotes a respectful and inclusive workplace at The RMWB
9. The RMWB provides flexible work options that meet my needs.
10. At The RMWB, all employees have equal opportunity in career paths regardless of taking time away from work to take care of family, cultural or religious obligations, health and wellness leave etc.
11. At The RMWB, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.
12. If I am the target of harassment and/or discrimination or have witnessed workplace harassment and/or discrimination, I feel comfortable seeking assistance at the RMWB.
13. Racist, sexist, homophobic and other inappropriate comments or jokes are not tolerated at The RMWB.

Appendix C

Glossary

Glossary

General terms

Agreement rate/Agree

The percentage of responses who selected "Strongly agree" or "Agree" for an inclusion question.

Disagreement rate/Disagree

The percentage of responses who selected "Strongly disagree" or "Disagree" for an inclusion question.

Neutral

The percentage of responses who selected "Slightly agree" or "Slightly Disagree" for an inclusion question.

PNTA

Prefer not to answer.

Glossary

Gender

A broad term encompassing a range of characteristics including physical anatomy, secondary sex characteristics that develop at and after puberty, behaviour and conduct, sense of self, and clothing.

Gender Identity

Gender Identity is linked to a person's sense of self, and the sense of being a man, a woman, both or neither. This may be different than the gender one was assigned at birth.

Indigenous

Indigenous is a term used in Canada to describe the original inhabitants (or Aboriginal people) of Canada and their descendants. Indigenous people in Canada include First Nations, Inuit and Métis people.

Persons with a Disability

Persons with disabilities are those that have a long-term or recurring addiction, or a physical, mental, sensory, psychiatric or learning impairment.

Glossary

Racialized

On this survey, respondents who identified within the categories of Asian, Black, Latin/Hispanic, Middle Eastern, or Mixed Race are grouped under the term "Racialized".

Sexual Orientation

A term that describes our romantic or sexual attraction or our emotional and physical relationships. Being lesbian, gay, bisexual, two-spirited, or heterosexual are all sexual orientations.

Heterosexual ("straight")

A term describing people whose emotional, romantic and/or physical attraction is to people of the sex or gender opposite of their own.

LGB2sQ+

A combination of Lesbian, Gay, Bisexual, Two-spirit, and Queer. The '+' is intended to represent all other sexually diverse people that do not identify with the terms included. (i.e. Non-Heterosexual Orientations).

Clarifications

- Where a visual representation of the data is provided in the form of charts, tables and graphs, percentages are shown with one decimal point. Consequently, due to rounding, on occasion, the total may be over/under by 0.1%.

- The threshold for a sample size in the report is 5 respondents from any one group. For groups with no respondents, results are indicated with a zero. For groups with more than one but less than five respondents, the results will be indicated by an 'N'. Omitted categories in graphs are due to these categories being below the minimum threshold.

- Unless otherwise stated, all benchmarking data comes from the 2016 Canadian census by Statistics Canada.

Canadian Centre for Diversity and Inclusion (CCDI)

The Canadian Centre for Diversity and Inclusion (CCDI) is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity, and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. Founded and run by experienced diversity and inclusion practitioners, CCDI's focus is on practical sustainable solutions that help employers move toward true inclusion. Effectively managing diversity and inclusion, and human rights and equity is a strategic imperative for all Canadian organizations that wish to remain relevant and competitive.

We focus on the topics of inclusion that are relevant in Canada and the regional differences that shape diversity by addressing the issues that move employers from compliance to engagement. Our research, reports and events have become valuable cornerstones for people developing and implementing diversity plans.

CCDI is grateful for the support of our Employer Partners across Canada.

Contact us

Have questions about the benefits of becoming a CCDI Employer Partner, or any of our services? Please contact:

Nyla Camille Guerrera
Director, Partner Relations
1-416-968-6520 x 112
nyla.camille@ccdi.ca

CCDI is grateful for the ongoing support of our Founding Partners.