

From: "Mochrie, Paul" <Paul.Mochrie@vancouver.ca>
To: "Direct to Mayor and Council - DL"
Date: 7/25/2022 2:32:34 PM
Subject: Council Memo: 2021 Employee Benchmark Survey – Organizational Results Update #2
Attachments: EO - 2021 Employee Benchmark Survey - Organizational Results Update #2 - 2022.07.25.pdf

Dear Mayor and Council,

A year after the adoption of the City's [Equity Framework: Getting our house in order](#), staff are pleased to provide the following updates focused on the internal efforts to implement the Framework. Each of the attached memos describes the results of a form of audit that aims to establish a ground and a path forward. Actions currently underway or recently completed are also described.

1) Employee Benchmark Survey Update #2

In 2021 the City conducted a survey of its employees, which illuminated staff's experiences of the workplace, and, for the first time, the demographic make-up of City staff. Preliminary results were shared with Council in [Update #1](#). The current memorandum provides further disaggregated and intersectional analysis, specifically: demographic breakdown of staff by department and employee group, disaggregated data on the experience of staff from various equity-denied communities, and representation of equity-seeking job candidates at each stage of the hiring process.

Key finding: Intersectional analysis of the survey data did not reveal significant differences in experiences between the four large categories of racialized men, racialized women, White men, and White women. However significant gaps in experiences appeared for specific sub-categories of staff: Indigenous, Black, non-binary/gender-fluid, trans, and staff with disabilities in particular rated their experiences of the workplace lower than the City average on virtually every question. The finding confirms the need for targeted interventions to support these groups of staff.

2) Equity Maturity Assessment Update will be sent in separate email.

Should you have any questions, please contact Aftab Erfan, Chief Equity Officer (Aftab.Erfan@vancouver.ca).

Best,
Paul

Paul Mochrie (he/him)
City Manager
City of Vancouver
paul.mochrie@vancouver.ca



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations.

MEMORANDUM

July 25, 2022

TO: Mayor and Council

CC: Paul Mochrie, City Manager
Armin Amrolia, Deputy City Manager
Karen Levitt, Deputy City Manager
Lynda Graves, Administration Services Manager, City Manager's Office
Katrina Leckovic, City Clerk
Anita Zaenker, Chief of Staff, Mayor's Office
Neil Monckton, Chief of Staff, Mayor's Office
Alvin Singh, Communications Director, Mayor's Office
Sandra Singh, General Manager, Arts Culture & Community Services
Andrew Naklicki, Chief Human Resources Officer

FROM: Aftab Erfan
Chief Equity Officer

SUBJECT: 2021 Employee Benchmark Survey – Organizational Results Update #2

RTS #: N/A

PURPOSE

This update follows a [memorandum on October 26, 2021](#), which presented preliminary results of the City of Vancouver's internal Employee Benchmark Survey (the Survey). The purpose of the current memo is to report out further on the results, with a focus on disaggregated data and intersectional analysis, and in connection with other quantitative data held by the City. This examination helps to nuance how City leadership understands the representation and workplace realities of City staff, and informs how internal initiatives should be adjusted and targeted to produce more equitable outcomes. This update is provided for the information of Council, staff and community, in alignment with the City's commitment to transparency and accountability around internal equity initiatives, as articulated in the [Equity Framework](#).

BACKGROUND

The data at the centre in this memo is drawn from a voluntary, confidential, electronic survey administered to staff by BC Stats on behalf of the City of Vancouver in the spring of 2021. Vancouver Fire and Rescue Services, Vancouver Police Department, and Vancouver Public Library conducted similar and parallel exercises. Their results are not presented in this memo.

The survey asked two types of questions: a set of largely close-ended Demographic Questions inviting staff to self-identify and a set of Experience Questions asking staff to use a Likert scale to indicate the degree of agreement with statements related to a sense of inclusion and belonging in the workplace. Further information on the methodology and respondent characteristics, as well as the Survey questions in their entirety, are available in the October 2021 memorandum.

The October 2021 memorandum identified a number of centrally coordinated, organization-level actions underway to address the issues illuminated by the Survey. The need for many of these actions was further confirmed by the Equity Maturity Assessment exercise, described in a parallel memorandum to Council (RTS no. 14640, July 2022). The following pages reference actions identified in the October 2021 memorandum as Action A.1 through C.5.

The Survey received 3,732 responses, representing a 55% response rate. Despite concerted efforts, participation among the City's 2500+ operational and frontline workers remained low (at about 18%), a shortcoming that the City is working to address through a project focused on improving internal communication mechanisms to reach off-network City staff (Action A.1).

In 2022, survey results broken down to the divisional and team level were shared internally with managers, and through managers with staff (Action C.1). Many teams and departments are in the process of having localized follow-up conversations (Action A.2) and developing departmental action plans to address areas of concern highlighted by the experience questions, with the Equity Office and Human Resources playing an advisory and support role. Work is also underway with BC Stats to obtain labour market representation information in various occupational categories so that the Recruitment Team and departmental leaders can more proactively address representational gaps in the hiring process (Action B.1). The disaggregated and intersectional analysis in this update helps to nuance this work, as described in the conclusion section of this memorandum. Findings are also relevant and will inform multiple identity-based strategies under the Equity Framework umbrella, including the Women's Equity Strategy, Accessibility Strategy and the emerging Anti-Racism Strategy.

UNDERSTANDING THE DATA

Staff Demographics

The Employee Benchmark Survey's demographic questions addressed Indigenous identity, race and ethnic origins, gender identity, trans experience, sexual orientation, ability, immigration and place of birth, and caregiving responsibilities. The October 2021 memorandum reported on these results at the organizational level and articulated four perspectives by which one might judge whether the City's workforce representation can be considered equitable. In order to understand specifically where equity-denied groups are underrepresented, this report breaks down the demographic data to the level of departments, occupational groups, and bargaining units. Comparison tables with the full set of demographic data are available in Appendix A.

This report includes results broken down for the following 10 City of Vancouver departments large enough (over 50 staff) to report results without loss of confidentiality:

- Arts, Culture and Community Services (ACCS)
- Development, Building and Licensing (DBL)
- Engineering Services (ES)
- Finance, Risk and Supply Chain Management (FRS)
- Human Resources (HR)
- Office of the City Manager (OCM)
- Planning, Urban Design and Sustainability (PDS)
- Real Estate and Facilities Management (REFM)
- Technology Services (TS)
- Vancouver Board of Parks and Recreation (VBPR)

Results are also broken down for the two largest unions associated with the City (CUPE 1004 which primarily represents outside workers and CUPE 15 which represents unionized staff in most other roles) and for various employee status groups (regular full time staff, temporary full time staff, regular part time staff, and auxiliary staff).

Staff Experiences

The survey included eleven staff experience questions, which asked staff to indicate their agreement to the following statements on a five-point scale:

1. "The City creates opportunities for me to thrive in my career."
2. "I am proud to work for the City of Vancouver."
3. "My work unit is free from discrimination, bullying and harassment."
4. "If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with my manager."
5. "I am confident that appropriate action will take place, when I report an incident of discrimination or harassment."
6. "Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace."
7. "I feel that senior leadership in my department is serious about creating a fair and inclusive workplace."
8. "My manager has fair and reasonable expectations of me."
9. "My work arrangement is flexible and supports my needs."
10. "I am confident that I can access support that is culturally appropriate for me through the City when I need it (e.g., counselling, mentorship)."
11. "My physical workspace is accessible and meets my needs."

The scores included in this analysis were derived by converting the five-point scale to a 100-point scale (Strongly disagree=0, Disagree=25, Neither agree or disagree=50, Agree=75, and Strongly agree=100), and calculating the weighted average of responses to produce a single score. The score provides a shorthand for understanding the collective response to each question, with scores below 70 indicating a need for improvement. This memorandum focuses primarily on the differences in scores among identity groups in order to illuminate equity gaps. Comparison tables with the full set of experience scores are available in Appendix B.

Applicant Demographics

This memo also draws on a secondary source, the Applicant Status Tracking dataset, held internally by Human Resources. In late 2016, the City began inviting job applicants to voluntarily and confidentially self-declare their gender, Indigenous identity, visible minority status, and disability status (reflecting the four designated groups under the Federal [Employment Equity Act](#)) at the time of application. The Applicant Status Tracking database shows what proportion of these designated groups progress onto each stage of the hiring process (e.g. long-listed, shortlisted, interviewed, etc.). Alongside the Employee Benchmark Survey, this tool allows the City to identify where there are barriers for equity-denied groups that can be removed in the course of hiring (Action B.2). Tables with this data are available in Appendix C.

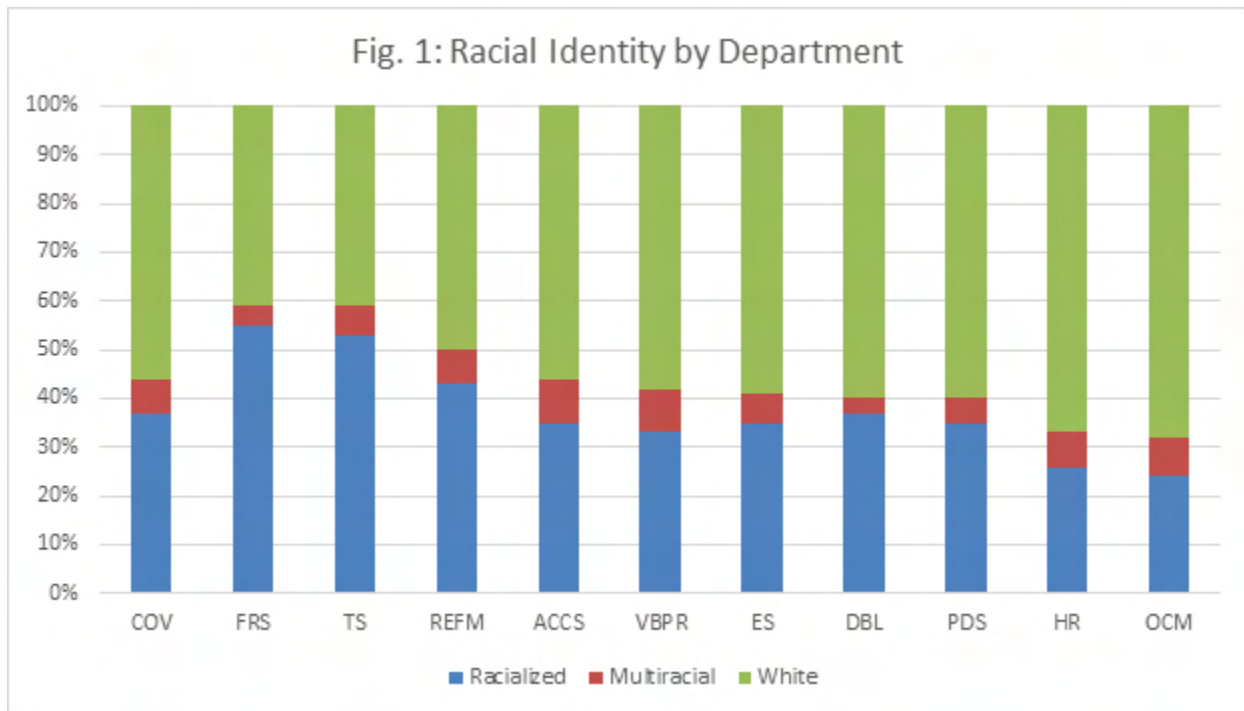
RESULTS AND KEY FINDINGS

The remaining sections of this memorandum summarize key findings for equity-denied groups. Each section contains insights from the three data sources mentioned above: demographic information, staff experience questions, and the applicant status tracking dataset. It is important to note that the analysis below reflects on patterns and trends based on averages and aggregation of data. The experience of any particular staff member may vary significantly from what is presented here, and is no less valid. Where results for an identity group appear lower or more negative than others, those results reflect the City's shortcomings in making the workplace work for the identity group – it does not reflect the shortcomings of the identity group and should not be used to stereotype or stigmatize any group of staff.

The pages that follow do not highlight the experience of City staff who chose the “prefer not to say” option (available for all questions), skipped certain questions, or did not participate in the surveys at all. Additionally, in order to maintain confidentiality, the results for categories with fewer than 10 responses are suppressed in this update. These practical and methodological limitations have the consequence of rendering important groups and experiences somewhat invisible in the analysis. It is therefore important to maintain some skepticism of quantitative data and supplement with qualitative data and observations whenever possible.

Race, ethnicity, and Indigeneity

The Employee Benchmark Survey posed questions on race and ethnicity in a couple of different ways. One question asked respondents to choose from three broad racial categories: "White, European descent, Caucasian or similar term", "Racialized, visible minority, non-white, Indigenous, Black, Person of Colour or similar term", and "Biracial, multiracial, mixed-race or similar term." A second question mirrored the ethnicity population groups in the Canadian Census, presenting the 12 pre-determined population groups (Arab, Black, Chinese, etc.), from which BC Stats derived a “visible minorities” total for the City. A separate question asked about Indigenous identity with yes/no options. The Applicant Status Tracking System asks “Are you an Indigenous person?” and “Are you a member of a visible minority group?” with yes/no options.



Staff Demographics:

- The racial make-up varies widely among departments. Human Resources and the Office of the City Manager have the lowest proportion of racialized and multiracial staff at just over 30%, while Finance and Technology Services have the highest proportion at nearly 60%. Across the organization, 44% of respondents identify as racialized or multiracial.
- The racial identity question based on the ethnicity population groups in the Census yielded responses with greater specificity (e.g. 2% of respondents at the organizational level identified as Black) and put the City's overall "visible minority" proportion at 42%. When broken down to the departmental level, the data for each ethnicity population group is suppressed due to the relatively small numbers, so a cross-departmental comparison of specific racial and ethnic groups is not possible. The only ethnicity population group with more than 10 respondents in every department is Chinese.
- The number of Indigenous respondents is smaller than 10 in most departments and could not be meaningfully compared across the board. Indigenous representation among respondents was highest in Arts, Culture and Community Services at 5%, and in Parks and Recreation at 4%, compared to a City-wide level representation of about 2%.
- By union, CUPE 1004 in particular has a low proportion of staff who identify as racialized or multiracial (26% and 6% in Engineering and 11% and 7% in Parks). CUPE 15 Parks and Recreation has a slightly above average representation of Indigenous staff (4%).
- Racialized and multiracial respondents are 44% of the City's total workforce, but are over-represented in temporary full time, regular part time, and auxiliary positions (53%,

46%, and 49% respectively). Indigenous respondents were also overrepresented in auxiliary positions (4%).

Staff Experiences:

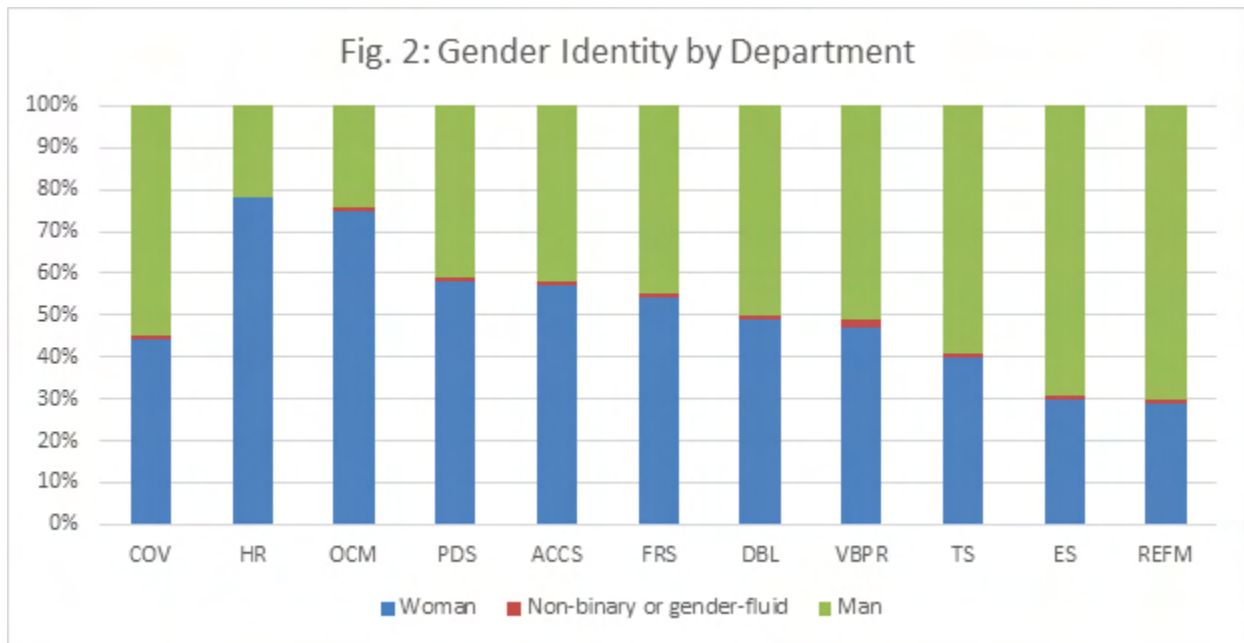
- At the aggregate level, racialized and multiracial staff gave scores similar to white staff (usually within 1-3 points). Racialized and multiracial staff gave the highest relative scores for “I am proud to work for the City of Vancouver” (4 points higher than White staff), and the lowest relative scores for “I am confident that I can access support that is culturally appropriate...” (3 points lower than White staff).
- The responses differ greatly when looking specifically at the experience scores for Indigenous and Black staff. Indigenous staff reported lower experience scores for all 11 statements, usually 5-10 points lower than City average. The greatest difference was in response to, “My work unit is free from discrimination, bullying and harassment”, where Indigenous staff indicated a score 13 points lower than the City average. Black staff provided scores usually 5-10 points lower than the average for 10 of the 11 questions. Regarding access to culturally appropriate supports, Black staff indicated an average score 16 points lower than the City average.

Applicant Demographics:

- According to the Applicant Status Tracking dataset, data for 2021 shows a slight underrepresentation of self-declared visible minorities, particularly in the final stages of an application process (short-listing, interviews, and hires). About 4.3% of visible minority applicants were hired into City jobs (compared to 4.5% of all applicants, and 4.8% of white applicants). The trends from 2017 to 2021 suggest that the representation of visible minorities at every stage of the application has generally increased over time.
- Representation of self-declared Indigenous applicants in 2021 was higher than representation of those who did not identify as Indigenous at almost all stages of the application process. About 6.9% of Indigenous applicants were hired (compared to 4.5% of all applicants). The 2017-2021 longitudinal comparison shows a relatively stable trend with a slight increase and significant quarter-to-quarter variations. The variation likely reflects the small numbers of Indigenous applicants overall, and the upward trend likely reflects the creation of (and turn over in) a small number of roles specifically focused on reconciliation for which Indigenous applicants are particularly well suited.

Gender

Both the Employee Benchmark Survey and the Applicant Status Tracking system present respondents with three gender identity categories of “man”, “woman”, and “non-binary or gender-fluid” (“gender-diverse” in the Applicant tracking system). Separately, the Survey asked if respondents have trans experience with yes/no options for response.



Staff Demographics:

- Survey showed that gender composition of staff varies widely across departments. Women's representation ranges from under 30% in Engineering Services and Real Estate and Facilities Management, to over 75% in Human Resources and Office of the City Manager. Overall the Survey put representation of women at about 44% City-wide.
- The number of non-binary or gender-fluid respondents (as well as self-identified trans respondents) were too small in each department to be meaningfully compared. The representation may be assumed to be around the City average of 1%. In Parks and Recreation, non-binary and gender-fluid persons made up about 2% of respondents.
- By union, CUPE 1004 has a particularly low proportion of respondents who identify as women (only 6% in CUPE 1004 in Engineering and 13% in CUPE 1004 in Parks and Recreation). The proportion of men and women was about even among CUPE 15 respondents.
- Women respondents were over-represented among temporary full time, regular part time, and auxiliary positions (59%, 62%, and 50% respectively). Non-binary and gender-fluid respondents were over-represented among auxiliary staff (2%).

Staff Experience:

- When considering responses to the 11 experience questions, there were some observable gendered differences. Average scores for respondents who identified as women were typically 1-3 points lower compared to the average scores for respondents who identified as men.

- Average scores for staff who identified as non-binary or gender fluid were significantly lower than the City average in response to 10 of the 11 questions. This gap was largest in response to “I am confident that I can access support that is culturally appropriate for me through the City when I need it” (20 points below the organizational average) and “My work unit is free from discrimination, bullying and harassment” (17 points below).
- Average scores for survey respondents with trans experience were also significantly lower than the City average. For all 11 questions, trans staff gave scores that were 7 to 27 points lower below the City average. The largest gap was in response to, “If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with my manager” (27 points below).

Applicant Demographics:

- The Applicants Status Tracking database indicates that in 2021, self-declared women’s representation across the various stages of the application process were on par or higher than the representation of those who did not identify as women. In 2021, about 5% of women-identified applicants were hired into City jobs (as compared to 4.5% of all applicants). Looking back at the trends from 2017 to 2021, the representation of women at every stage of the application has generally increased over time.
- Similarly, representation of self-declared non-binary and gender-diverse applicants in 2021 was on par or higher than representation of those who did not identify as non-binary or gender-diverse across the various stages of the application process. About 4.9% of non-binary and gender-diverse applicants were hired (as compared to 4.5% of all applicants). The 2017-2021 longitudinal comparison shows a relatively stable overall trend with significant quarter-to-quarter variations, likely reflecting the small numbers of applicants in this category of identity.

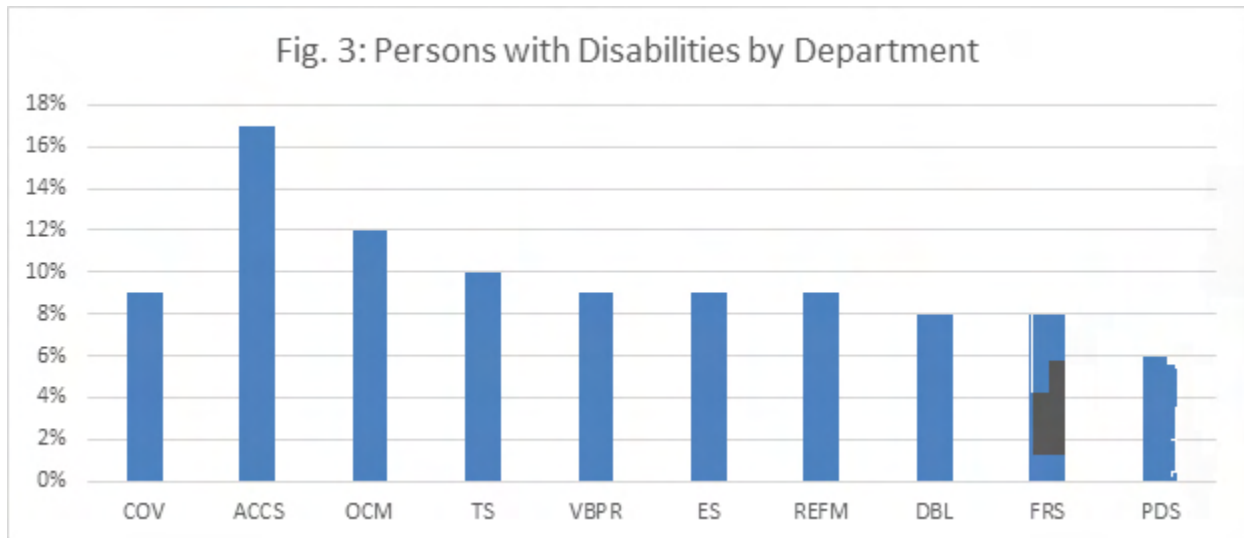
Race and Gender Intersectionality

Analyzing the gender and race questions in conjunction with each other shows that, of those who responded to both Employee Benchmark Survey questions, roughly 30% are white men, 25% are white women, 25% are racialized men, and 20% are racialized women. The responses to the experience questions for these four categories are relatively consistent between the groups. Occasionally, racialized women’s scores were lower (4 points below the City average for “I am confident that I can access support that is culturally appropriate...”) and the racialized men’s scores were higher (7 points above City average for “I am confident that appropriate action will take place, when I report an incident of discrimination or harassment”).

As shown above, the much more significant gaps in experiences appear for specific sub-categories at the City-wide level: Indigenous, Black, non-binary/gender-fluid, and trans staff. It is noted that all of these groups are relatively small (between 1 and 2 percent of the City’s workforce) so there is a larger margin of error associated with their data. However, anecdotal and qualitative information (gathered through the Employee Resource Groups and the focus groups leading to the creation of the Equity Framework) corroborate and confirm the findings of the Survey. It is possible to say with reasonable confidence that the workplace does not work as well for Indigenous, Black, non-binary/gender-fluid and trans staff as it does for most others.

Ability

The Survey asked if staff have "a significant, persistent or recurring mobility, sensory, learning, physical and/or mental health impairment, condition or disability", with yes/no options. For those who chose yes, there was also an invitation to select the type of disability through the sub-category data has been suppressed. The Applicant Status Tracking system asks "Are you a person with a physical or mental disability?" with yes/no options.



Staff Demographics:

- At the organizational level, 9% of respondents identified as having a disability. The proportion ranges from 17% of respondents in Arts, Culture and Community Services to about 6% in Planning, Urban Design and Sustainability.
- Within CUPE 1004, 15% of Engineering staff and 16% of Parks and Recreation staff identify as having a disability, notably higher than the organizational average of 9%. For CUPE 15, representation of staff with disabilities was similar to the City average.
- Representation of staff who identify as having a disability is higher amongst auxiliary staff (12%), and significantly higher among part-time staff (20%).

Staff Experiences:

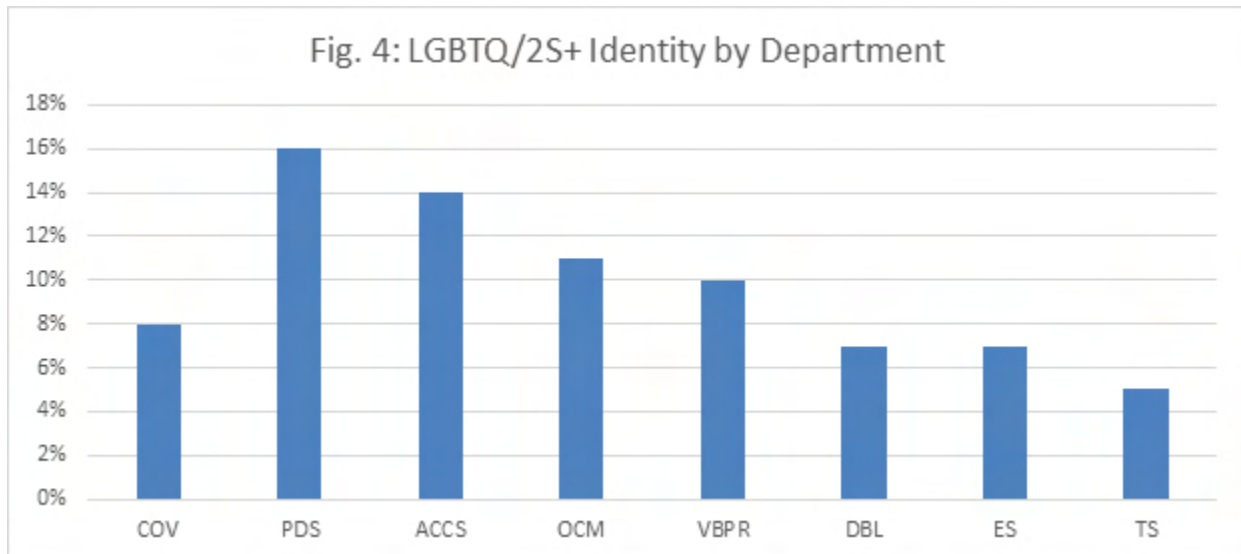
- Staff identifying as having a disability indicated lower scores for all 11 experience questions in the Survey, typically by about 8-10 points. The largest gaps in experience scores were related to the three statements about the presence and reporting of discrimination and harassment, where staff identifying as having a disability reported scores 15-17 points lower than staff who reported not having a disability.

Applicant Demographics:

- Data for 2021 shows underrepresentation of self-declared people with disabilities at virtually all stages of the application process (long-listing, short-listing, interviews and hires). Only 2.4% of applicants with disabilities were hired into City jobs (as compared to 4.5% of all applicants). It is notable that only about 3.6% of the applicants who self-declared identified themselves as a person with a disability, compared to 11% of the workforce in BC, though it is possible that fear and stigma around disabilities prevents some applicants from self-declaring this aspect of their identity.
- The trends from 2017 to 2021 suggest that there was some increase in the representation of people with disabilities at the long-listing, short-listing and interview stages (mostly during the year 2018) but the overall rate of hiring of applicants with disabilities has remained relatively stable.

Sexual Orientation

Employee Benchmark Survey respondents were asked to indicate if they identify as “Straight, heterosexual or similar term” or “LGBTQ/2S+”. Those who identified as LGBTQ/2S+ were then prompted to further specify their sexuality, though the sub-category data has been suppressed.



Staff Demographics:

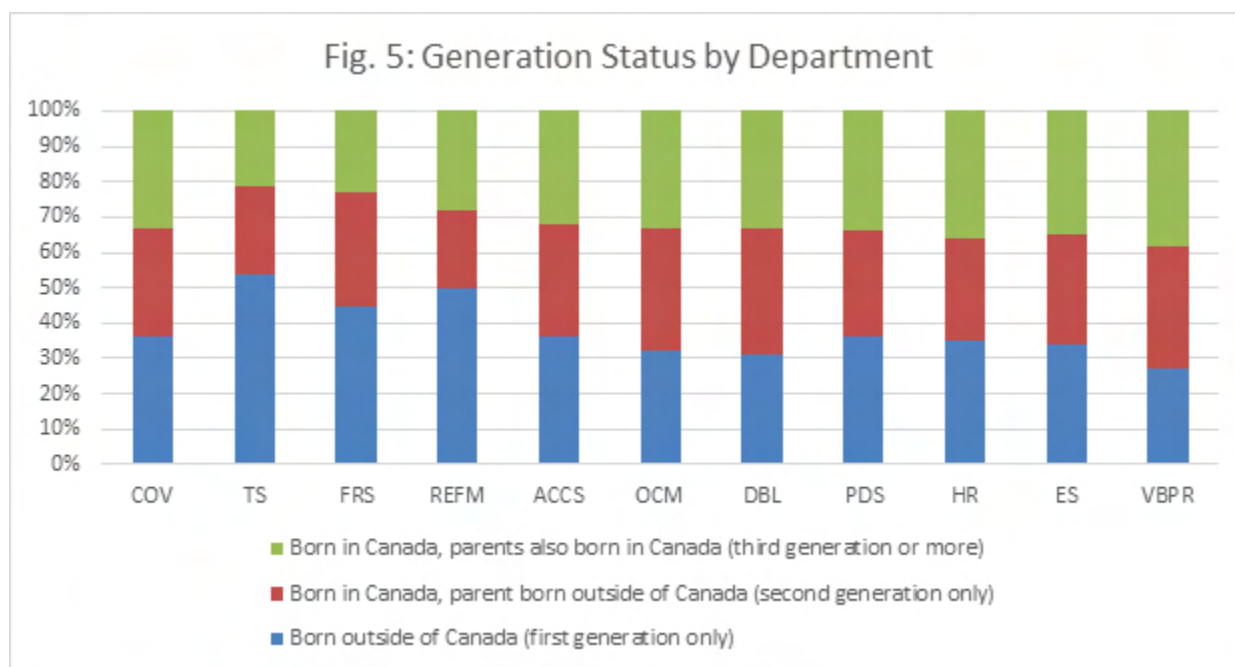
- Representation of staff identifying as LGBTQ/2S+ varies from 16% in Planning, Urban Design and Sustainability to 5% in Technology Services. The results for several departments were suppressed as there were fewer than 10 responses in this category. The City-wide representation for this group is around 8%.
- LGBTQ/2S+ staff are highly represented amongst CUPE 1004 staff in Parks and Recreation (14%), as well as staff in auxiliary positions (13%).

Staff Experiences:

- Staff identifying as LGBTQ/2S+ indicated lower scores for 10 out of the 11 experience questions in the survey, typically by about 3-6 points. The largest gaps in experience scores were related to the three statements about the presence and reporting of discrimination and harassment, and the statement about accessing culturally appropriate supports – LGBTQ/2S+ staff reported scores 7-9 points lower than straight-identifying staff. As indicated earlier in this memo, respondents who reported having trans experience rated their experiences of the workplace significantly lower than most other groups, including the LGBTQ/2S+ respondents as a whole.

Migration

The Survey asked staff to identify if they are first generation immigrants (born outside of Canada), second generation (born in Canada and at least one parent born outside of Canada), or third generation or more (born in Canada and parents also born in Canada). Those who have been in Canada for less than five years were also invited to self-identify, though those numbers have been suppressed in the cross-departmental analysis.



Staff Demographics:

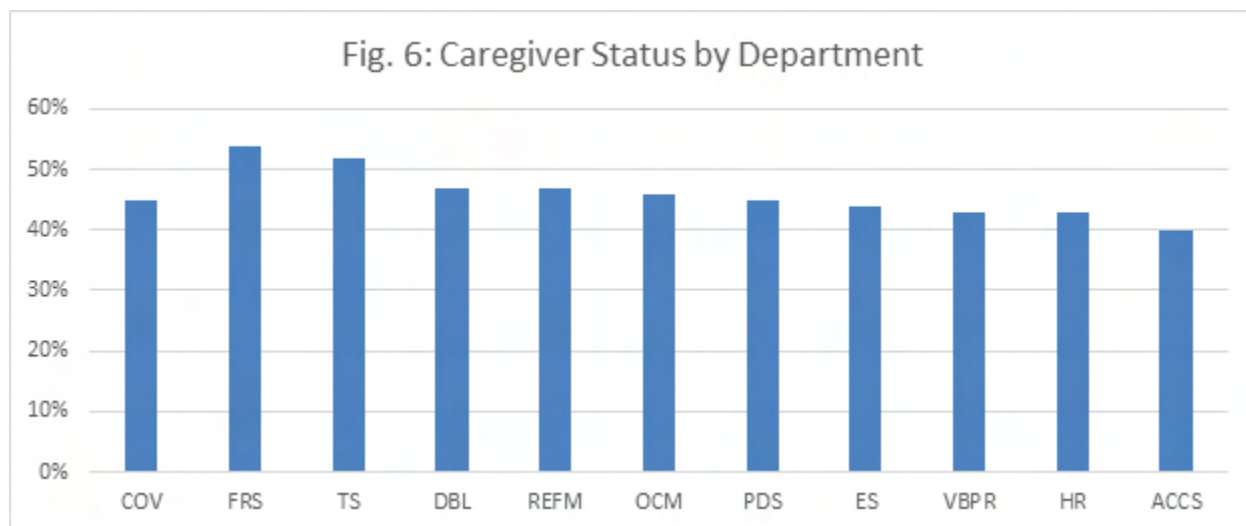
- Across departments, Technology Services has the highest proportion of first generation staff (54%) and the lowest proportion of staff who are third generation or more (21%). In contrast, Parks and Recreation has the highest proportion of staff who are third generation or more (38%) and the lowest proportion of first generation staff (27%).

Staff Experiences:

- In response to the experience questions, staff who reported first generation status indicated slightly higher scores for all 11 statements, compared to staff who are second generation or more, usually by 2-5 points.

Caregiving

Survey respondents were asked if they have care-giving responsibilities, with yes/no options.



Staff Demographics:

- A large proportion of the respondents reported having care-giving responsibility (about 45% City-wide). The proportion of caregivers varies somewhat between departments, ranging from 54% in Finance to 40% in Arts, Culture and Community Services.
- Caregivers are somewhat under-represented among temporary full-time and auxiliary employees (34% and 32% compared to 45% of the City's respondents), but slightly over-represented among regular part-time employees (50%).

Staff Experiences:

- In response to the experience questions, caregivers indicated scores close to the organizational average, with some statements receiving lower scores by 1-2 points.

CONCLUSION AND NEXT STEPS

In 2020 the BC's Office of the Human Rights Commissioner (BCOHRC) published a report on disaggregated data, subtitled *The Grandmother Perspective*. The report defines disaggregated

data as data that provides sub-categories of information (race, gender, etc.). “Unlike aggregated data, which groups information together, disaggregated data can reveal inequalities and relationships between categories”, the report describes. It goes on to say that “by making systemic inequalities in our society visible, data can lead to positive change. The same data, used or collected poorly, can reinforce stigmatization of communities, leading to individual and community harm.” Gwen Phillips (Ktunaxa Nation) urges those who work with data to ground themselves in the grandmother perspective which is characterized by the motto “we need to know because we care”. This means collecting and using disaggregated data with the explicit aim of reducing systemic oppression and advancing equity.

Though far from perfect in its conceptualization and implementation, the data collection and analysis presented in this memo is an attempt to do precisely what the BCOHRC advises. The aim of this data analysis is to understand the different realities of different identity groups employed at the City of Vancouver, in order to make this knowledge the basis for making more targeted and therefore effective efforts to benefit those who have been systemically marginalized.

The data analysis presented in this memo reveals that staff from some equity-denied communities – in particular: Black, Indigenous, trans, non-binary, people with disabilities, and to a lesser degree the LGBTQ/2S staff– consistently rate their workplace experience lower than their colleagues. All of these groups form relatively small minorities at the City (under 10%) and some may face barriers in access to City jobs. Their experiences are not uniform across the board, nor are they the only ones struggling. Other identity groups find themselves in the minority in some localities (e.g. women in certain occupations, racialized people in certain departments), and as divisional and team results (not presented in this memorandum) indicate, workplace experiences are troubling in some units (e.g. where there are unreported or unresolved cases of bullying) across all identity groups.

Despite this complexity, disaggregated data gives the City some direction on how to adjust existing or emerging programs, or reprioritize resources and make decisions to remove barriers for those most struggling. The October 2021 memorandum included actions to address challenges in inclusion and belonging in the workplace. Those initiatives, as well as others that arise in the course of the daily organizational life, can now be attuned to the realities described in this memorandum to increase their effectiveness.

Here is a partial list of how learnings from the analysis presented in this memo could influence actions taken by the City to advance equity, noting that much of this is already underway:

- **Data:** There are several identity groups – those with trans experience, those identifying as non-binary or gender-fluid, and those with disabilities – who report feeling relatively unsafe speaking with their managers in the event that something inappropriate or uncomfortable happens to them in the workplace.

Implication for Action: As the City revamps its anti-harassment policy and procedures (Action C.2) additional safe-disclosure measures and channels should be considered. Manager training and development (Action B.3) should prioritize ensuring that issues faced by trans, non-binary and disabled communities are well understood, and that managers have the literacy and sensitivity to create safety for conversations involving these aspects of identity.

- Data: Several identity groups – Black, Indigenous, trans and non-binary, disabled and LGBTQ/2S+ - have low confidence that they can access culturally appropriate supports through the City when they need them.

Implication for Action: As the City reviews and renews its structures of support for staff (Action C.5), it should explicitly select providers who can demonstrate expertise (and ideally also lived experience) in providing support to Black, Indigenous, trans and non-binary, disabled and LGBTQ/2S+ colleagues. The City can also build specific programs to support these groups, such as an Elder in Residence Program or a mentorship program for Indigenous staff.

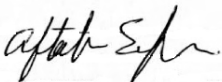
- Data: Racialized people are under-represented in Human Resources and the City Manager's Office, two departments that have a critical role and disproportionate impact in ensuring the wellbeing of City staff.

Implications for Action: Hiring of racialized people should be a specific priority for these two departments and may require targeted succession planning, outreach or the use of specialized services (such as BIPOC Search Firms) to address the gaps in representation (Action B.1). In the meantime, it may be necessary to bring in this expertise and lived experience through external consultants.

- Data: People with disabilities apply to City jobs at particularly low rates compared to their presence in the workforce, and appear to be under-represented at every stage of the hiring process used by the City. At the same time, people with disabilities are over-represented among those in part-time roles, and consultations suggest that part-time and flexible roles are sought after by this group.

Implications for Action: As the City reviews its recruitment practices (Action B.2) structural and personal biases that disadvantage people with disabilities should be specifically examined. This may impact the ways that the City facilitates accommodations during a hiring process, educates hiring managers to guard against ableism, conducts outreach in the disabilities community, and structures roles to be more accessible.

While these examples are offered for illustration purposes, the process of integrating the messages from data into action should become a natural part of how the City operates. That is what it means to operationalize equity in a data-informed fashion. Regular collection and analysis of data over time enables the City to understand the impacts of its decisions and adjust them as needed. This is the crucial component of the journey toward equity.



Aftab Erfan (she/her/hers)
Chief Equity Officer
Aftab.Erfan@vancouver.ca
Ph: 604.873.7776

APPENDIX A: Demographic Results by Department, Union and Employee Status

Note: “<10” indicates cases where fewer than ten responses were received for a particular category. In these instances, the categories indicated with an asterisk (e.g. the percentage of racialized staff in DBL) are estimates, derived by substituting the “<10” data with the organizational average percentage (i.e. 7% multiracial staff is assumed for DBL, and is used to derive an estimated 37% racialized staff in DBL).

Car egi ver	3 rd Ge nerati on or more	2 nd G enera tion	1 st G enera tion	Per son s with Dis abili ties	LGB TQ/ 2S+	Ma n	Non- bi nary or gen der - flui d	Wo man	Ch in ese	Vi si ble Mi no rit y	Indi gen ous	Wh ite	Mul tira cial	Ra cial ize d	
45 %	33%	31%	36%	9%	8%	5 5 %	1 %	44 %	18 %	42 %	2%	5 6 %	7%	37 %	C O V
40 %	32%	32%	36%	17%	14%	4 2 % *	< 10	57 %	12 %	40 %	5%	5 6 %	9%	35 %	A C C S
47 %	33%	36%	31%	8%	7%	5 0 %	< 10	49 % *	19 %	39 %	<10	6 0 %	<10	37 %*	D B L
44 %	35%	31%	34%	9%	7%	6 9 %	< 10	30 % *	15 %	39 %	2%	5 9 %	6%	35 %	E S
54 %	23%	32%	45%	8%	<10	4 5 % *	< 10	54 %	30 %	58 %	<10	4 1 %	4%	55 %	F R S
43 %	36%	29%	35%	<10	<10	2 2 %	0 %	78 %	14 %	30 %	<10	6 7 %	<10	26 %*	H R

46 %	33%	35%	32%	12%	11%	24 % *	< 10	75 %	16 %	28 %	<10	69 %	8%	24 %	O C M
45 %	34%	30%	36%	6%	16%	41 % *	< 10	58 %	19 %	37 %	<10	60 %	5%	35 %	P D S
47 %	28%	22%	50%	9%	<10	70 %	< 10	29 % *	17 %	52 %	<10	50 %	7%	43 %	R E F M
52 %	21%	25%	54%	10%	5%	59 %	< 10	40 % *	27 %	59 %	<10	41 %	6%	53 %	T S
43 %	38%	35%	27%	9%	10%	51 %	2 %	47 %	17 %	39 %	4%	58 %	9%	33 %	V B P R

Car gi ver	3rd Ge nerat ion or more	2nd G enera tion	1st Ge nerat ion	Per son s with Dis abili ties	LGB TQ/ 2S+	Man	Non- bi na ry or gen de r- fl uid	Woman	Vi si ble Mi no rit y	Indi gen ous	Wh ite	Mul tira cial	Rac iali zed	
45 %	33%	31%	36%	9%	8%	55 %	1 %	44 %	42 %	2%	56 %	7%	37 %	COV
49 %	40%	32%	28%	15%	<10	93 %	<10	6 % *	29 %	3%	68 %	6%	26 %	CUPE 1004 (non- VBPR)
40 %	59%	32%	9%	16%	14%	68 %	<10	31 % *	14 %	<10	82 %	7%	11 %	CUPE 1004 (VBPR)

43 %	28%	33%	39%	11%	10%	49 %	1 %	50 %	48 %	2%	51 %	7%	43 %	CUPE 15 (non-VBPR)
41 %	32%	35%	33%	9%	9%	47 % *	<10	52 %	50 %	4%	48 %	10 %	42 %	CUPE 15 (VBPR)
32 %	30%	37%	33%	12%	13%	48 %	2 %	50 %	48 %	4%	51 %	9%	40 %	Auxiliary/Casual
50 %	29%	37%	34%	20%	<10	35 % *	<10	64 %	45 %	<10	54 %	<10	46 % *	Regular Part Time
34 %	25%	32%	43%	9%	9%	40 % *	<10	59 %	51 %	<10	47 %	9%	44 %	Temp. Full Time
48 %	34%	30%	36%	9%	8%	57 %	1 %	42 %	40 %	2%	58 %	6%	36 %	Regular Full Time

APPENDIX B: Average Experience Scores by Demographic Group

Note: Average scores are calculated by converting the five-point scale to a 100-point scale (1=0; 2=25; 3=50; 4=75; 5=100) and taking the average based on the number of respondents. Due to the data reporting from BC Stats, the data for second and third generation respondents is grouped together in the “2nd Generation or more” category.

My physical workspace is accessible and meets my needs.	I am confident that I can access support that is culturally appropriate for me through the City when I need it (e.g., counselling, mentorship).	My work arrangement is flexible and supports my needs.	My manager has fair and reasonable expectations of me.	I feel that senior leadership in my department is serious about creating a fair and inclusive workplace.	Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace.	I am confident that appropriate action will take place, when I report an incident of discrimination or harassment.	If something inappropriate or uncomfortable happens in my workplace, I feel safely discussing it with my manager.	My work unit is free from discrimination, bullying and harassment.	I am proud to work for the City of Vancouver.	The City creates opportunities for me to thrive in my career.	
79	71	75	78	70	74	63	72	67	76	60	COV
80	73	75	79	71	74	63	73	67	75	61	White
79	70	77	79	70	75	66	73	68	79	62	Visible Minority
75	63	70	75	64	69	56	64	54	75	59	Indigenous

71	55	68	73	59	66	53	68	55	79	55	Black
My physical workspace is accessible and meets my needs.	I am confident that I can access support that is culturally appropriate for me through the City when I need it (e.g., counselling, mentorship).	My work arrangement is flexible and supports my needs.	My manager has fair and reasonable expectations of me.	I feel that senior leadership in my department is serious about creating a fair and inclusive workplace.	Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace.	I am confident that appropriate action will take place, when I report an incident of discrimination or harassment.	If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with my manager.	My work unit is free from discrimination, bullying and harassment.	I am proud to work for the City of Vancouver.	The City creates opportunities for me to thrive in my career.	
79	71	75	78	70	74	63	72	67	76	60	COV
78	70	76	79	70	74	62	72	67	76	60	Woman
70	51	64	78	59	59	49	58	50	64	56	Non-Binary or Gender Fluid

80	72	76	78	71	74	66	74	68	77	62	Man
71	57	69	69	57	60	51	46	53	66	50	Trans
76	64	75	77	66	70	56	67	60	72	61	LGBTQ/2S+
My physical workspace is accessible and meets my needs.	I am confident that I can access support that is culturally appropriate for me through the City when I need it (e.g., counselling, mentorship).	My work arrangement is flexible and supports my needs.	My manager has fair and reasonable expectations of me.	I feel that senior leadership in my department is serious about creating a fair and inclusive workplace.	Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace.	I am confident that appropriate action will take place, when I report an incident of discrimination or harassment.	If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with my manager.	My work unit is free from discrimination, bullying and harassment.	I am proud to work for the City of Vancouver.	The City creates opportunities for me to thrive in my career.	
79	71	75	78	70	74	63	72	67	76	60	COV

71	63	69	68	58	66	50	59	52	69	51	Persons with Disabilities
80	72	78	79	71	75	68	74	70	80	63	1st Generation
77	68	75	77	68	73	61	71	65	74	58	2nd Generation
78	70	75	78	69	73	61	72	65	74	60	2nd Generation or more
78	70	75	78	68	73	62	72	66	76	60	Caregiver
My physical workspace is accessible and meets my needs.	I am confident that I can access support that is culturally appropriate for me through the City when I need it (e.g.,	My work arrangement is flexible and supports my needs.	My manager has fair and reasonable expectations of me.	I feel that senior leadership in my department is serious about creating a fair and inclusive workplace.	Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my	I am confident that appropriate action will take place, when I report an incident of discrimination or harassment.	If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with my manager.	My work unit is free from discrimination, bullying and harassment.	I am proud to work for the City of Vancouver.	The City creates opportunities for me to thrive in my career.	

	counselling, ment orship).				work plac e.						
79	71	75	78	70	74	63	72	67	76	60	COV
79	70	77	79	70	75	66	73	68	79	62	Racialized / Multiracial
77	67	76	78	69	74	63	72	67	77	61	Racialized /Multiracial Woman
81	72	78	79	72	76	70	75	69	80	63	Racialized /Multiracial Man
79	74	76	80	71	74	61	73	67	76	60	White Woman

80	73	75	79	71	74	64	74	67	75	63	White Man
----	----	----	----	----	----	----	----	----	----	----	-----------

APPENDIX C: Applicant Status Tracking by Demographic Group

The following charts show the proportion of designated demographic groups that advances through to each stage of the hiring process, and also provides a comparison to other applicants.

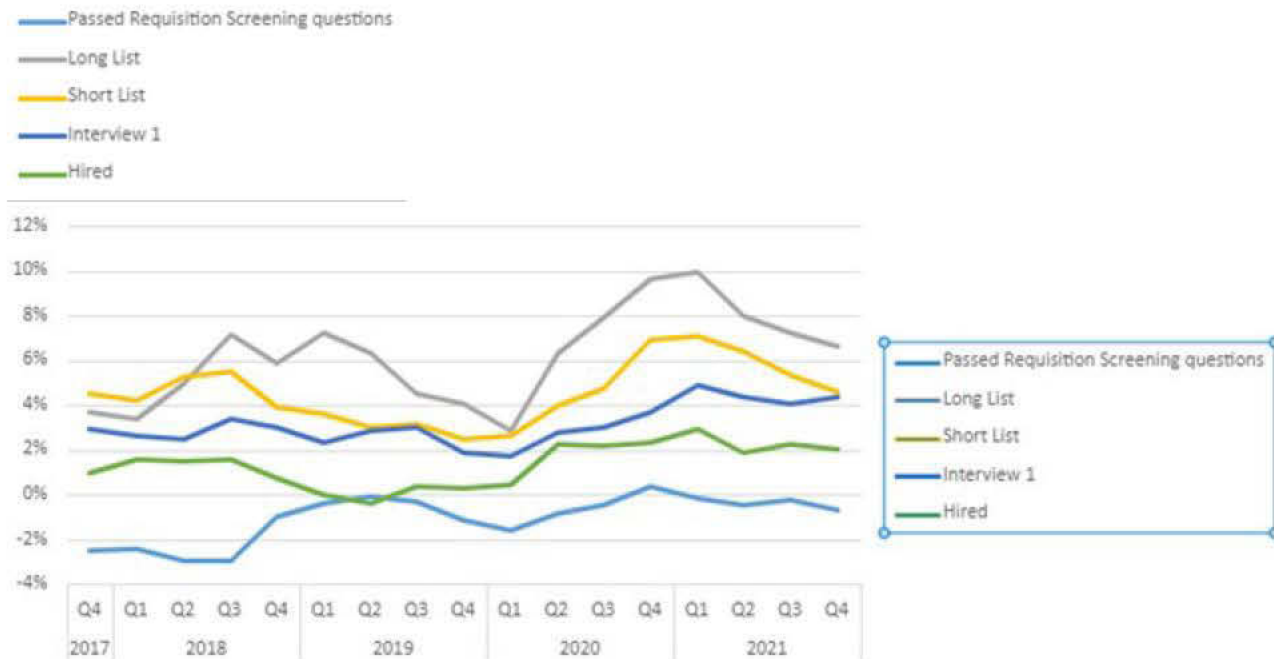
Indigenous Applicants

2.3% of Vancouver CMA 2016 Workforce Population

5.2% of British Columbia 2016 Workforce Population

Application Status	# of Indigenous Applicants				Indigenous Applicants as % of all Applicants (including not self-identified)	Indigenous Applicants as % of all Self-Declared Applicants in Status
		% of Total Indigenous Applicants	% of Total Applicants (excl. Indigenous Applicants)	# % Points difference from all Other Applicants		
Total Applicants	957				1.8%	2.3%
Passed Requisition Screening questions	863	90.2%	90.9%	-0.7%	1.8%	2.3%
Long List	327	34.2%	27.6%	+6.6%	2.3%	2.3%
Short List	186	19.4%	14.9%	+4.5%	2.4%	2.7%
Interview 1	132	13.8%	9.2%	+4.6%	2.7%	2.9%
Hired	66	6.9%	4.5%	+2.4%	2.8%	3.2%

% Difference, Indigenous Applicants vs All Other Applicants (Quarterly Rolling Average)



Visible Minority Applicants

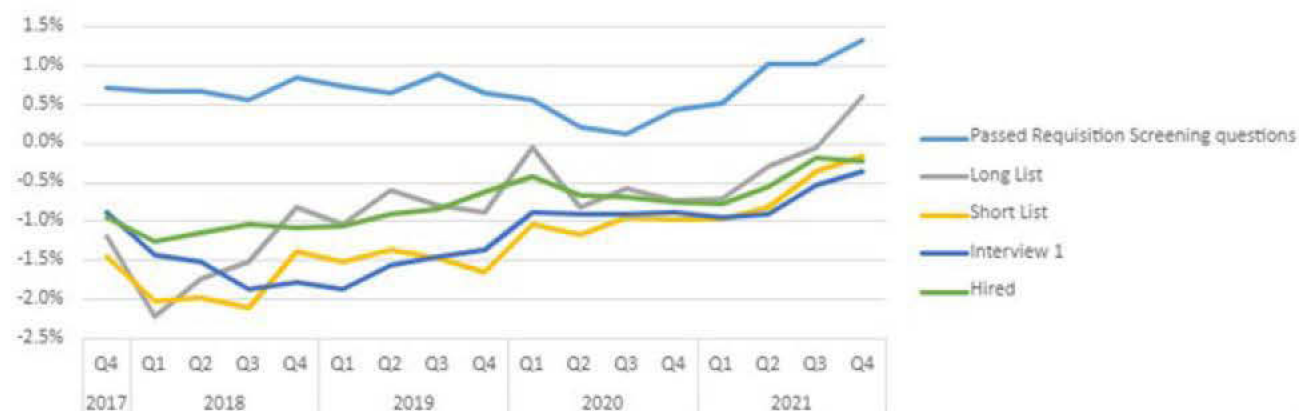
45.9% of Vancouver CMA 2016 Workforce Population

29.2% of British Columbia 2016 Workforce Population

Application Status	# of Visible Minority Applicants	All Other Applicants in Status as % of Total Other Applicants			Visible Minority Applicants as % of all Applicants (including not self-identified)	Visible Minority Applicants as % of all Self-Declared Applicants in Status
		% of Total Visible Minority Applicants	#	% Points difference from all Other Applicants		
Total Applicants	18,968				35.8%	45.3%
Passed Requisition Screening questions	17,370	91.6%		+1.1%	36.6%	45.6%
Long List	5,288	27.9%		+0.3%	36.6%	44.8%
Short List	2,805	14.8%		-0.4%	35.8%	43.4%

Interview 1	1,698	9.0%	9.5%	-0.6%	35.0%	42.0%
Hired	825	4.3%	4.7%	-0.3%	34.8%	42.6%

% Difference, Visible Minority Applicants vs All Other Applicants (Quarterly Rolling Average)



Women Applicants

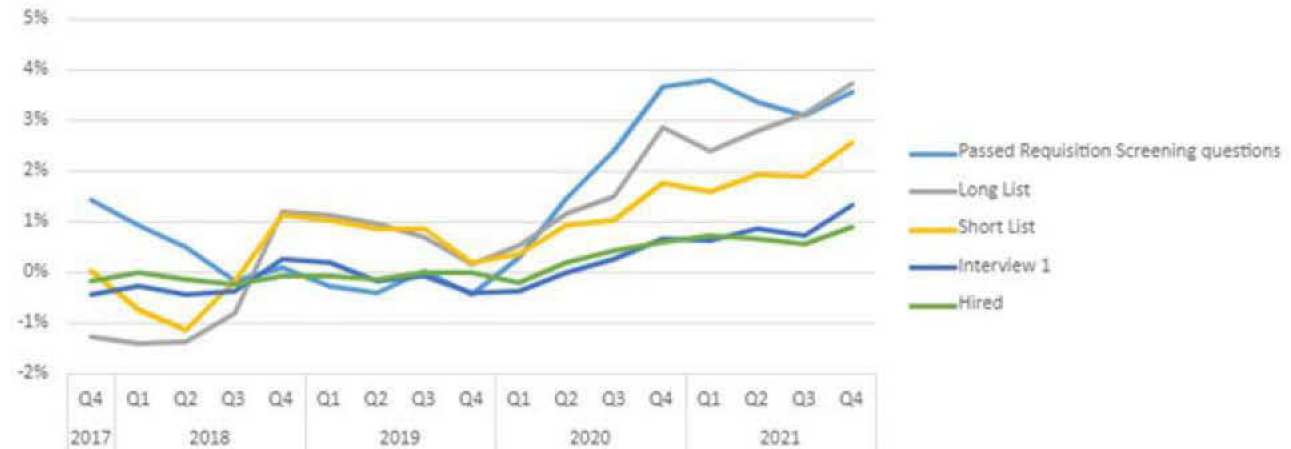
48.5% of Vancouver CMA 2016 Workforce Population

48.4% of British Columbia 2016 Workforce Population

Application	# of Women Applicants	% of Total Women Applicants	All Other Applicants in Status as % of Total Other Applicants	# % Points difference from all Other Applicants	Women Applicants as % of all Applicants (including not self-identified)	Women Applicants as % of all Self-Declared Applicants in Status
Total Applicants	17,210				33.0%	39.8%
Passed Requisition Screening questions	16,019	93.1%	89.8%	+3.3%	33.8%	40.7%
Long List	5,129	29.8%	26.6%	+3.2%	35.5%	42.0%
Short List	2,835	16.5%	14.3%	+2.2%	36.2%	42.4%

Interview 1	1,722	10.0%	9.0%	+1.0%	35.5%	41.4%
Hired	868	5.0%	4.3%	+0.7%	36.6%	43.4%

% Difference, Women Applicants vs All Other Applicants (Quarterly Rolling Average)

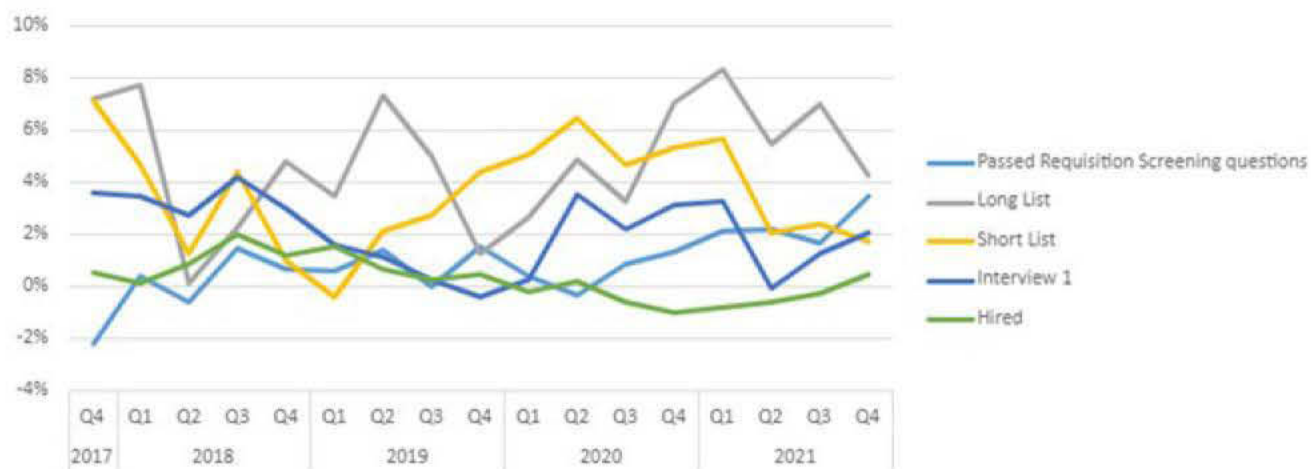


Non-Binary and Gender Diverse Applicants

Application Status	# of Non-Binary Applicants	% of Total Non-Binary Applicants	All Other Applicants in Status as % of Total Other Applicants	# % Points difference from all Other Applicants	Non-Binary Applicants as % of all Applicants (including not self-identified)	Non-Binary Applicants as % of all Self-Declared Applicants in Status
Total Applicants	591				1.1%	1.4%
Passed Requisition Screening questions	554	93.7%	90.8%	+2.9%	1.2%	1.4%
Long List	187	31.6%	27.6%	+4.0%	1.3%	1.5%
Short List	99	16.8%	15.0%	+1.8%	1.3%	1.5%

Interview 1	67	11.3%	9.3%	+2.1%	1.4%	1.6%
Hired	29	4.9%	4.5%	+0.4%	1.2%	1.5%

% Difference, Non-Binary Applicants vs All Other Applicants (Quarterly Rolling Average)



Applicants with Disabilities

11.0% of British Columbia 2016 Workforce Population

Application Status	# of Applicants with Disabilities	% of Total Applicants with Disabilities	All Other Applicants in Status as % of Total Other Applicants	# % Points difference from all Other Applicants	Applicants with Disabilities as % of all Applicants (including not self-identified)	Applicants with Disabilities as % of all Self-Declared Applicants in Status
Total Applicants	1,512				2.9%	3.6%
Passed Requisition Screening questions	1,384	91.5%	90.9%	+0.7%	1.8%	3.6%
Long List	412	27.2%	27.7%	-0.4%	2.9%	3.4%

Short List	187	12.4%	15.1%	-2.7%	2.4%	2.9%
Interview 1	113	7.5%	9.4%	-1.9%	2.3%	2.8%
Hired	37	2.4%	4.6%	-2.2%	1.6%	1.9%

% Difference, Applicants with Disabilities vs All Other Applicants (Quarterly Rolling Average)

