

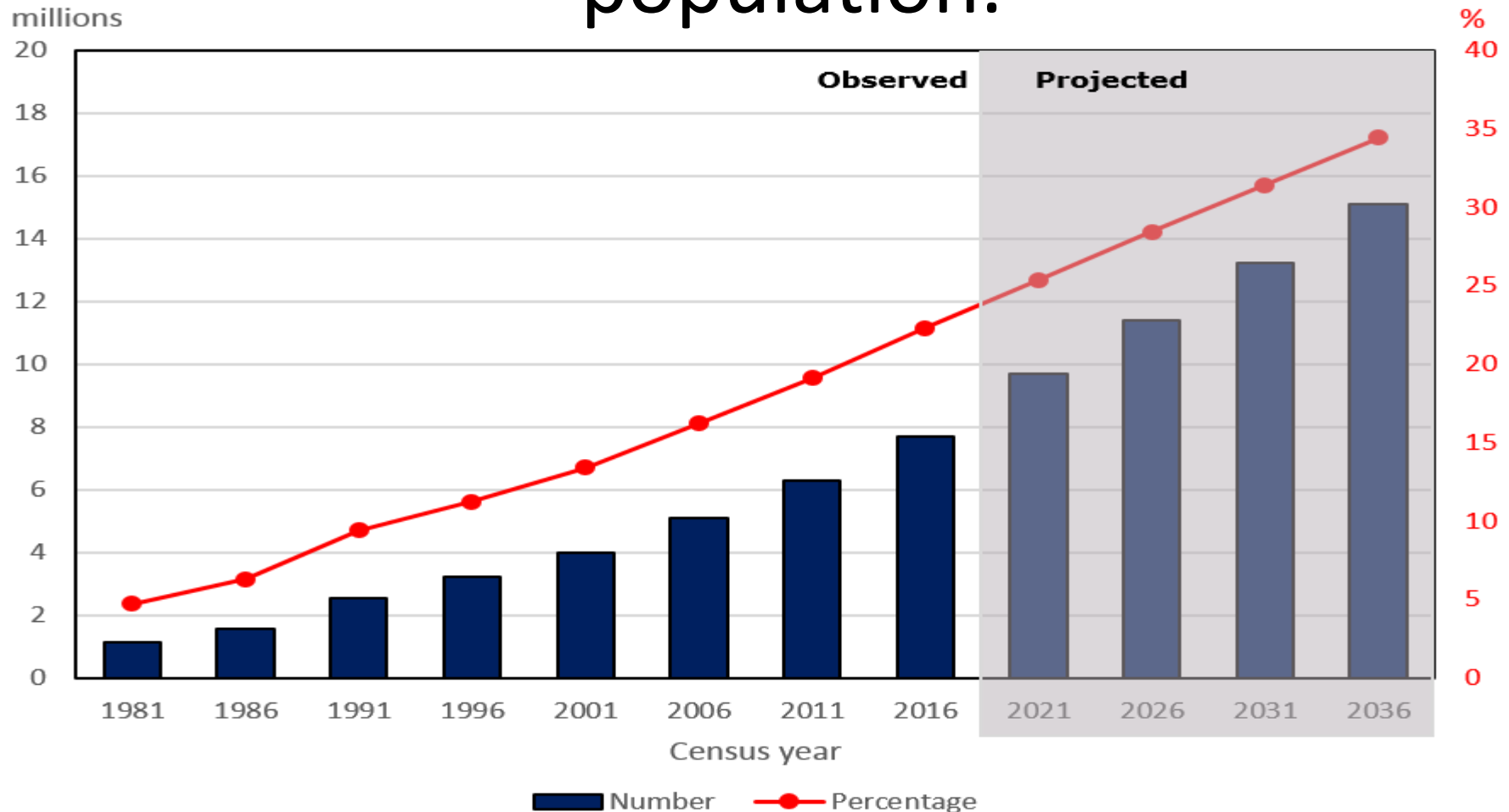
Visible Minorities in Public Service



Demographics:

- Canada is changing faster now than ever before in recent history.
- Canada in 2018 is a very different country than it was just 2 decades ago in 1998 and the country that it will be in 2038.

Visible minorities are the fastest growing percentage of the Canadian population.



Sources: Statistics Canada, Census of Population, 1981 to 2006, 2016; National Household Survey, 2011; Immigration and Diversity: Population Projections for Canada and its Regions, 2011 to 2036 (reference scenario).

- In 1998, visible minorities formed less than 12% of the population. Today they form nearly 25%.

- By 2031 (in only 13 years), 1/3 of the Canadian population is projected to be Visible Minorities.

- <https://www.statcan.gc.ca/pub/11-402-x/2011000/chap/imm/imm-eng.htm>

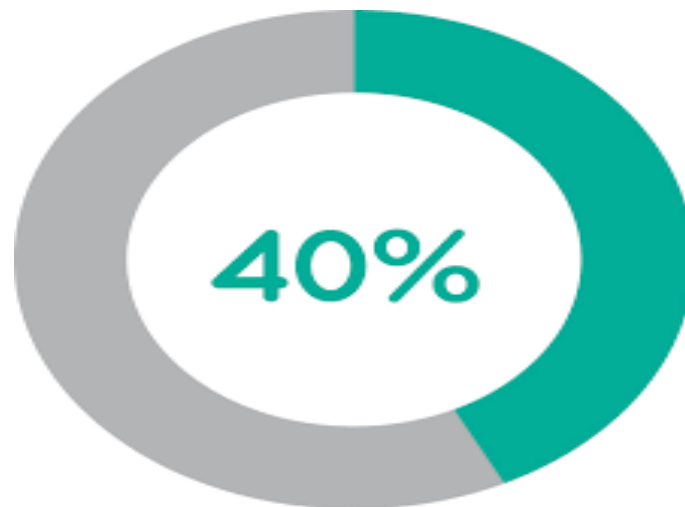


- By 2031, all major Canadian cities will have a significant or even majority visible minority population (63% of Toronto, 59% of Vancouver).
- <https://www150.statcan.gc.ca/n1/pub/11-402-x/2011000/chap/imm/imm-eng.htm>



- By 2036, 40% of the Canadian working age population (15-64) is projected to be a Visible Minority.

- <https://www.statcan.gc.ca/pub/91-551-x/91-551-x2017001-eng.htm>



- Already in 2016, visible minorities formed a larger part of the Canadian population (22.3%) than those with French as their mother tongue (21.4%) and were similar in size to the entire populations of Alberta, Manitoba, Saskatchewan, Nova Scotia and Newfoundland combined (22.4%).

- Canada has changed rapidly to become one of the most diverse countries in the world.
- However, the Canadian public service has not changed as fast. The Canadian public service, at all levels but particularly at senior EX levels, remains more representative of Canada of previous decades rather than today's Canada.

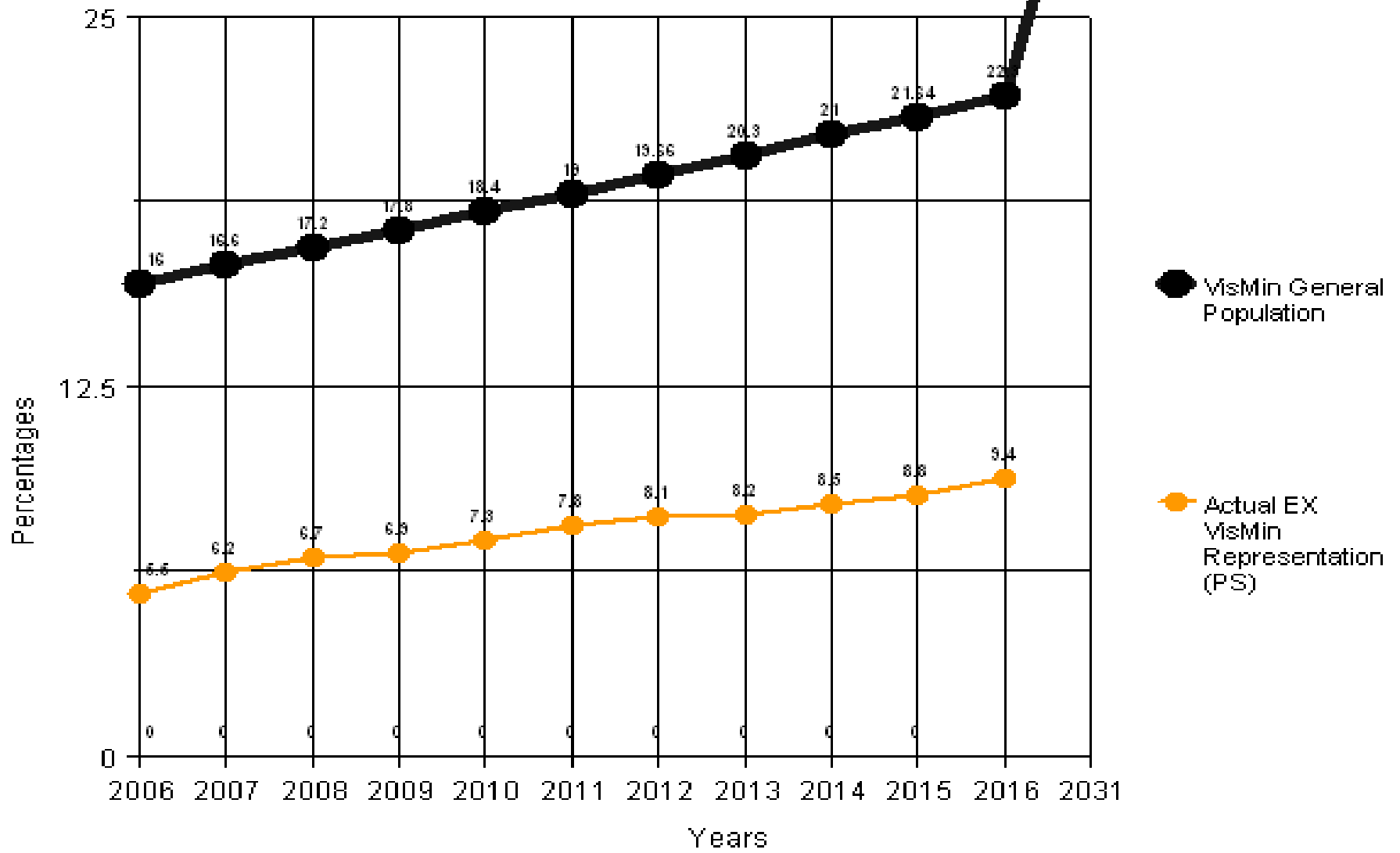
Because it's 2018...

- Contrary to popular perceptions, relative to their population, visible minorities are *less represented* among senior public service managers in 2018 than they were in 2006.
- And the gap is widening, not narrowing.

- In 2006, visible minorities formed 16% of the general population, but only 5.5% of the public service executives, representing a gap of **10.5%**.
- In 2016, visible minorities formed 22.3% of the general population, but only 9.4% of the public service executives, representing a gap of **12.9%**.

- Low targets and fast changing demographics are creating ever widening gaps.
- In 2018, visible minority public servants are proportionally *less represented* than they were a decade ago – as increases in actual numbers have not kept pace with faster increases in the general population.

Widening gaps between General Population and PS Executives

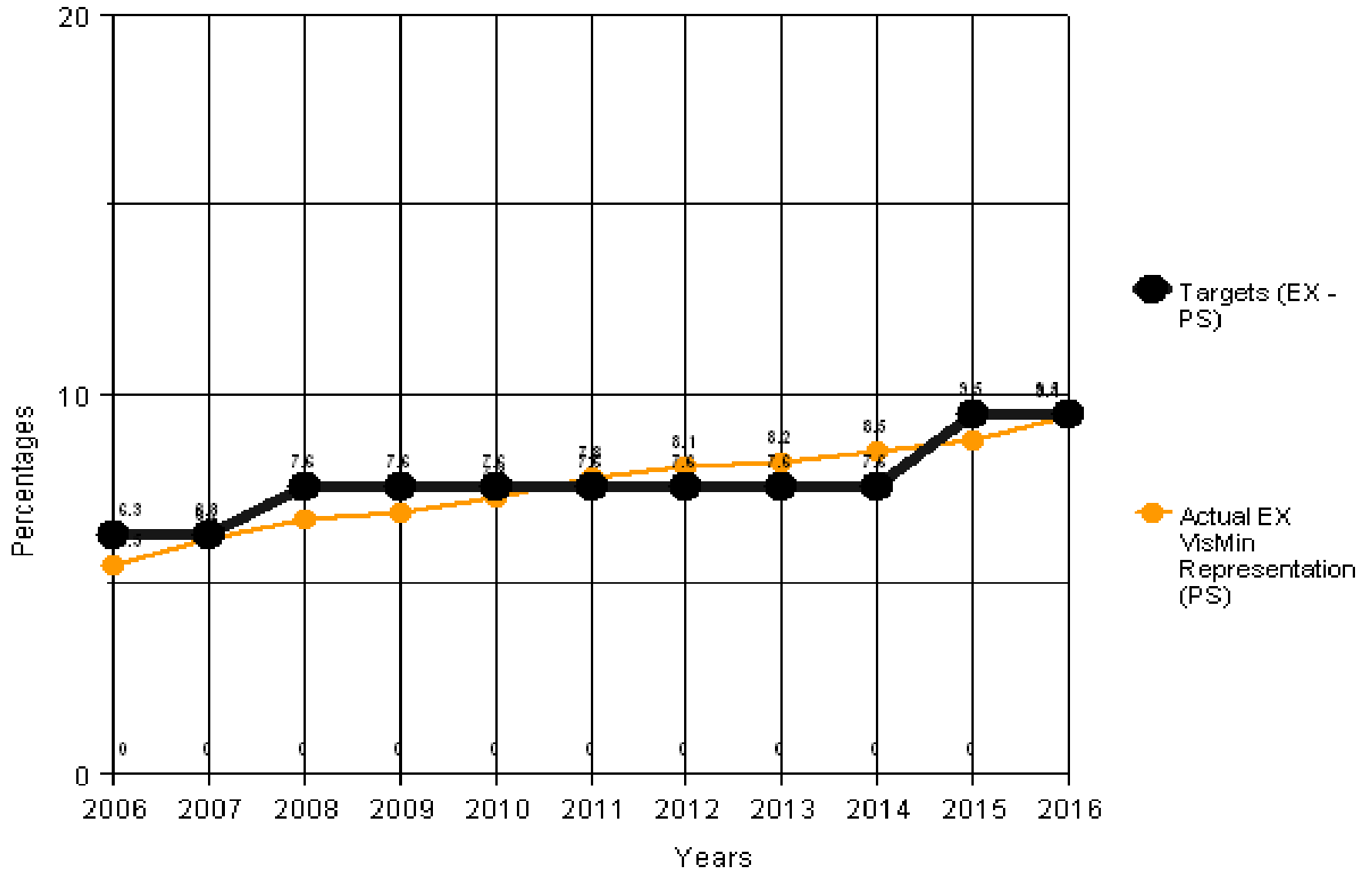


Stats Canada and Annual EE Reports

- The gap has always existed but is now widening (not narrowing) every year and this is partly due to incorrect formulas to calculate Workforce Availability (WFA or targets). The WFAs are set by Treasury Board for the Public Service and based on census results.
- For the executives category (EX 1-5), the WFA/targets are currently set at 9.5%, or less than half of the general population in 2016 (22.3%).
- Such low targets/WFAs are easily achieved or even surpassed - creating a sense of progress when in reality the gaps are widening.

- Given that the extent of the real gaps existing is often not well-known, the lack of representativeness may not be seen with the same degree of urgency as other EE groups where larger gaps are perceived to exist.
- In fact, EX representativeness in Public Service closely mirror their WFA/targets, suggesting there are less efforts/incentives to surpass the very low targets.

Targets v. Actual Representation of Executives



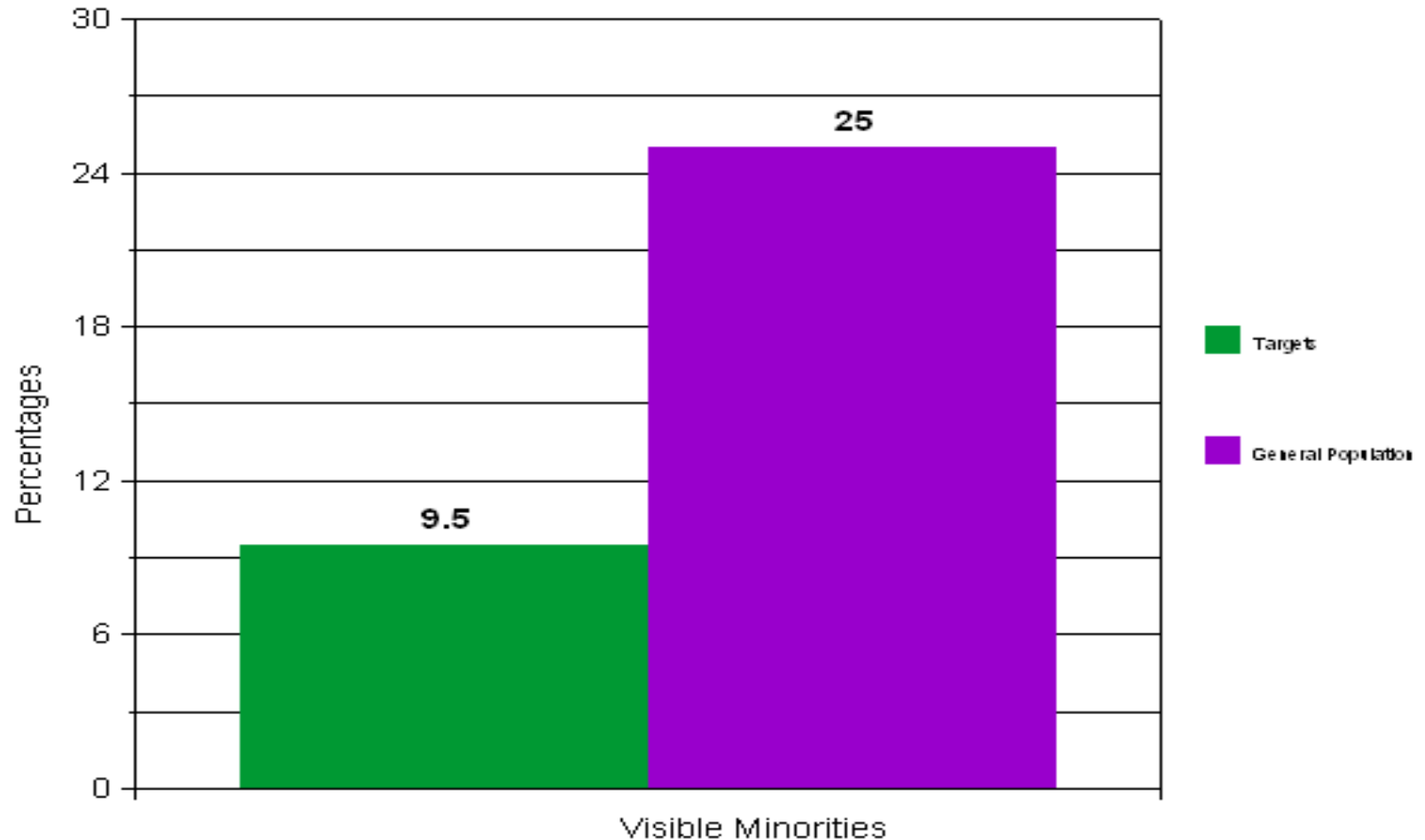
- For visible minorities, the WFA/targets have become low ceilings, and not as the floors they originally were meant to be.

- For Visible Minorities, the targets are set significantly lower than their actual general population – unlike other EE groups.

Visible Minorities:

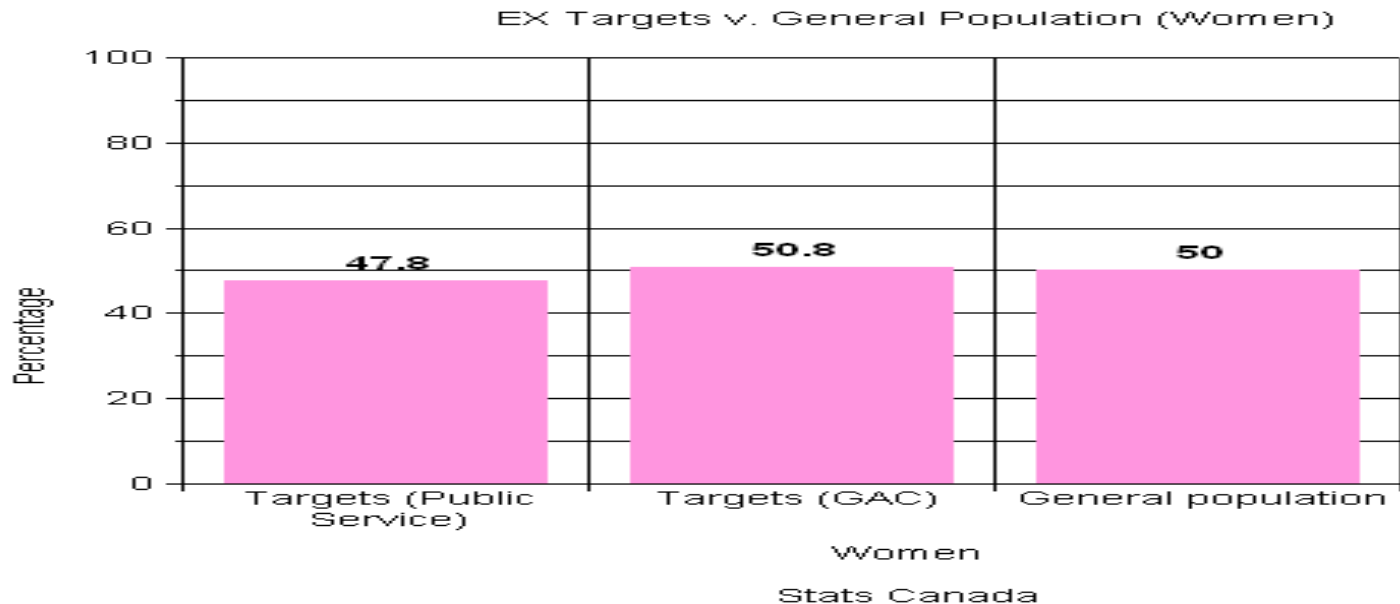
Targets are only 38% of est. general population

EX targets v. General Population (2018 est)



Women:

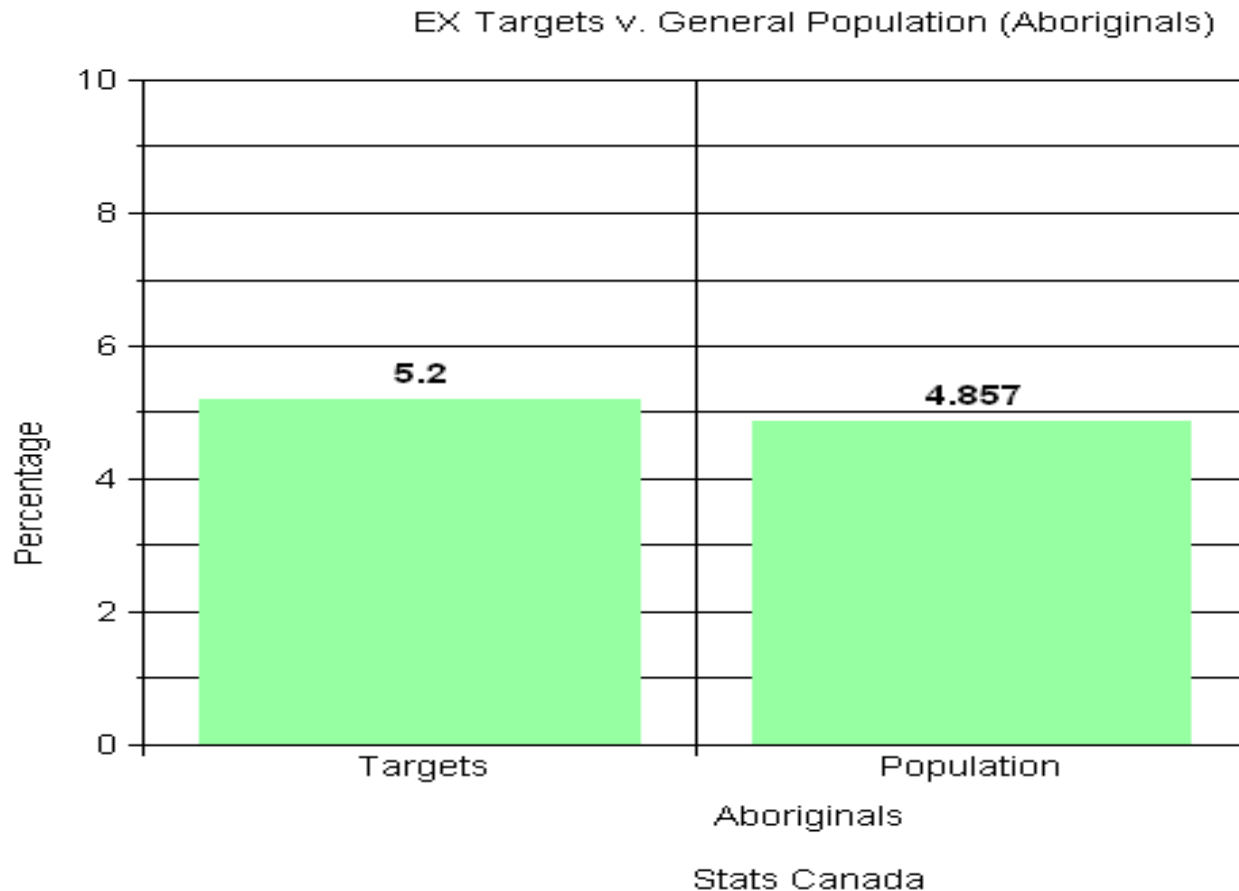
- 50% of population (according to 2016 census) and targets of 50.8% of the EX cadre at GAC and 47.8% across public service.



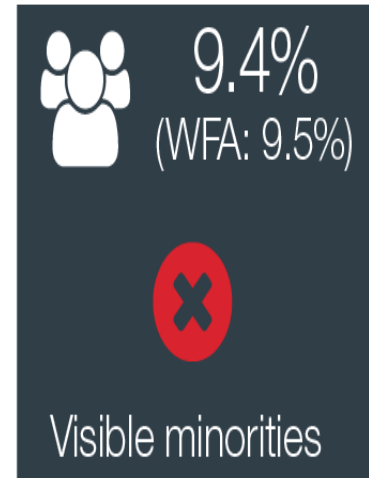
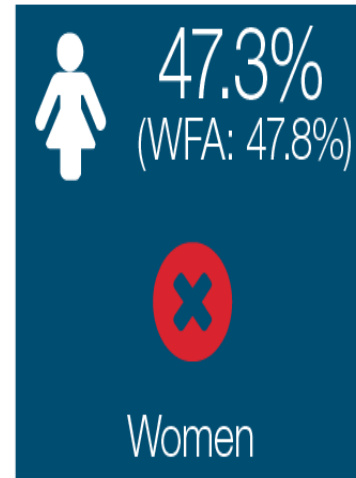
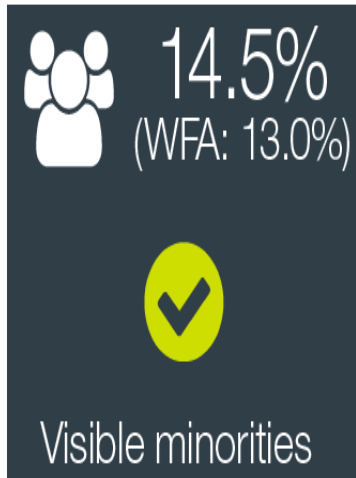
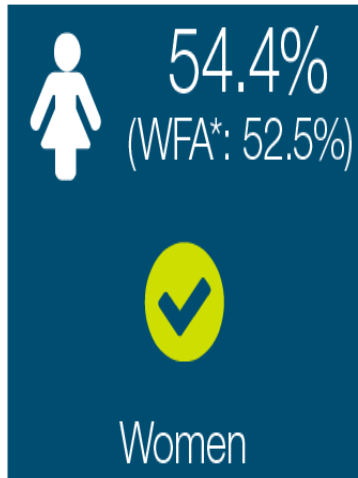
Aboriginals:

EX targets are actually 10% higher than the general aboriginal population.

Aboriginals formed 4.86% of population in 2016, and EX targets are set at 5.2%



EE representations, demonstrating targets of only 13.0% overall and 9.5% for the Executive category for visible minorities.



*WFA: workforce availability as of March 31, 2015, based on 2011 Census data.
Data in this figure represent the core public administration as of March 31, 2016.

- For visible minorities, WFA/targets are always set lower than their general population – even according to TBs own formulas.

Visible Minority WFA numbers are inaccurate because:

- In 2018, they are based on 2011 census and when 2016 census data becomes available (likely in 2019), they will already be outdated by 3-4 years. They are never up-to-date.

2011 ← 2018

There are also other reasons why they are inaccurate:

- **There are issues with the methodologies used:** WFA/targets are set by comparing private sector jobs to “similar” positions in public service and there are questions about the methodology used in pairing private-public sector jobs and in measurements of prior education/experience.
- There are other EE groups where the methodology has also led to WFA/targets that are not comparable to their general populations. But they are set higher, not lower, than their general populations. Notably, for the aboriginal EE group the WFA/targets for Executives are set approx. 10% higher than the general population or non-EX positions.
- They also do not include immigrants and permanent residents – which have significant visible minority populations.

Gaps between Public Service and Private Sector:

- Data suggests visible minorities are actually better represented in the private sector (and at levels similar to their populations) than they are represented in public service.
- For example, visible minorities representation in the federally regulated private sector in 2016 was 22.2%, closely mirroring the visible minority representation in the general population (22.3%).
- However, in the same year, WFAs/targets for non-EX public service positions were set at only 13% (and actual numbers were 14.5%), suggesting targets for public service are set far lower than actual representation in the private sector.
- Visible Minorities are the only EE group where their representation in public service was lower than the federally regulated private sector.

Lack of representativeness at the EX level is not due to lack of talent at feeder groups:

- Visible Minorities are often better represented at feeder groups than EX levels.

- Often, the visible minorities form a larger portion of the EX feeder groups, but only approx. 10% of EX positions.
- In some departments over 20% of the feeder groups are visible minorities, but only 10% are EX.

- For visible minorities, it suggests a disproportionate challenge to transition from EX minus 1 levels to Executive position and then to the higher EX levels.

Studies have also shown that:

- Visible Minorities are better educated than the general population.
- Visible Minorities have a slightly higher employment rate than the general population.
- They also bring a wealth of skills and experiences, especially to the departments with international or direct public service mandates.

In addition to a representative public service, a diverse public service is an efficient and productive one.

- Studies have also consistently shown that greater diversity leads to greater creativity, productivity, innovation and decision-making.
- For example, according to a recent study by McKinsey, companies in the top quartile for ethnic diversity at the executive level are 33 percent more likely to have above-average profitability than companies in the bottom quartile.
- Another study by NCSU found that there was a direct causative effect between greater diversity and innovation in workplace. <https://news.ncsu.edu/2018/01/diversity-boosts-innovation-2018/>

We also know real challenges exist:

- According to the latest (2018) Public Service Employee Survey, 8% of the respondents reported being discriminated against in the past 2 years and almost half of those (43%) reported discrimination was related to race and national origin.

- So what can be done better?

Recommendations:

- 1) Go above the inaccurately low WFA/targets. View the real gaps that exist.
- 2) Fully implement the recommendations of the Joint Management/Union Task Force on Diversity.
- 3) Dedicate additional human and financial resources to promote diversity in public service
- 4) Continue to set a high example of participation and engagement at senior levels for others to follow.

1) Go above WFA/targets:

25%

- Of the General populating is visible minorities and this is the number to keep in mind when building a representative and productive public service.

- Implement strategies to bring visible minority representations (at all levels) closer to their general population representation.
- Remind departments that they can set their own WFA/targets at higher levels (DND sets its own targets).
- Consider setting targets that are more closely aligned with mandates and better reflective of the general population.
- At a minimum, direct targets to be set according to projected current (2018) numbers, and not outdated 2011 data (estimates indicate this would result in an immediate 2-3% increase for EX level targets).

- This is not new. As far back as 2008, the Clerk of the Privy Council had encouraged the departments to recruit and promote visible minorities above their WFAs.

http://publications.gc.ca/collections/collection_2010/sct-tbs/BT1-9-2009-eng.pdf

2) Fully implement recommendations of the Joint Union/Management Task Force on Diversity:

- And particularly the number one recommendation of the Union/Management Task Force on Diversity to improve the setting of targets to make them more reflective of the Canadian reality.
- <https://www.canada.ca/en/treasury-board-secretariat/services/values-ethics/diversity-equity/task-force-diversity-inclusion.html>

3) Dedicate additional human and financial resources:

Dedicate additional resources to promoting diversity in public service:

- Create new permanent administrative support positions in departments to provide support to all EE groups.
- Direct a small annual budget to EE groups.
- Further instruct managers to allow/encourage their staff to volunteer for EE/diversity initiatives.

4) Continue to set an example by your engagement/participation:

Set an example at senior levels for others to follow:

- Help promote a cultural change that understands the benefits of real diversity and visible minorities as essential assets in helping achieve the department's mandate.
- For example, set-up a monthly coffee-break with a few visible minority members; take on a mentorship role, and ensure senior management's attendance at visible minority events.

- It is a privilege and honour to be part of the great Canadian Public Service and significant progress has already been achieved for visible minorities.
- We count on your support and commitment to continue to work together to make the Canadian Public Service even stronger and better reflective of the population it serves.

תודה

Dankie Gracias

Спасибо

شكراً

Merci Takk

Köszönjük

Terima kasih

Grazie Dziękujemy

Dėkojame

Ďakujeme

Vielen Dank

Paldies

Kiitos

Tänname teid

谢谢

Thank You

Tak

感謝您

Obrigado

Teşekkür Ederiz

Σας Ευχαριστούμ

감사합니다

ขอบคุณ

Bedankt

Děkujeme vám

ありがとうございます

Tack