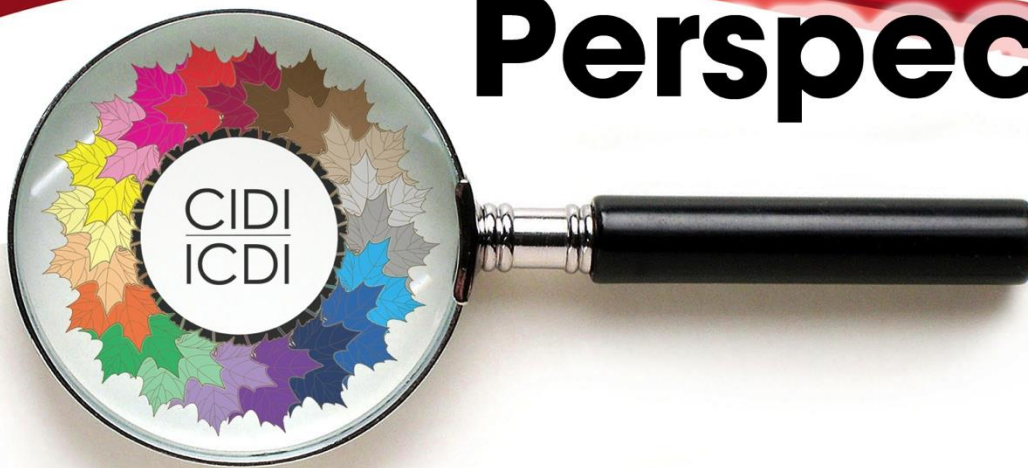




Canadian Institute of Diversity and Inclusion
Institut canadien de la diversité et de l'inclusion

Diversity Perspectives



Diversity Staffing Structures:

Examining Current Practices in the Area of Diversity Staffing.

July 10, 2013

Table of Contents:

- About the Canadian Institute of Diversity and Inclusion: 2
- Founding Partners: 3
- Advisory Board: 4
- Introduction: 5
- Research Methodology: 6
- Our Findings: 7
 - Types of D&I Roles: 7
 - Reporting and Measurement: 8
 - Time Commitment: 9
 - Budgets: 9
- Conclusion: 10

Acknowledgements:

The Canadian Institute of Diversity and Inclusion would like to thank everyone who participated in our research survey on Diversity Staffing. Their participation was instrumental in the creation of this report.



About the Canadian Institute of Diversity and Inclusion:

The Canadian Institute of Diversity and Inclusion (“CIDI”) is a national non-profit organization that is quickly becoming the trusted advisor for all issues related to Diversity and Inclusion, and Human Rights and Equity within Canada’s workplaces.

Effectively managing diversity and inclusion (“D&I”) is a strategic imperative for all Canadian employers. In many organizations, D&I and HR practitioners are responsible for achieving substantial performance goals as well as transforming their organizations into inclusive work environments; however, they are often under-resourced creating challenges in achieving their organization’s strategy.

The CIDI helps employers, business leaders, human resources (“HR”) and D&I practitioners effectively address the full picture of diversity within the workplace by providing innovative and proven strategies, research, tools, and educational supports with the goal of helping improve the overall inclusivity of the Canadian workforce.

The CIDI’s seven key areas of focus include the following:

- » **Supporting our Members** (individual members and Employer Partners) on their D&I journey. This is done through our monthly webinars and Community of Practice events (held quarterly in major cities across Canada), providing engaging, productive networking and promising practice sharing where business, HR and D&I professionals come together to share and learn.
- » **Community Connector.** Bringing together diversity-related NGO’s and

non-profit organizations to share information and learn from one another. This also involves developing and maintaining a central database of community organizations to assist employers in better navigating this space.

- » **Education.** Providing employers with a library of practical, effective learning solutions for leaders, management teams, Diversity Councils, ERG leaders, HR and D&I professionals, and all people.
- » **Knowledge Repository.** A centralized online library of D&I research, data, and promising practice information, with a specific focus on Canada.
- » **Think Tank.** Cutting-edge exclusive research that will contribute to the Canadian conversation on diversity and inclusion.
- » **Legislative Support.** Providing practical experience to help employers with compliance related to current and future D&I related legislation (Employment Equity Act, AODA, etc.).
- » **Consultancy.** Practical, credible, and sustainable consulting services specific to D&I in Canada, provided by a team of subject matter experts with decades of experience delivering D&I work inside organizations.

To learn more about the CIDI, please visit our website at www.cidi-icdi.ca.



Founding Partners:

The CIDI is a member-supported organization, providing services to both individual members and Employer Partners. We would like to acknowledge the exceptional support and dedication of our Founding Employer Partners.



For more information on becoming an Employer Partner with the CIDI, please [contact us](#) or visit www.cidi-icdi.ca.



Advisory Board:

The commitment, drive and passion of our Advisory Board is critical to the success of the CIDI. We thank them for their continued support and dedication.

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Introduction:

Welcome to the first issue of the Canadian Institute of Diversity and Inclusion's ***Diversity Perspectives***.

This report is the first in a series intended to examine current practices in the area of diversity and inclusion ("D&I") in Canada. It's not intended to be a 'deep dive'. It's meant to be a quick glimpse into a particular topic. We like to think of them like a tweet: short, sweet, and to the point. Admittedly though, we're **way** over 140 characters.

For this report, we are examining a fairly fundamental topic: staffing structures for diversity and inclusion, and human rights and equity professionals within Canadian employers.

The impetus for the report came when we were approached by a large Canadian employer seeking information on D&I staffing structures. While we have experience with a wide range of staffing structures, we were curious about what configurations might exist at other employers across Canada that we weren't aware of. *How many Canadian organizations have people working on D&I full- or part-time? Where do these employees fit in the organizational structure? Who do they report to?* We wanted to know, and felt it would be valuable information for our Employer Partners, Individual members and the community at large.

This ***Diversity Perspectives*** report presents a snapshot of the various structures used in workplaces across Canada.

This isn't meant to be a definitive "be all and end all" report. This report is based on the

information provided by the respondents to our survey. We recognize that there is a lot more information out there and many different configurations not included.

That said the individuals who responded to our survey represented a fairly wide cross-section of the population as it relates to industry, size of organization (headcount), or geography. We feel this report provides enough information to be valuable as a resource.

The only consistency we found in our research is that there isn't any consistency in the area of D&I staffing. We found that each employer has their own structure. Whether it's the number of full-time people working on diversity; their level within the organization; or the size of their budget – each organization does it differently.

We hope this information is valuable, and look forward to hearing from you about the D&I staffing structure within your organization.



Michael Bach, CCDP/AP

Founder and CEO

Canadian Institute of Diversity and Inclusion

July 10, 2013



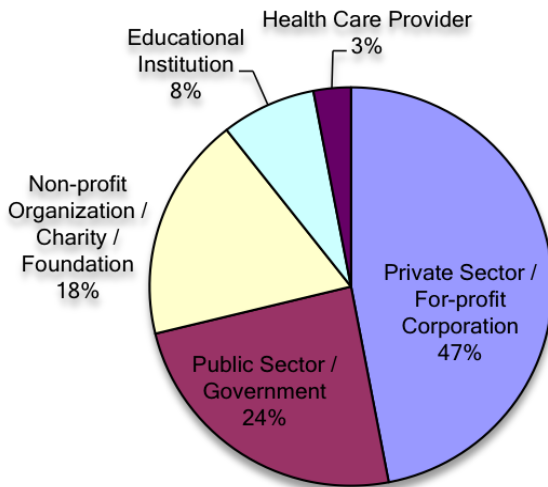
Research Methodology:

The research for this report was conducted through an online survey. Respondents were asked a total of 28 questions, both multiple choice and free text. No in-depth interviews were conducted.

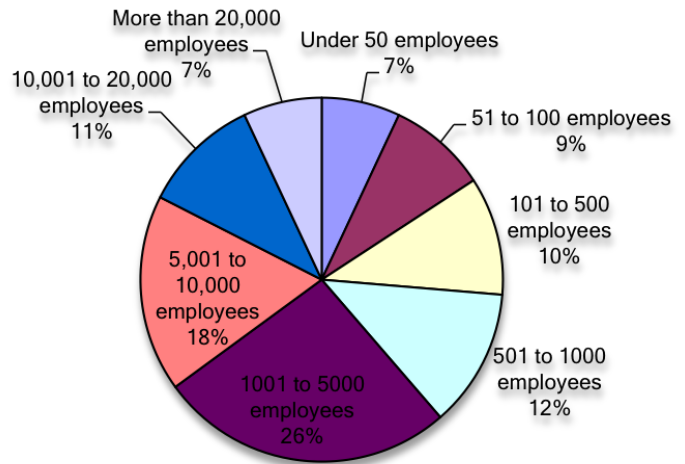
We cast a wide net, inviting members of our Advisory Board, LinkedIn group, Employer Partners and Community Partners to participate in this short survey. Additionally, we put out a call through social media channels to attract participants.

In total, 68 respondents ranging from the private, public, non-profit, health care and educational sectors participated in this study. Of these participants, 40.9% of the organizations represented were Federally Regulated or members of the Federal Contractors Program, with just over half (50.7%) operating in multiple provinces across Canada, and 38.5% with operations globally.

Which type of organization you work for?



What is the size of your organization?



Respondents worked for companies of varying sizes, with the majority working for mid-size organizations (26.3% had 1,001 to 5,000 employees; and 17.5% had 5,001 to 10,000 employees); however small organizations (with under 50 employees) and large business (with 20,000+ employees) were represented in the study as well.

The majority of respondents worked in Diversity and Inclusion, and Human Rights and Equity, as well as the Human Resources function, with others working in Leadership / Management, and Marketing / PR / Communications. There were no respondents who identified as working in Corporate Social Responsibility / Community Investment and Sustainability.



Our Findings:

Our survey results highlighted four main areas of interest that we will focus on. These included:

- 1) Types of D&I roles that currently exist and the characteristics of these roles;
- 2) Reporting structure and measurement;
- 3) Time invested by staff in D&I activities; and
- 4) Budgets for D&I in the workplace overall.

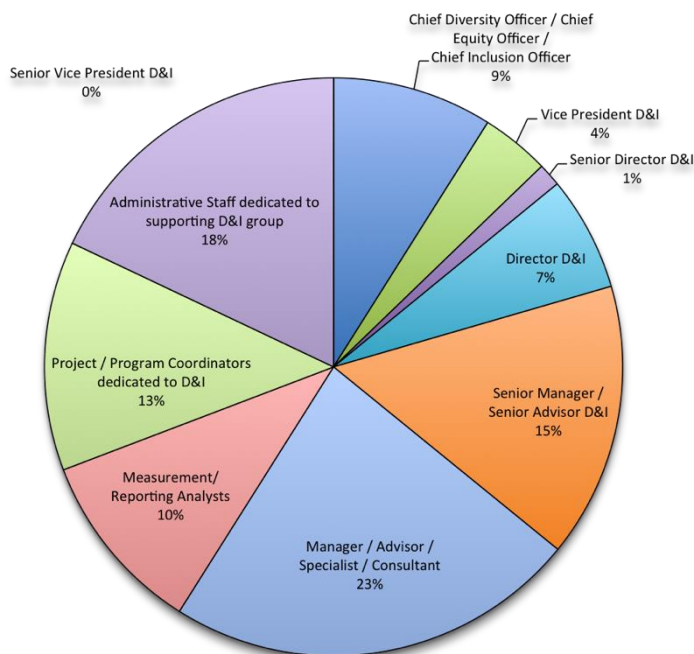
Types of D&I Roles:

Based on survey findings, there are no consistent structures for D&I roles within Canadian organizations. Individuals with full-time responsibilities for diversity were found at all levels of an organization's structure. At the senior leadership level, these roles included the Chief Diversity Officer, Chief Equity Officer or Chief Inclusion Officer, to Vice President, Senior Director or Senior Manager. Mid-level roles included Managers, Advisors, Specialists and Consultants. D&I support staff functions included Analysts and Project Coordinators, as well Administrative Support dedicated to supporting the D&I group.

The vast majority of positions were below mid-level management. Of organizations surveyed, 50.0% indicated they had D&I staff at the Manager / Advisory / Specialist / Consultant level, with the next largest group being Administrative Staff dedicated to supporting the D&I group (38.9%) with the next largest being Senior Managers / Special Advisors (33.3%). Senior people made up only 19.4% of roles in the position of Chief Diversity Officer, Chief Equity Officer or Chief Inclusion Officer. There was only 8.3% Vice Presidents dedicated to D&I, and no Senior Vice Presidents.

Of the organizations that indicated they had a "Chief Diversity Officer, Chief Equity Officer or Chief Inclusion Officer", 75.0% of respondents had operations in countries outside of Canada. Further, they were primarily from larger organizations (37.5% from organizations with 1001 to 5000 employees, 37.5% from organizations with 5,001 to 10,000 employees, and 12.5% from an organization with more than 20,000 employees).

Does your organization have the following D&I positions?



Promising Practice: Tone from the Top is Critical
Promising practice has shown that the more senior the individual or individuals with accountability for diversity within an organization, the more effective the D&I initiative will be, and the more serious D&I will be taken within that organization.

Reporting and Measurement:

Although an overwhelming majority of respondents indicated their organization had roles with partial commitment to D&I (87.7%), 65.2% received any type of formal / annual performance feedback on their D&I activities, or special recognition for their contributions to D&I.

Where employees were evaluated, respondents commented on a variety of roles that were measured, and many indicated that this review was part of their overall performance appraisal process. That said, there is a great deal of inconsistency in practice.

In the case of one public sector organization, employees “are assessed on their competency related (to) demonstrating an understanding of the agency's Anti-Oppression/Anti-Racism Policy and supporting and promoting this in a positive manner during the course of their work”.

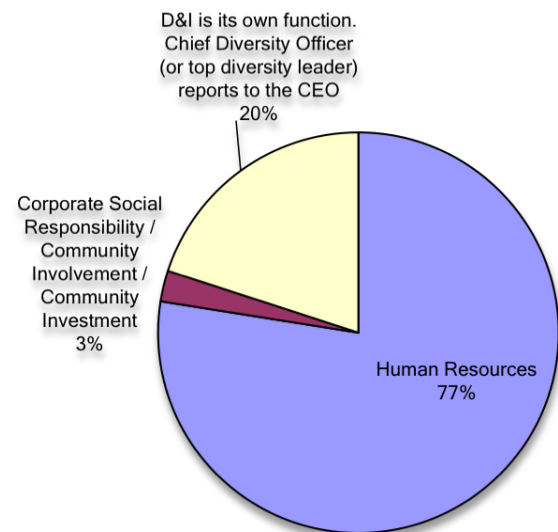
Comments provided indicated some individuals being measured in this area were recruiters or working within the HR function. One organization commented, “D&I is the responsibility of all managers to have a plan”, with HR advising and supporting the managers.

In terms of recognition, one health care provider indicated there were ‘perks’ for staff

with some form of D&I accountability, such as invitations for front-line staff to attend human rights committee meetings, and an annual full day retreat.

When asked to which function D&I staff reported to, 77.5% of respondents indicated Human Resources, with another 20.0% reporting to D&I as its own function. Only 2.5% indicated they report to the Corporate Social Responsibility / Community Involvement / Community Investment group.

To which major functional area do your D&I staff report within your organization?



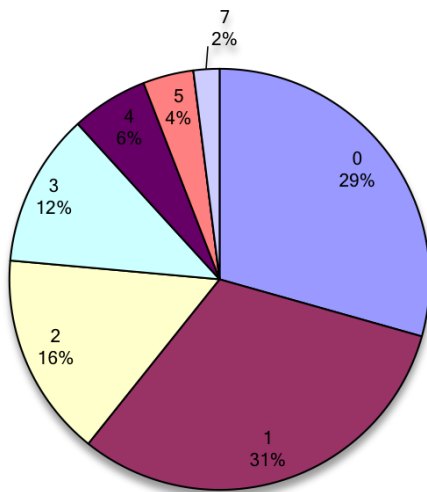
Promising Practice: What Gets Measured Gets Done

As was shown in our report *What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion*, including a person's D&I work as part of their annual performance review is a critical component to success. It shows the organization truly values the contribution and that its commitment to diversity and inclusion is more than just lip service.

Time Commitment:

31.4% of respondents indicated that their organization had one staff person fully dedicated to D&I, and 29.4% indicated they had none. The number of staff decreased for the remainder of responses. Only 2.8% of organizations surveyed indicated they had seven dedicated resources (the highest option available for selection). Two respondents indicated that they had substantially larger numbers of people dedicated to diversity, at 20 and 35 people respectively. One of these

How many staff positions does your organization have in Canada that are dedicated to D&I?



organizations was a large private sector employer with global operations; the other, a large public sector body.

The study also showed that 56.5% of D&I staff were located at their organization's head office, with 19.6% dispersed regionally in operations and another 23.9% of staff located at a combination of both.

Another prevalent trend uncovered was that of roles with a partial commitment to D&I. Of organizations surveyed, 87.7% had staff roles with a partial D&I component, ranging from one person to 500+ people. The average complement was approximately 30 people working on diversity in a partial capacity (*based on reported data*).

These roles included Employee Resource Group / Employee Network Group Leaders (17.1%), Diversity Council / Diversity Committee Members (41.5%), Diversity, Inclusion, Equity and/or Human Rights or Cultural Competence Trainers & Coaches (14.6%), Program Coordinators (9.8%), Event Coordinators (2.4%) and Measurement, Reporting and / or Analytics (14.6%).

Promising Practice: Many Hands Makes Light Work

A promising practice that came from our research was a substantial number of organizations that have made diversity part of the accountability of multiple people beyond dedicated D&I staff – in the form of Employee Networks, Diversity Councils, and other positions – thus increasing the resources working on diversity while not increasing headcount.

Budgets:

The budget allotment for D&I was equally as inconsistent as other areas of inquiry. Responses ranged from no budget to \$1 million annually. Further analysis showed that the average budget was approximately \$190,000,

and the average spend-per-headcount on diversity initiatives is approximately \$100 (\$99.10).



NOTE: Data on budgets is inconclusive. Some organizations included staff compensation in their budget and others do not. Numbers above are based on reported data.

Conclusion:

The data from our study shows that there are currently no consistent staffing models for diversity and inclusion, and Human Rights and Equity. Roles, reporting, measurement, staff time commitment, and monies spent range broadly across organizations. There is also no consistency based on the size of the organization (headcount), geography, or industry.

Overall, the study suggests that the majority of staff performing D&I activities and functions do so on a partial basis, often without recognition or sufficient evaluation of impacts. While the ideal structure is to have full time people working on D&I, it can also be very effective to spread the work out among multiple people in order to increase the number of people with some form of accountability for D&I. That said, it is imperative that this work be rewarded or part of their compensation in some way, and not just done 'off the side of the desk'.

Promising practice shows that organizations that are truly committed to diversity and inclusion incorporate D&I work as part of annual performance reviews, or provide some form of 'perk' or compensation to people who have

partial accountability for D&I. Rewarding (in any way) shows an organization's commitment to D&I beyond lip service.

We are also seeing a trend to a model where all people in an organization have some form of accountability for D&I. While this is an ideal state – where D&I is deeply embedded into an organization – it is also critical that the organization have a person or persons who are responsible for driving the agenda, crafting the strategy and supporting the organization in the area of D&I.

One encouraging discovery was that more than half of respondents (59.1%) were not Federally Regulated or part of the Federal Contractors Program and as such, not subject to the Employment Equity Act. This indicates a proactive interest and engagement in the area of diversity and inclusion, both for organizations operating strictly in Canada and those with operations globally.

