# The Case for Diversity in Business

"There is strong evidence that diversity can improve the performance of organizations, **particularly those relying on creativity and innovation.** This is because diverse composition is often accompanied by diverse perspectives and problem-solving heuristics."

*BCG Diversity at Work*

Extensive research demonstrates the positive impact that diversity and inclusion have on:

- creativity

- problem solving

- innovation

- the ability to attract and retain talented employees

- understanding customers' needs

- engaging employees

- building high-performing teams

- financial returns

An in-depth statistical analysis of the Workplace Employee Survey (WES), a newly released Statistics Canada data set covering more than 7,900 workplaces in 14 sectors with between 15,000 and 20,000 employees from 1999 to 2005, revealed in almost all sectors a significant, **positive relationship between ethnocultural diversity and increased productivity** and revenue.

Momani, Bessma and Jillian Stirk (2017)
*Diversity Dividend: Canada's Global Advantage.*
Centre for International Governance Innovation
& The Pierre Elliott Trudeau Foundation

# The Case for Diversity in Government

"Treating all people with respect, dignity and fairness is fundamental to our relationship with the Canadian public and contributes to a safe and healthy work environment that promotes engagement, openness and transparency. **The diversity of our people and the ideas they generate are the source of our innovation.**"

**Values and Ethics Code for the Public Sector**
**Government of Canada**

- Governments have a responsibility to contribute to the greater good and build a society that is fair and respectful of all individuals.

- A diverse and inclusive public service that can harness the diverse backgrounds, talents and perspectives of its employees is essential to building a better, more productive and more innovative Canada

- Canada's largest employer, the public service is well placed to serve as a model for other employers by learning and living the value that a diverse workforce and an inclusive workplace offers.

**Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion**
**Government of Canada (2018)**

As part of a task force on building a diverse and inclusive public service, federal public service employees were invited to participate in an online survey that asked questions about contributing factors and barriers to diversity and inclusion.

Top answers to the question **"Please identify what you think are the barriers to achieving diversity in the workforce and inclusion in the workplace."**

Bias …………………………………………………………………. 73% (8,709)
Discrimination ……………………………………………………. 60% (7,179)
Harassment ………………………………………………………. 38% (4,547)
<span style="color:red">Staffing and recruitment policies or practices ……………………… 31% (3,647)</span>
<span style="color:red">Management or leadership practices ……………………………… 29% (3,446)</span>
Leadership accountability …………………………………………… 28% (3,327)
Organizational accountability ……………………………………… 25% (2,981)
Lack of education/awareness at hiring manager's level ………... 24% (2,904)

# Do we have a diversity problem in Hamilton's public sector leadership?

In 2017, the representation of women at the executive level in the federal public service was **47.3%**.
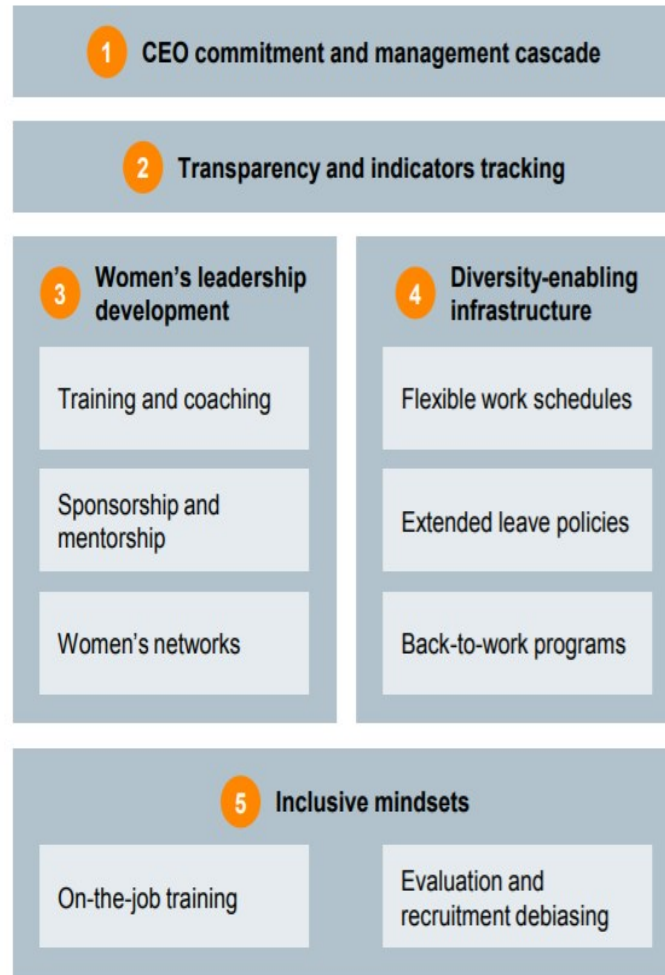
In Hamilton, by comparison, the representation of women at the executive level in the public sector was **almost 9 points lower, at 38.9%.**
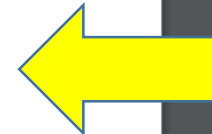
EXCLerator Report (2017)

**The ecosystem that has been empirically shown to improve diversity comprises five dimensions for action**

**Dimensions for action**

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|---|
| **1** CEO commitment and management cascade |

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|---|
| **2** Transparency and indicators tracking |

**3** Women's leadership development

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|---|
| Training and coaching |
| Sponsorship and mentorship |
| Women's networks |

**4** Diversity-enabling infrastructure

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|---|
| Flexible work schedules |
| Extended leave policies |
| Back-to-work programs |

**5** Inclusive mindsets

| | |
|---|---|
| On-the-job training | Evaluation and recruitment debiasing |

**Specific initiatives**

**1** Go beyond a vocal commitment to diversity by cascading a clear business case for change

**2** Set inclusion targets, track them consistently, share results, and hold leaders accountable to them

**3** Create formal sponsorship networks to help women navigate promotions at their organizations

**4** Make flexibility programs compatible with promotions

After leaves of absence, support re-integration of women through formal return-to-work and internship programs

**5** Increase awareness of unconscious bias with formal training programs

Implement systems to debias recruitment, evaluation, and promotion decisions

# Recruitment at Canadian universities

"It is expected that **selection committees will include both women and men and should include members of visible minorities**.  If the department does not have diverse representation for selection committee membership, consider inviting a member from a related department to assist in the selection process.  Diverse hires are more likely to occur when search committees also contain diverse representation."

*McMaster Faculty Recruitment Toolkit*

Diverse committee members offer diverse perspectives and ideas. But perhaps most importantly, **diverse committee members serve as visible reminders that excellence comes in more than one gender or race**...

[T]he best practice of composing a diverse search committee is not based on expectations that women or minority members of the committee will take responsibility for ensuring diversity in the search... Rather, it is based on research showing that **the presence of diverse search committee members helps the entire committee do their job better.**

*Canada Excellence Research Chairs*
*Recruitment Best Practices*

# How is City Manager/CAO selection committee composed elsewhere?

- Examined bylaws for 15 municipalities

- 9 cases: Council votes by open ballot with no eligibility restrictions

- 3 cases (Burlington, Guelph, Vaughan): Chairs or designates of Standing Committees + other Members of Council interested in participating. Guelph allows adding an optional community member.

- 3 cases (Hamilton, Oshawa, Durham Region): Restricted exclusively to Chairs of Standing Committees.

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