Wage Gap
R e d u c t i o n
I n i t i a t i v e

Resource Guide: How to Recruit and Retain Women Workers in Non-Traditional Workplaces

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INTRODUCTION

Background

In June 2005, *Facing the Economic Imperative: New Brunswick's Five Year Wage Gap Action Plan (2005-2010)* was launched to address New Brunswick's looming labour and skills shortage by better employing a largely under-utilized resource – women.

New Brunswick's demographics point to not only a shrinking labour force, but also a rise in demand for skilled workers. An increase in skilled workers is critical to sustain our economy. Women are a key element of the solution because they represent nearly half of the labour force, yet many are not employed to their full potential.

Job Clustering

In N.B., women work in a narrow range of jobs that typically employ the same skills that they have used in nurturing their families and managing their homes. This is referred to as "job clustering". Many of these jobs offer limited career opportunities for women and many pay minimum wage with almost two-thirds of women working in minimum wage jobs.

Benefits of a diverse workforce:
√ Helps organizations better understand and meet the needs of their clients
√ Enhances organization's ability to innovate and maintain a competitive edge
√ Broader talent pool to choose from as women represent 47% of all Canadian workers

One of the goals of the Wage Gap Action Plan is to reduce the job clustering of women, which has been identified as one of three key contributors to the wage gap.

This will be accomplished by:
- ensuring young women explore a variety of career options from an early age,
- re-orienting and retraining women to move into a wider range of jobs, and
- creating gender-inclusive workplaces.

Employer's Role

Employers play a key role and have much to gain in helping to reduce occupational segregation in the workforce with the challenge to help more women access sectors where they are currently under-represented, and to acquire skills and qualifications in those sectors. This is not just an equality issue; it is a business and productivity issue too.

This Resource Guide outlines benefits of attracting and retaining women workers, lists barriers that women face when entering non-traditional workplaces, and provides a list of actions that employers can take to help make their workplaces more attractive to potential employees.

For More Information

If you would like more information on recruiting and retaining women in your workplaces or on the Wage Gap Reduction Initiative, visit our website at: **www.gnb.ca (Keyword: Wage Gap)** or contact us at: 1-888-576-4444 or by e-mail nbwagegap@gnb.ca

WHY SHOULD YOU HIRE WOMEN WORKERS?

"For those organizations that foster gender diversity at all levels of the organization, the rewards are great – bottom-line results, lower turnover and employment branding that is attractive to talented, successful women, the kind of employees that all Canadian organizations seek."
– Conference Board of Canada

There are many reasons for and benefits to creating a more diverse workplace through the hiring of women. The following section discusses these reasons and benefits.

Global Labour Shortages a Key Issue for Canadian Businesses

"Forty percent of the North American workforce is poised to retire by 2010"
– Ray Williams, National Post, October 4, 2006

Many Canadian organizations and industries are facing or will face critical talent shortages in the next decade due to the ageing workforce and approaching retirement of the Baby Boomers. According to the Conference Board of Canada, the ageing workforce coupled with the fact that there are not enough younger workers to take their place makes this issue one of the most significant business and social trends of the future.

AT A GLANCE…

- By 2015, not enough qualified people will be available to fill all the positions vacated by departing mature employees – by 2020, it is estimated that Canada could be short about 1 million workers. *(Source: Conference Board of Canada)*

- Almost 52% of businesses surveyed at the end of 2005 said a shortage of qualified labour was one of the most important issues facing them. This number increased to 73% in Alberta. *(Source: Canadian Federation of Independent Business, 2003)*

- Well over 50% of private and public sector managers, and nearly two-thirds of private and public sector labour leaders describe the shortage of skilled labour as a "serious problem" for the Canadian economy and labour market. *(Source: Findings from the Workplace Partners Panel's 2005 Viewpoints Leadership Survey)*

Ageing of the Workforce in the Trades & Technology Sectors

The ageing of the workforce in the trades and technology sectors is happening at a faster rate than that of the overall workforce (average age of a skilled tradesperson was over 50 in 2004) and the factors that alleviate ageing in the overall workforce – young workers, immigration, women in the labour force – do not favour the skilled trades workforce (*Lessons in Learning*). This has resulted in many sectors already seeing significant shortages in skilled labour.


AT A GLANCE…

- In the steel industry, 45% of all tradespeople are expected to retire by 2006. (*Source: Canadian Apprenticeship Forum Fact Sheet*)

- In the manufacturing sector, there are an estimated 400,000 workers required in the next 15 years due to retirement. (*Source: Canadian Business and Labour Centre, 2004*)

- 50,000 skilled metal trades people will be needed in the next five years. (*Source: Canadian Tooling and Machining Association*)

- The Canadian construction industry is currently short 25,000 – 60,000 workers. (*Source: Canadian Construction Association*)

Women Workers – an Untapped Resource

"*Increasing women's participation in trades, technology and operations (TTO) occupations is important to better use the nation's substantial and significantly under-utilized female labour pool and to address significant shortages of qualified and skilled TTO workers which affects Canada's productivity.*"
– *Women in Trades And Technology*

Women not only represent 47% of all Canadian workers but also make up 51% of all other groups identified as emerging potential sources of labour according to the Canadian Coalition of Women in Engineering, Sciences, Trades and Technology. In N.B. this percentage is higher with 59.2% of women in the labour force based on 2005 figures.

% Women in Canadian Work Force
Canadian Census 2001
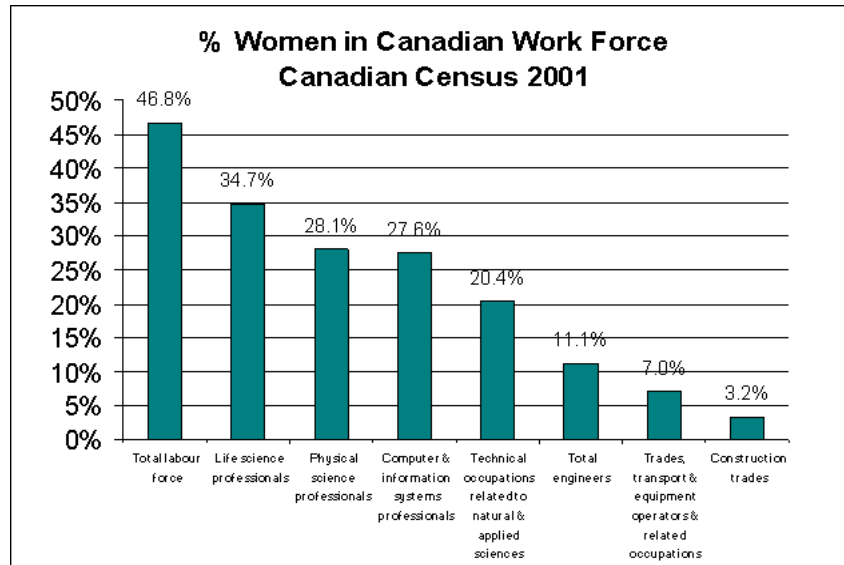
Source: Statistics Canada

Although women represent almost half of the total workforce, they currently only make up a very small percentage of the total workforce in Canadian trades, technology and operations (TTO) occupations. Half of all TTO industries report fewer than 10% women workers.

In Canada, women make up only:
- 0.5% of boilermakers;
- 1% of logging machinery operators;
- 1% of industrial electricians;
- 2% of heavy equipment operators;
- 5% of contractors, supervisors and trades related occupations, and
- In 2004, only 7% of workers in transportation, trades and construction were women.

Source: National Women's Reference Group on Labour Market Issues

Shortages in skilled labour negatively impact productivity in the trades and technology sectors

"Shortages in skilled labour reduce efficiency and capacity in the trades and technology sectors and negatively affect the economy, international competitiveness and standards of living." - National Women's Reference Group on Labour Market Issues

Canada's global economic competitiveness will be negatively impacted if key industries that drive Canada's productivity and quality of life cannot operate at their full capacity.

A 2005 study by the World Economic Forum that measured the gender gap in 58 countries concluded that countries that do not capitalize on the full potential of one half of their societies are misallocating their human resources and compromising their competitive potential.

Organizations with a Diverse Workforce can Better Understand and Meet the Needs of its Clients

"Diversity in the workforce brings diversity of thought which increases a business's competitive advantage."
- Susan L. Bolstrom, Senior VP & Chief Marketing Officer, Cisco Systems.

It is well documented that an organization whose employees reflect the diversity of its clients responds more effectively in understanding and serving their needs and in identifying new opportunities and markets.

Clients are becoming increasingly diverse with women being a growing proportion of that base. Women have a significant impact on the economy as wage earners, consumers and business owners as they currently **influence 80% of consumer purchase choices in Canada** (McLean, 2003).

The number of Canadian women entrepreneurs increased 208% between 1981 and 2001. In 2001, women represented **821,000 entrepreneurs** (Emerson, 2006). For example, when IBM decided to make diversity a market-based issue they established eight diversity taskforces and increased their revenue in sales and service support to women-owned businesses from $10 million in 1998 to over $300 million in 2001 (Thomas, 2004).

Therefore, targeting female consumers and clients is becoming increasingly important for companies. To ensure that there's a successful market focus on women; employers will need women employees to be a critical component of their organization.

SUCCESS STORY

Durkan Group, a British construction company, focused on attracting women as a way of solving a recruitment crisis in the skilled trades. Employing women on site has also improved customer relations for the company. Many residents, particularly the elderly and single women, said they felt more comfortable letting female tradespeople into their homes. One site manager said that they were tidy and had an eye for detail which is important when working in residential homes. The company's commitment to training and employing women has brought wide positive publicity and added a competitive edge when competing for tenders.

Source: Action for Change

Workplaces that Work for Women also Work for Men and Employers

"Employers will be competing for the best employees, women and men…The employer who supports women in the workplace will have a competitive advantage in attracting and retaining the best employee from a larger pool of talent."
– Carolyn J. Emerson, Women in SETT

All employees will benefit from workplaces that are inclusive and practice physical safety and good management. In today's competitive economy, research shows that employees who are fully engaged and committed to the workplace impacts positively on an organization's success.

In addition, being known as an "employer of choice" improves an employer's ability to attract and retain the most capable workers from a wider labour pool.

ILLUSTRATION

Consider two construction firms, each hiring approximately 30 electricians annually.

Firm A is characterized as an old-style firm with less-than-exemplary working conditions for women. It receives 60 applications; it makes 50 job offers to all but the least-qualified applicants and 30 offers are accepted.

Firm B is well known as an employer of choice and actively recruits women applicants. It receives an additional 30 applications, from equally skilled women, for 90 in total. It makes 35 job offers to the best applicants and 30 offers are accepted.

Firm B can be more selective in hiring. It has a broader talent pool to choose from and its reputation leads more applicants to accept its offer. The result, the higher performance of the new employees in Firm B can be estimated to bring $350,000 more value than that of Firm A's employees, over a three-year period.

Source: Workplaces that Work

Women bring different life experiences, perspectives and values to a workplace, which when added to their mix of knowledge and skills can help them "inspire new approaches to work processes, ideas, solutions, products and services" (Emerson, 2006).

Consequently, hiring women will enhance the ability of a business to innovate and maintain a competitive edge through the different talents that a diverse team brings to the workplace.

The introduction of diversity into the workplace can also "reduce unilateral thinking ("groupthink"), challenge accepted views and create a dynamic synergy which expands possibilities for innovation." (Emerson, 2006).

Companies that are able to meet employees' needs to balance work and home can increase employee's job satisfaction, which leads to lower absenteeism, enhanced retention and reduction in the costs associated with both absenteeism and turnover.

Australia's Commonwealth Scientific and Industrial Research Organization found that it costs almost four times as much to continually hunt for and train replacement staff than it does to provide optimal conditions for satisfaction and motivation of existing personnel.

Consulting firm Watson Wyatt also found that significant financial gains were associated with collegial, flexible work environments. Better workplaces, due to the reduction in discrimination and unfair treatment, also help enhance workers' morale and performance and reduce the number of grievances within the workplace.

> Organizations that have modified their equipment or work practices to reflect the physical capabilities of women (and many men) have realized cost benefits and prevented employee injury.
>
> For example, when lifting requirements and practices are changed, back injury rates drop dramatically. When maintenance standards are improved to make equipment easier to use, lost time due to equipment failures drops significantly. When work practices are modified to be less physically demanding, they are often simultaneously redesigned to be more efficient.
>
> *Source: Workplaces that Work*

"Employers who hire women project a modern, positive corporate image to both potential recruits and potential customers."
– Action for Change

BARRIERS FACING WOMEN IN NON-TRADITIONAL WORKPLACES

It is important to note that women face a variety of barriers when entering a non-traditional workplace. Some of these barriers include:

Discrimination and stereotyping of women's abilities in hiring practices (i.e. the view that women are not physically strong enough to do the work)

Discrimination, isolation and harassment in workplaces, classrooms and training sites

Lack of diversity training on worksites

Lack of union support - a focus on seniority can make it more difficult for women to be eligible for promotions and apprenticeship training that can make them targets for layoffs

Lack of part-time and flexible programming to respond to women's family commitments

Lack of supportive policies and practices in the workplace such as:
- No work-life balance
- Inadequate child care
- No policies for equal pay for work of equal value

Traditional societal attitudes that considers non-traditional female occupations to be "men's work"

Lack of female role models actively pursuing careers in non-traditional occupations

Lack of opportunities for early work experiences

Lack of access to training and apprenticeships - some employers may view hiring women as a "risk" and not an opportunity due to limited experience working with female employees

These barriers **must be removed** in order to better attract and retain women workers.

WHAT EMPLOYERS CAN DO TO ATTRACT & RETAIN WOMEN WORKERS IN NON-TRADITIONAL WORKPLACES

To attract and retain women workers, employers must be committed to assess their workplace to identify any existing barriers to women entering their workplaces.

Employers need to ask the question: **"What can I do to make my workplace a better workplace for women?"**

Once the barriers have been identified, employers must be committed to eliminating them.

The following are some *recommended actions* that employers can take to help remove workplace barriers.

Change Organizational Culture to make it More Inclusive for Women

"One of the problems that has impeded the success of training programs aimed at women are workplaces are not welcoming, receptive and accommodating as they need be. Significant change will only come when the industry and its employers actively demonstrate that they are willing to accept women on the job site and provide support for women to enter and integrate in the workplace."
– Canada's Construction Sector Council

The Conference Board of Canada identifies an inclusive work culture as being key to achieving and maintaining workforce diversity. It is also the most challenging and demand fundamental change in people's mindsets and organizational structures.

According to the Conference Board of Canada, an organizational culture is "how we do things around here." It includes the written and unwritten rules that both shape and reflect how an organization operates. It is the way in which decisions are made, conflicts are resolved and goals are achieved.

> A workplace culture might be characterized by frequent and often unplanned overtime work with rewards, additional pay, and promotions tied to working these long hours. Although these factors might appear to affect women and men equally, they will typically have a different impact on women who could be less able to work late hours due to additional family responsibilities, safety concerns, etc.
>
> Source: Workplaces that Work

Inclusive Organizational Culture

Listed below are actions employers can take to make their organizational culture more inclusive. (Tools indicated below can be found on the website at: www.gnb.ca Keyword: Wage Gap or under appendices at the end of this guide)

Conduct a cultural audit to understand your company's culture, how gender-diversity fits in, and to identify where changes need to be made. The following employer tools are available to help you assess your workplace culture:
- Working with Diversity: A Framework for Assessing Current Workplace Culture, *In the Picture* (Appendix 1)
- Creating a Supportive Workplace Culture, *In the Picture* (Appendix 2)
- A Framework For Assessing Your Workplace, *Workplaces that Work* (Appendix 3)
- Employer Checklist on Workplace Environment and Satisfaction
- Employee Feedback Survey

Review workplace practices to identify which ones support gender-diversity and which ones are barriers to it. Issues to examine are:

> *"Some of the best sources of information about employment systems are employees, especially those who are under-represented in the workplace,"*
> *- Amour, Carmody & Clark, 2006.*

- Employee perception of fairness and equity in the workplace;
- Flexible work arrangements to meet child and elder-care needs;
- Employee knowledge about harassment and discrimination policies and procedures for filing a complaint;
- Formal and informal procedures to learn about employees perceptions of diversity; and
- Employee response to diversity training

(Source: Armour, Carmody & Clark, 2006)

Learn from employee experiences and insights. Current women workers have first hand knowledge of what's working and what isn't, and can provide suggestions on how to make the workplace more welcoming to women workers. Provide an environment in which employees can speak freely and safely without fear of repercussions and then ask them to talk about their observations and experiences. A good way to collect information from employees is through a survey, which can ensure anonymity. See the following employer tools:
- Employee Feedback Survey

Develop and implement a comprehensive diversity policy to demonstrate that discriminatory working practices will not be tolerated in the company. Consider incorporating into contracts with suppliers a requirement to comply with this policy.

<u>Involve women</u> in generating approaches for:
- Interacting with male colleagues in ways that foster acceptance;
- Clarifying mutual expectations for success;
- Creating realistic portrayals of what life on the job will be like for women; and
- Providing women with a formal welcome to the organization.

<u>Aim to make the organization more welcoming to women</u> by implementing programs of diversity training for existing staff.

<u>Provide an orientation guide</u> for all new employees that outline the organization's norms, values and code of conduct.

<u>Encourage the advancement of talented women</u> within the organization by identifying and tracking those with potential, providing access to new challenges, good developmental assignments and training, ensuring constructive feedback on their performance and on-going support in their success.

<u>Get involved in project-based programs</u> to increase opportunities to recruit, train and support women workers.

SUCCESS STORY

In May 2000, after 92 years in operation on the Halifax waterfront, Local 269 of the Internal Longshoremen's Association made history by accepting Rosanne Weagle as its first female member. Since then, the Halifax Employers Association and Local 269 have successfully attracted and retained a significant number of women workers. This success is the result of hard work, careful preparation and a long-term perspective. For two years prior to introducing women into the longshore industry, consultants, employers and union representatives worked together to ensure that the environment would encourage their success. Workplace practices were reviewed and updated, cultural barriers were identified and addressed and training programs were established. Success was achieved by pairing supply side initiatives that encouraged women to consider and train for longshore occupations, with demand side initiatives that created workplace climates that attracted and retained skilled women.

Source: Workplaces that Work

Identify and Eliminate Barriers in Recruitment and Working Practices

Improve Recruitment Practices

A picture is worth a thousand words. If a female applicant goes to your company's website and sees photos of only male employees, she may be less likely to click through to the recruitment information than if she sees images of someone who looks like her. Companies seeking to attract female candidates should make sure that at least one third of the images on their websites, brochures, flyers and other publications are images of women employees.

Add a recruitment section for women in non-traditional occupations within the company's website. Profiles of female employees can also be posted for potential female candidates to see.

Employers can counteract the strong negative messages women receive about technology and trade occupations with their own strong, positive messages. The following types of messages should be a component for all recruitment efforts:
- We want and welcome women employees;
- We have women employees in X occupation;
- Women are leaders in our organization and have upward career paths;
- Women have career opportunities in all areas of the company; and
- Occupation X offers a competitive salary and benefits.

If possible, when attending events such as career fairs, ensure you have both male and female representatives.

Ask current female employees what they think can be done to make new employees feel welcome and get their feedback on other things that can be done to help attract more women workers.

Review current recruitment and selection criteria to ensure that they don't contain outdated, narrow or irrelevant criteria that may exclude or discourage some groups. (Appendix 4: Diversity Recruitment and Selection, *In the Picture*)

Adopt targets for hiring such as a certain percentage of female apprenticeships and/or new employees.

Consider giving all female applicants who meet the minimum selection criteria an interview.

Monitor the number of female candidates who get through each step of the recruitment process to identify where barriers may lie.

Ensure recruitment decisions are as objective as possible by putting in place explicit selection criteria and adopting a structured approach to interviewing.

Carry out equality and diversity training for managers and other employees who are involved in recruitment to ensure they are fully aware of the business case for diversity and are able to make decisions free from bias.

An employer's recruitment staff should reflect the applicants it wishes to hire and include a balance of women and men if possible.

Employers may want to approach colleges with occupational education programs in their communities and develop a collaborative goal of recruiting female students. Employers can also offer internships for students, thereby strengthening student's connection to the company.

Improve Working Practices

Develop a code of conduct, which will identify appropriate and acceptable behaviours. This document should clearly articulate what is expected from all employees in your organization. It should be developed jointly by the union, workers and managers to ensure "buy-in" by everyone.

> *Did You Know?*
> *"Employers under-estimate the incidence of gender-related harassment and its impact on the organization's performance. One study indicates that approximately half of all working women have experienced sexual harassment but fewer than one quarter of them reported the incident to an authority and fewer than one in ten filed a formal complaint."*
>
> *Source: Workplaces that Work*

Ensure that workplaces are free from harassment by clearly defining inappropriate behaviours, holding managers accountable for reporting and responding to all potential incidents and providing employees with formal and informal means of redress. Enact a zero-tolerance approach to gender-related harassment. Employers should not interpret the lack of formal harassment complaints as an absence of problems.

Consider making adjustments to improve the working and equipment practices where these may put female workers at a disadvantage.

Make sure there are adequate washroom and/or changing areas for women workers.

SUCCESS STORY

An industrial employer in the Canadian natural resources sector reaped significant cost benefits when women were employed in occupations that were previously male-dominated. As one example, the firm found that as the percentage of women in the "driver's seat" of heavy equipment increased maintenance costs significantly decreased. With some investigation, the employer discovered that women were more likely to bring the equipment into the maintenance facility at the first sign of trouble. This led to earlier repairs and preventative maintenance and ultimately to considerable cost savings across the equipment fleet.

Source: Workplaces that Work

Provide Support Mechanisms For Female Employees

Implement a workplace mentoring program to support trainees and employees. Where possible, allocate a mentor of the same gender.

Ensure managers have interpersonal and coaching skills needed to identify and meet the support needs of apprentices and female employees.

Consider setting up a "buddy" system, support team or diversity networks to ensure women workers have regular contact with colleagues in similar positions.

Adopt Family-Friendly Employment Practices

"Balancing work and a private life is the key to recruitment and retention of workers."
– Dr. Linda Duxbury

One of the key causes of stress for many working parents is access to high-quality, affordable childcare, as well as personal leave for both child and elder-care responsibilities. Employers can be proactive in helping employees with high-quality childcare and provide flexible work arrangements.

Family-Friendly Workplace Practices

Consider how and where flexible working can be promoted and implemented within the organization to attract and retain talented workers of both sexes. i.e. adjusting hours of work.

When considering policies and practices to address the wage gap, employers may want to first assess their current workplace for 'family friendly' work practices. By enhancing and implementing policies to address factors that cause the wage gap - family responsibilities, job clustering, and the under-valuation of traditional female occupations - employers are also addressing the looming labour and skills shortage.

Please Note: Not all policies and practices listed can be applied to every workplace, nor are they intended to be.

Source: Workplace Policies and Practices

Join with other employers to support childcare options by providing subsidies or donating goods to nearby facilities.

Talk to local childcare providers and develop partnerships with them to help meet employee needs.

Develop and maintain a list of local childcare providers, including caregivers for evening, overtime and illness situations.

Develop human resource policies on maternity/parental leaves, other personal leave to take care of sick children, elderly family members, etc.

Talk to your employees to determine their needs and to identify what is important and helpful to them.

To see a list of family-friendly policies, benefits and programs, see the employer tool **"Workplace Policies and Practices"** on our website at www.gnb.ca Keyword: Wage Gap.

The balance between work and family responsibilities is a key contributor to the wage gap. Research has shown that more employees are experiencing moderate to high levels of stress as a result of trying to balance their work and home lives.
- Workplace Policies and Procedures

WHEN AND WHERE TO START?

"It takes work to capitalize on diversity, but the outcomes are worth it."
- Conference Board of Canada

Clearly **women are the largest untapped human resource** for all industries making recruiting and retaining them critical when responding to current and future labour shortages.

Although bringing in change is never easy, this Resource Guide demonstrates the many benefits hiring women workers can bring to your workplace. Implementing gender-diversity in your workplace is not something that will happen over night – change takes time.   However, the time to start implementing gender-diversity in your workplace is now.

Small immediate changes can signal meaningful change to employees. You can start by using the tools referenced in this document to review your workplace practices and identify current barriers. The list of recommended actions provided in this document gives you examples of initiatives you can reasonably undertake to eliminate the barriers.

The continued increase of women in the labour force and their employment in diverse occupations and industries will be important for the growth of both New Brunswick and Canada's economy. With an ageing population and projected labour and skills shortage, New Brunswick will need to fully utilize all of its labour force in order to be competitive in a growing global economy.

"Women do not need a hand up or a hand out to succeed. Women demonstrate on a daily basis incredible strength, intelligence and ingenuity while playing on an uneven field. We need to work to level the field and make it more inviting for all the players. And all players will benefit from increasing the number and diversity of women working in the fields of science and technology."
– Women's CED Network 2003.

APPENDIX 1

Working with Diversity: A Framework for Assessing Current Workplace Culture

A. Purpose
Why ask? To determine why diversity is important to your company
1. Is there a clearly articulated diversity goal or strategy?
2. How is your diversity strategy linked to your business strategy?
3. Based on corporate documents what is the rationale for the diversity strategy?

B. Leadership
Why Ask? To determine what type of leadership is being provided and what leadership is needed to create and sustain a diverse workplace culture
1. How does the executive team support your diversity strategy?
2. Is there a champion for diversity on the executive team?
3. Is there a formal communication plan for your diversity strategy? What are the key messages in the communication plan?
4. What comments do you hear in work units about the executive team's commitment to diversity?
5. How do key opinion leaders in the company demonstrate their commitment to your diversity goals?

C. Vision
Why ask? To determine if the vision for diversity is clear, future oriented, inclusive and inspiring for all employees
1. What is the vision for diversity in the organization?
2. What will be achieved in 3 to 7 years?
3. Are there any individuals or groups that are excluded from the diversity vision of the organization?
4. How have employees contributed to your company's vision for diversity?

D. Community
Why ask? To identify how individuals experience their workplace and contribute to the diversity strategy

1. What stories do people tell about how their differences have been welcomed in this organization? Not welcomed?
2. What are some examples of how employees and managers challenge unacceptable behavior?
3. Are there different turnover rates based on gender, ethnicity, or ability?
4. Are diversity issues regularly on the agenda of staff/management meetings? How openly are diversity issues discussed?
5. How is time spent on diversity/employment equity committee issues viewed by supervisors and managers?
6. What is your company's reputation with clients, unions, contractors, suppliers, external stakeholders or partners regarding diversity? (Examples: client surveys, newspaper articles, issues raised in union- management meetings).

E. Management
Why ask? To identify how management systems and working conditions support the individuals in a diverse workforce

1. Have you completed an employment systems review that includes the recruitment, selection, training and development, promotion, job evaluation, compensation and benefits and performance systems? What workplace cultural issues were identified in this process?
2. Are there any regular formal measures of employee perceptions of fairness or satisfaction with the workplace?
3. Is fairness established as a formal performance measure for executives, mangers and employees in implementing diversity?
4. How is diversity incorporated into the day-to-day activities within the organization?
   - Are there formal and informal dress codes in accordance with human rights legislation and are they job related?
   - Does the organization offer flexible work arrangements, such as part-time work, flexible hours or alternative workplace locations?
   - Does the organization recognize child- and elder-care needs in its leave policies?
   - Does your organization have a workplace harassment/discrimination policy that is understood by all employees?
   - Do employees understand what is acceptable and unacceptable behaviour?
   - When formal harassment/discrimination complaints are filed are they followed up quickly and confidentially?
   - Have management and supervisory team had training to identify and deal with harassment issues in the workplace?
   - Has all staff received diversity training? What type of evaluation of the impact of the training is included?

F. Beliefs and Values

Why ask? To determine attitudes about diversity in your workplace

1. What is important to people in your company about workplace diversity?
2. Is there any backlash to your diversity goals? What concerns do employees and managers express about working with people who are different from them?
3. What do managers and employees need to see and experience to know that they have a fair employment system and workplace?

G. Choices for Action

Why ask? To acknowledge how your company supports diversity and determine what needs to be done differently

1. What systems, beliefs, values and attitudes within your company support your diversity goals?
2. Do you need to collect more information about your company's employment systems?
3. Do you need to collect more information about the beliefs, values and attitudes of people who work in your company?
4. What are the most important areas to work on?
5. What is your plan of action for each area?
   - What must be done and how will it be done?
   - Who will lead this work?
   - Who will help?
   - When will this be completed?
   - What resources are needed?

APPENDIX 2

Creating a Supportive Workplace Culture

NOTE: We have reproduced the following information for your use from "**In the Picture ... a future with diversity in trades, science and technology Volume Three**" which has been developed by the Hypatia Association. The Hypatia Association is a not-for-profit organization in Nova Scotia. Hypatia promotes the full participation of women in science, technology and trades through the development of sustainable strategies designed for systemic, institutional and workplace change.

We've provided below a simple framework for assessing your culture-the formal and informal system experienced within your company. Be aware that in working with people in your organization to do this assessment you will be changing the culture. Not all the suggestions are appropriate for your company-choose wisely, adapt and further develop those strategies that will work for you.

Purpose
Clarify the intention and desires of your executive in creating a diverse workforce. Why are you doing this? Starting with this clarity frees people to contribute in creative and diverse ways and make links to their own personal reasons for putting energy into this effort.

Focus on contribution to a shared purpose rather than compliance with legislation. While there are legal requirements for employment equity in many companies, there is likely to be more action if there is commitment flowing from clearly shared interests and linkages to the business case. How will workplace diversity contribute to the success of your company?

Create opportunities for people to talk at a personal level about why it is important to have a diverse workplace. It is the opportunity for the conversation that engages people not the written statement of purpose.

Leadership
Determine the type of leadership needed to create and sustain a diverse workplace culture and what conditions are needed for this type of leadership to thrive. What leadership approach supports the approach you are taking to diversity? What tasks must be accomplished? How might people act in new and different ways to fulfill these leadership tasks and responsibilities?

Take action based on y our new understanding of what is required of leadership. Identify the barriers and provide the resources necessary for leadership to be effective. The task of creating a diverse workforce may be a complex one requiring a variety of leaders with a variety of leadership approaches.

Vision

Create a Diversity Vision for y our organization. While it is important the executive team under takes this process, create opportunities for others to join in and enliven the vision throughout the organization. Bring employees together to hear from the executive team or diversity champion about the vision and then encourage discussion and conversation. What's important to employees in this new future for your company? How do they see moving forward?

Workplace Community

Be clear about what it's like to work for your company. Develop systems, processes and standards that ensure your workplace is ready for the diversity you want. Ask current employees-women, visible minorities, persons with disabilities-what it is like to work in your company. Pay close attention to what they tell you about the working conditions, and how they feel about the workplace culture, how they are treated, consulted and respected. If they have concerns, do something about it. Deal with the current concerns before you begin recruiting additional people from equity groups.

Start the diversity work where and when you find interest and energy. Work in one area of the company; identify specific actions that are meaningful in that area and then follow the interest and ideas that are generated. Involve everybody who cares and anybody who might be affected by changes in the systems or processes. People support what they create. You also need the wisdom that exists throughout your company to work on an issue as complex as diversity. Use the natural capacity of the informal communication network in the organization to share information.

Continue to broaden the circle of involvement. Let people know their voice counts by inviting t hem into the process as it unfolds in y our company. People will want to have input into any procedure or policy change that affects them. Perhaps they don't see the impact of diversity on their work at first but may become interested as it affects their work unit. Keep inviting and developing relationships with staff around issues they care about and seek their feedback on diversity actions.

Welcome the unique perspectives of the people in your company as you engage them in creating a diverse workplace. No two people are alike and no two people interpret situations in the same way. Even with our differences we can agree on what needs to be done when we see that it is an important area for our attention and is significant for our future.

Learn as you go. You can't replicate another company's process and there is no best way to create an inclusive workplace. Your process needs to include lots of experimentation, feedback, reflective learning and readjustment. Each workforce will build on its own strengths and unique situation in designing an approach that works for them.

Management

Align systems, processes and standards to support changes in organizational culture. Follow up on any recommendations from your Employment Systems Review. Develop new standards, processes, and systems that support the creation of an inclusive workplace. Be sure they meet legal and ethical commitments to diversity. Ensure that performance management systems within your company include diversity measures and employee perceptions of the workplace.

Develop mentorship and support programs for new employees. Consider working with equity organizations if you do not have mentors with diverse backgrounds. For example, a female technical employee in one company could have a mentor from a technical association, educational organization or another company.

Develop and implement retention strategies that are designed to remove the barriers by employees. Provide diversity-training programs to all employees throughout the company. This training should include an invitation for participants to explore their attitudes and beliefs and begin to explore experiences from multiple perspectives and voices. Explore training in cultural competencies and other innovative programs to create insight into personal challenges of working with cultural differences and build skills in working more effectively with differences in workplaces.

Develop advertising, marketing and training materials that are reflective of the diverse populations you serve and want to attract into your workplace. Provide physical space and working environments that accommodate the needs of diverse employees and look for ways to have diversity reflected in the physical environment such as art work in your offices and meeting rooms.

Relationships

Strengthen connections and relationships within your company and with unions, clients and suppliers. Solutions to problems within the corporate system will emerge as people begin to connect with each other. Connections occur before commitment. People will become better informed about diversity and they will have new and richer information from which to create new processes and solutions that will create a better system within your company.

Facilitate connections and create formal partnerships with cultural organizations, equity group organizations and service providers. Name these as important sources for learning and working together and then nourish these connections in numerous ways. Be sure that the relationship develops and serves the interests of your company and the organization with whom you are working. Invite them in to help create projects that are uniquely suited to your partnership. Talk about these relationships and share your projects and learnings. Provide training in practices that build capacity for strengthening understanding and connectivity within the organization.

Beliefs Values and Attitudes

Values clarification helps to define the attitudes in your company. Structures, policies, procedures and the acceptability of behaviors of people who work in the company are all determined by the values held as being important. The leaders need to identify the values necessary to achieve their diversity vision and to know if those values were being demonstrated. Values are important indicators to determine if people are living up to what they say is important.

Invite leaders to explore and clarify their personal values and collectively identify the values they choose to hold together as they seek to make the company's diversity vision a reality. Explore how these values can support the diversity vision by specifically naming the types of behaviors that would be expected in dealing effectively with difference. Create opportunities for people to connect their personal values to the corporate values. Why is diversity meaningful and important for them personally? It is only when people can make this personal connection t hat they will commit t o working with difference.

This framework is drawn from the Genuine Contact™ Program Achieving and Regenerating Organizational Health and Balance and was adapted by us for the Hypatia Association. Further information is available at www.genuinecontact.net

APPENDIX 3

A Framework for Assessing Your Workplace
20 Questions

NOTE: We have reproduced the following information for your use from "*Workplaces that Work*" which was developed for the use of Federal/Provincial/Territorial Ministers Responsible for the Status of Women, within their mandates, to encourage private sector employment leaders to create workplaces that will attract, retain and promote women in high-growth industry sectors that are facing serious skills shortages.

Ratio of women workers

1. What is the current ratio of women workers?
   - Compute ratios separately for non-traditional, high-growth occupations.
   - Compute ratios separately for senior positions.
   - Look further – what is the impact of age, education and family status?
2. Are the ratios increasing or decreasing over time?
3. How well do the ratios reflect the availability of skilled women in your location?
4. How do turnover rates compare for men and women?
5. Are the ratios approaching critical mass (30% or more)?

Nature of interpersonal relations

6. Ask employees (individually, in groups or via surveys) questions such as:
   - Do workers feel they have an opportunity to contribute to decisions?
   - Are work group relationships generally positive?
   - What are the formal and informal mechanisms for handling conflict?
   - Do male workers show that they are aware of the challenges that women may face in traditionally male workplace environments?
   - Do women feel they are part of the team?
7. How many co-worker complaints and conflicts arise each month (or each quarter)?
   - What are the sources and causes of conflicts?
   - Is the number decreasing?

Gender inclusive conditions & freedom from stereotypes

8. Are job titles, job descriptions and job ads inclusive of women?
9. Are the physical working conditions (e.g., equipment, clothing, shower and toilet facilities) appropriate for men and women?

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10. Do workplace decisions about people reflect individual differences rather than assuming that all women have the same needs/concerns and so do all men?
11. What processes are in place to ensure that women are not automatically streamed into certain jobs or types and levels of work?

Opportunities for advancement

12. Are promotion, pay and performance evaluation systems clearly written and based on objective criteria?
    - Are men and women promoted at equal rates?
    - Are the average earnings for women and men the same?
    - Are men and women held to the same performance standards?
13. How is mentoring encouraged? What other supports are available?
14. Do women employees have the opportunity to see women role models in more senior roles?
15. How are formal and informal definitions of 'leadership potential', 'manager material' and 'ideal worker' critically reviewed to ensure the behaviours and assessments are inclusive of women?
16. How are workers chosen for training for special assignments? How many women are given training opportunities or special assignments that build critical skills? Is this number increasing over time?
17. What is the impact of seniority rules on women's career opportunities?
    - How do they affect individuals who might work part-time, who hold temporary jobs or who take leaves for family responsibilities?
    - Do they facilitate the movement of women into high-growth and high-paying occupations?

Psychologically healthy environment – harassment-free and work-family balance

18. What mechanisms signal to employees that harassment of any sort is not tolerated in the workplace?
19. What is the organization's track record on responding to complaints of harassment?
    - Is it clear that they are taken seriously, quickly addressed and resolved without negative consequences for the complainant?
20. How do formal policies and informal norms support individual employees in reconciling their work and personal responsibilities?
    - How predictable are work demands and hours of work?
    - How much flexibility is given to employees regarding when and where they work?

> **TIP: The most critical element in culture change is the leader's active and consistent support for women's full participation in the workplace.**

APPENDIX 4

Diversity Recruitment and Selection

Recruiting Differently

Make a special effort to recruit a representative number of new employees to expand your workplace diversity. Many CEOs will tell you that if you plan to hire a woman or a person from a different race or culture, one of the first questions you will be asked is if you employ other women or persons from different cultures. If you cannot answer yes, you may lose an opportunity.

Offer tours of your facilities, not only to give potential employees an opportunity to learn more about your company, but also to give them an opportunity to hear from existing employees about working there. Do not rush people through the tour - provide space and time available for two-way conversations to take place. Meet with people who represent those groups from whom you wish to recruit. Learn from them listen and ask lots of questions. Share with them the efforts your company has made to make your workplace culture one that is respectful of diversity. Seek feedback from your new contacts-notice and pay attention to their ideas.

Inform your traditional recruitment agencies and outlets you want to interview qualified candidates from diverse backgrounds and that your company is looking at diversity from a new perspective. Advertise in ethno-cultural newspapers and ensure that text and pictures do not reinforce negative stereotypes.

Minimize the influence of word-of-mouth referrals which reinforce a 'who you know' systemic barrier or nepotism as an attitudinal barrier. Maximize the use of electronic bulletin boards. Look beyond initial recruitment and include educational incentives to attract candidates.

A Framework for Assessing Current Practices

A. The Data

Why Ask? To identify the science, trades and technology occupations where women and other equity groups are under-represented in your company and analyze the employment trends in recent years.

1. What is the current employment profile of your company?
   - Calculate employment ratios, disaggregated by gender, ethnicity, and abilities, and by occupation categories.
   - Compute ratios separately for senior positions.
   - Is diversity in your company's trades and technology workplaces approaching critical mass (30%)?
   - Have there been changes in these ratios over the past 10 years or so?

B. Recruitment from Within

Why Ask? To determine if internal, informal, word-of-mouth referral systems are limiting the application of qualified candidates within your company.

1. In what ways are employees notified of job openings?
   - Are job postings and bulletin boards accessible to all employees, including those who work in other locations or are physically challenged?
2. To what extent is recruitment based on word-of-mouth referrals?
   - To what extent is recruitment based on seniority? On merit?
3. Is a comprehensive skills inventory of employees available?
   - If not, why not?
4. What is an example of an internal recruitment practice that supports your company's diversity goals?

C. External Recruitment

Why Ask? To determine if your company's recruitment policies and practices encourage applications from a wide pool of qualified candidates.

1. Do recruitment strategies include outreach to qualified prospective employees from a variety of diverse groups?
   - Are members of various equity groups involved in identifying appropriate recruitment materials?
   - Is gender- and culture-neutral language used in the job postings and advertisements?
   - Would new technologies accommodate a greater diversity of candidates?
   - Are competency profiles checked for gender and cultural biases?
2. Has personnel staff received training on human rights and other employment-related legislation?
   - Have up-to-date human rights and other relevant legislation and information been used in preparing the job application form?

3. Are the qualifications and duties most central to the job accurately emphasized?
   - Are skills components broken down to reflect actual job requirements?
   - Is someone who is familiar with the day-to-day functions of the job available to provide prospective applicants with information?
4. Is the personnel department accessible to people with physical disabilities?
   - Do job descriptions/ advertisements specify the physical requirement of the job based on a physical-demands analysis? Examples?
5. What is an example of an external recruitment practice that supports your company's diversity goals?

D. The Selection Process
Why Ask? To determine if bona-fide job requirements are known and if job-related criteria are used to select the best applicants.
1. Are managers and the selection committee aware and supportive of your company's diversity goals?
   - Is the selection committee aware of and sensitive to cultural differences in communications?
   - Have members of the selection committee received training in cultural diversity?
   - Has diversity training resulted in a commitment to diversity goals?
   - Does the selection committee look for characteristics they themselves exhibit?
2. Is the selection process, including interviews, standardized and fully documented?
   - What procedures are used for reference checks? Are they standardized?
3. Is favour given to university graduates even when the job does not require it?
4. What is an example of a selection practice that supports your company's diversity goals?

E. Impacts and analysis
Why Ask? To determine the impacts of recruitment and selection practices on your company's diversity goals.
1. In which occupations is your company's current employment profile consistent with its diversity goals? Where are the discrepancies?
2. In what ways has workplace diversity contributed positively to your company and its employees?
3. Which current recruitment and selection practices support your company's diversity goals?
4. What improvements could be made in recruitment and selection practices to better support your company's diversity goals?

ADDITIONAL RESOURCES/LINKS

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