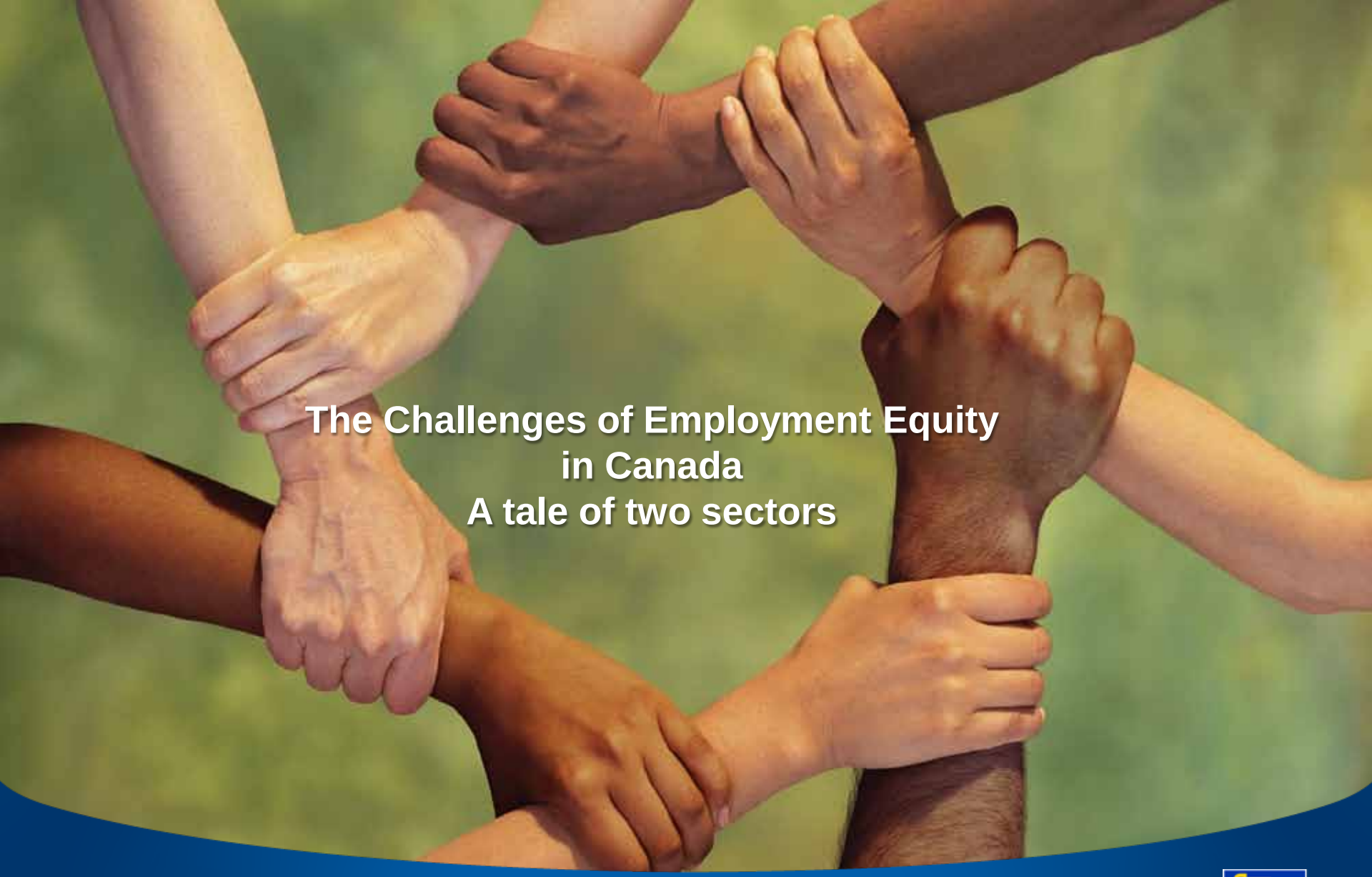


The Challenges of Employment Equity in Canada
A tale of two sectors

Definitions

- Visible minority (VM)-"persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour" (employment equity act)
- Pluralism- diversity of views and stands in opposition to one single approach
- Intercultural- of, relating to, involving or representing different cultures: inclusive and interactive
- *Multiculturalism Act* (July, 1988) sought to assist in the preservation of culture and language, to reduce discrimination, to enhance cultural awareness and understanding, and to promote culturally sensitive institutional change at the federal level.
- In seeking a balance between cultural distinctiveness and equality, the Act specified the right of all to identify with the cultural heritage of their choice, yet retain "full and equitable participation ... in all aspects of Canadian society."

RBC commitment to diversity a case study

Introduction

RBC believes that in order for Canada to succeed in the global marketplace, attracting, employing and fully integrating diversity in our workforce is imperative.

Diversity Blueprint – Structured programs and leadership involvement from the CEO to grassroots

§CEO Gord Nixon –executive Champion diversity, Chair of TRIEC, Diversity is one of 5 stated corporate values

§ Zabeen Hirji – Chief Human Resources Officer and immigrant to Canada

§Norma Tombari - Global Director of Diversity

§National Diversity Leadership Council in every business unit and functional area- Fully engaging our national leadership in driving results with clear accountability, consistent activities, and local results tracking

§ Active Leaders program, Diversity Dialogues reverse mentoring, and employee resource groups

§Employee culture of inclusiveness, Web based and in class training tools and communication , code of conduct annual certification

§A structure of programs that educate and encourage Diversity

RBC and external relationships

•Collaboration with Associations/organizations -i.e. Maytree, Career Bridge

•Sponsoring Research

The Catalyst Series: Career Advancement in Corporate Canada: A Focus on Visible Minorities – Lead Sponsor RBC

RBC Goal 2010-2012
VM Leadership

Succession plan for senior roles

- Consistent application of staffing protocols on a national basis
- 2 to 3 successors in place for XX Level of roles
- To address talent demographics, arrange job shares, and in some cases job re-design

Source Talent Pool

- Recruit diverse candidates
- Source junior and mid level candidates through Career Edge/Career Bridge
- Source candidates through diversity recruitment programs (DiverseCity, ACCES), cultural market job fairs

Develop talent pool of diverse candidates for the future

- earlier identification and stronger development plans
- Onboarding à facilitate peer group meetings / offer business communication skills

Change culture / enhance leadership capability around diversity

§ Enhance leadership skills and responsibility through training

§ Expand Diversity Dialogues to every region and business unit

§ Enhance Active Leaders' capabilities through mentoring, community resources

Research- VM Leadership Gap

•A worsening trend for VM's is underemployment (Kymlicka, 2008)

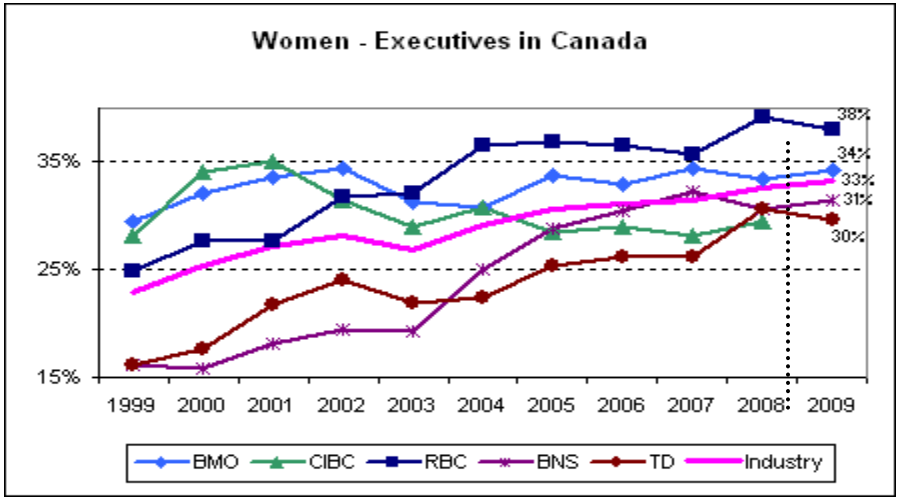
•DiverseCity counts Toronto 3,348 leaders (including all sectors). 14% are visible minorities (versus VM 49.5% of general pop). VM Leaders in private sector- 5% representation (Cukier, W., & Yap, M. (June, 2010).

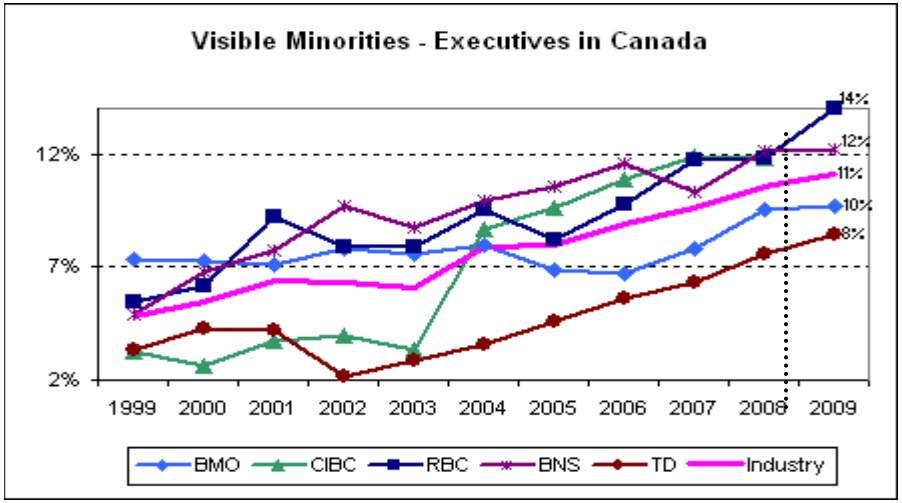
•Representation and Availability of Members of VM in Federally Regulated Private Sector: Senior Managers 5.8% (8.7%) (HRDC 2008)

•Catalyst Canada: multi-year study focused on VM and non VM executives, managers, and professionals, employed in large Canadian organizations. Over 17,000 survey responses in 43 firms. The findings report that visible minorities feel their education and training are being underutilized in their current roles. Stereotyping, exclusion from social capital networks and a discourse of political correctness were also barriers. The report concludes that there is "imperfect execution" of diversity initiatives and goals as stated in the corporate goals of Canadian companies (Giscombe, 2008).

Talent & Workplace: Women & Visible Minorities in Banking sector

Representation Comparison of Canadian FIs *Canadian Bankers Association (CBA)* Data August 2010*





•Women and Visible Minorities executive representation from 1999-2008 are official statistics obtained from the Canadian Bankers Association (CBA). 2009 representation for BNS and RBC are official statistics from the CBA. TD, BMO representation for 2009 are unofficial numbers. There is no available 2009 representation for CIBC. The Industry value is the mean average of the representation for the FIs. From 1999 - 2008, the Industry value was the average for the 5 FIs, whereas in 2009, it is the average of only BMO, BNS, TD and RBC representations

•HRDC (2009)

Table 6.5 - Representation of Members of Visible Minorities in the Federally Regulated Private Sector*

Sector	1987		2001		2007		2008	
	#	%	#	%	#	%	#	%
Banking	16,062	9.5	33,575	17.1	51,822	24.9	54,002	25.5
Communications	7,257	4.0	23,359	10.8	33,567	14.5	35,962	15.3
Transportation	5,318	2.6	13,679	7.6	19,309	9.4	20,984	10.2
Other	1,123	2.6	3,436	7.7	11,793	13.4	12,300	13.5
All Sectors	**29,760**	**5.0**	**74,049**	**11.7**	**116,491**	**15.9**	**123,248**	**16.6**

What's at work in the organization?

Power and Process

•Celebration of diversity is the discourse of valuing difference without dealing with power issues.(Kempf, 2006)

•Institutional Ethnography and the hidden "ruling relations" (Smith, 2005)

Discourse of Diversity as a program

• Focus on normalizing diversity. How *its* good for the organization and can be managed to eliminate conflict. (Nkomo, 2006).

• How does this fit with organizational culture and universal values?

• Moving to Diversity 2.0 and inclusiveness

Evolution of Diversity

It is about the quality of our Intergroup relations. From fairness → to market access → to integration and shared learning. (Ely and Thomas, 2001)

Political Correctness – a construction overused?

The way forward?

- The next level of inclusion- finding voice for everyone
- Are there leadership ideologies that are different from the dominant ideology? Opening a space for Intercultural leadership
- Feminism standpoint leadership parallels
- Indigenous ways of knowing- Relationality. Traditions of respect and recognition. Our human issue is one of separation and where we situate on the continuum from the cognitive (scientific?) to the to the emotional (Atleo, 2011).
- Beyond multiculturalism- cosmopolitan identities (Beck, 2006) (Hiebert, 2002)

Next Steps?

•A new theory of intercultural leadership – a space is opened up for inclusive practice of leadership- at the intersection of leadership theory, org power theory and ethnic identity theory

•Theories of leadership have neglected diversity from a standpoint perspective and remain silent on issues of equity, diversity and social justice. The paradigm goes beyond representation. Leadership theories need to be expanded if they are to be relevant in the 21st century. (Chin, 2010)

•Diversity leadership theories are an important area for future research (Gardiner, 2010)

•Both a hermeneutic and critical frame

Diversity 2.0

- RBC - a reflection of the broader organizational community?
- We have momentum – keep our foot on the gas!
- Create a world of “ands” not either/or. (Hirji, 2011)
- Diversity as differences but also we are all Canadians (Nixon, 2011)

Now - A social imperative & business imperative
Future - One Canada - One people

Talent & Leadership

- Opening a space for inclusive Intercultural Leadership

Communities – Building Social Capital engaged, active and leading change

- Active leaders/participation/volunteerism – “being part of” is a win-win (bilateral learning opportunity)
- Sponsorships/awards/donations/scholarships/cultural events (arts, sports)
- Honouring excellence- cultural awards

Business Market Strategies – a higher form of capitalism “shared value”

- Responding to the needs of cultural markets, expanding the total pool of economic and social value (Porter and Kramer, 2011)

Q&A

Thank you

APPENDIX

Roles & Responsibilities - Shared Accountability

Diversity Leadership Counsel Committee Member:

§ Understands enterprise diversity objectives and their accompanying priorities
§ Translates...
§ Tracks and reports...
§ Shares best practices /strategies ...
§ Partners with ...
§ Acts as visible role model for diversity, and champions the implementation of action plans and strategies in support of their leaders

HR Business Partner:

- **xxx**

Canadian Banking Human Resources:

- **xxx**

RBC Global Diversity Team:

- **xxx**

Communities - Participatory Action

Active Leaders

Objective

Proactive, visible and engaged leaders drive change. We believe that an active group of diversity leaders will accelerate achievement of our diversity goals through their direct actions, their own development and by inspiring others.

§ RBC implemented a focused communication approach that leveraged leaders as ambassadors for Diversity. RBC launched an Active Leaders website, which includes information that enables leaders to tell the RBC Diversity story. Over 300 individuals have access to the site; 125 “Ready Now”.

§ Diversity Connections is a quarterly e-bulletin of ready to use info bytes that stimulate creating thinking and keep diversity top of mind. In 2009, over 700 employees received the newsletter, up from 300 in 2008.