



STAFF REPORT INFORMATION ONLY

11.

Diversity Workforce Survey

Date:	April 10, 2014
To:	Employee and Labour Relations Committee
From:	City Librarian

SUMMARY

This report presents the results of Toronto Public Library's (TPL) Diversity Workforce Survey. The survey was undertaken to create a snapshot of the entire TPL employee population and to provide up-to-date information about diversity at all levels of the organization.

The responses to the survey are compiled and presented in statistical charts, in a format that is similar to the presentation of diversity information in many other public sector organizations and private companies. The statistics about TPL's workforce also are placed into a context using the Statistics Canada census data for the population of the City of Toronto, where available.

The report also discusses and interprets the survey results.

FINANCIAL IMPACT

There is no financial impact to the 2014 operating budget arising from this report.

The Director, Finance and Treasurer has reviewed this financial impact statement and is in agreement with it.

DECISION HISTORY

The Diversity initiative was part of the TPL Strategic Plan, 2008 – 2011, in the area of Focus: Supporting a Sustainable Library; and specifically in the goal to “ensure sustainability of the budget, staff resources and infrastructure”. The major work on diversity initiative began in the final year of the plan.

At its meeting on May 10, 2010, the Board received a report about the components of TPL's diversity initiative: (i) an environmental scan; (ii) a program for diversity training; (iii) a staff communications strategy about diversity; and (iv) a diversity workforce survey.

This information report presents the results of the Diversity Workforce Survey.

ISSUE BACKGROUND

The collection and retention of the employee data used to produce the Diversity Workforce Survey is carried out in a manner that is consistent with the regulations and spirit of Ontario's and Canada's legislative framework for human rights, and in particular, in accordance with the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms.

All personal information in TPL's workforce survey is protected at multiple levels, through technical strategies. The information is stored in a separate and secure database managed by the Human Resources department, and is protected by a series of passwords and user permissions. Employees who are not authorized to receive direct access to the Workforce Survey data cannot access it. Written approval from the Director, Human Resources is required for any other TPL staff to be granted access to the database. Access to the HRIS server is logged and monitored both at the operating system level and the application level.

No personal information is revealed in any of the reports that will be released about the Workforce Survey. The personal information that was collected in the survey will be used only to generate anonymous aggregate statistics. Moreover, the statistics that are reported are about employee groups that are large enough for the statistical information to be anonymous and not able to be identified with any individual employee.

A Workforce Survey Committee was established to work with the Human Resources Department to develop and implement the Diversity Workforce Survey. The membership is comprised of staff from the bargaining unit, management and the Executive of Local 4948 CUPE.

The survey tool was developed from a template available from the Ontario Human Rights Commission; and the terminology used in the survey questions is consistent with the current terminology used in the collection of diversity data. TPL's survey tool collects data that is compatible and comparable to the types of data collected and compiled by Statistics Canada.

The survey was available to TPL staff both online and in a print version. In addition, confidential telephone assistance to complete the survey was provided, in order to enhance accessibility for employees and increase participation in the process. A total of 2,592 employees received the survey; and the return rate was 84.6%.

In order to maintain the completeness and integrity of the Diversity Workforce Survey data, all new staff who are hired by TPL will be invited to complete the same survey that other TPL staff have completed. The methodology for the distribution and collection of the Diversity Workforce Survey will be similar to the initial survey. The surveying of new employees will be conducted in a manner which protects the confidentiality of the individual employee's personal information.

COMMENTS

What do the Survey results say about TPL's workforce?

The overall impression of the statistical data is that the TPL workforce is to a great extent, and in very significant ways, reflective of the population of the City of Toronto. The Library's workforce is diverse along many of the lines of personal identification that also occur in the general population of Toronto.

The statistical charts generated from the responses to the Diversity Workforce Survey tell the story about who works at TPL. The charts are organized according to the categories of characteristics that were identified in the survey questions. Twelve (12) categories of information are presented in charts that show the aggregate results from the responses to the survey. In six (6) charts there is comparative data from Statistics Canada about the population of the City of Toronto. The charts present aggregate data in the categories listed below. Where Statistics Canada data is available it is marked by (StatsCan):

- Age (StatsCan)
- Race (StatsCan)
- Ethnicity
- Education (StatsCan)
- Language (StatsCan)
- Sexual Orientation
- Aboriginal Status (StatsCan)
- Gender (StatsCan)
- Religion/Creed
- Disability
- TPL – Age by Union/Management and Full-time and Part-time Status
- TPL – Race by Union/Management and Full-time and Part-time Status

The statistical charts are self-explanatory. However, it is important to highlight some of the more significant conclusions drawn from the data. The first conclusion is that there is a high degree of diversity in the TPL workforce in regard to race, ethnicity, age, religion/creed, education, sexual orientation, and persons who self-identify with a disability.

TPL strongly reflects the diversity of the City of Toronto. TPL's workforce includes: persons from each of the twelve (12) racial groups identified in the survey questions; there is staff representation in more than one hundred (100) ethnic groups; TPL has employees who range in age from 14 to over-65; employees identify with a wide-range of religions and creeds; there are members of LGBT communities; and persons who self-identify with a disability.

Within the context of this diversity, one of the more important aspects is in the presence of visible minorities in the workforce. The current Statistics Canada information for the City of Toronto reports the percentage of visible minorities at approximately 47%. The survey

results indicate that for the TPL workforce the percentage of visible minorities is 43%. TPL's representation for the Chinese population is 17.84%, which exceeds Toronto's overall Chinese population which is 11.43%. The largest populations under-represented across the library system's workforce are Blacks at 4.55% and South Asians at 8.16%, compared to the general population numbers at 8.42% for Blacks and 12% for South Asians. The data also suggest that the percentage of TPL employees from visible minorities will increase over time because the highest percentage is among the younger workers.

The fact that the greatest visible-diversity is in the youngest group of employees, and in the lower end of the hierarchy of classifications, is an important caveat to the numbers of visible minorities in the TPL workforce. Some preliminary data about this issue is in the charts which show 'Age' and 'Race' correlated to employment category and full-time/part-time status. A challenge for TPL is to find ways to promote diversity at all levels of the organization. However, the high level of diversity in the youngest employees also suggests that time is on the side of increasing diversity at all levels of the organization. As the youngest employees gain work experience and training they will move into the supervisory and management positions at TPL.

In regard to gender, TPL has representation of women at all levels of the organization that greatly exceeds the City of Toronto as a whole. At 73%, TPL has a predominantly female workforce. Females comprise 74% of the management group, a figure that impressively exceeds the overall 39.3% Toronto average.

Another characteristic that distinguishes TPL from the population of the City of Toronto is the level of education of the employees. In general, TPL staff have higher levels of formal education than the average for residents of Toronto. This is not surprising given the type of work performed by TPL staff.

The survey data makes clear that there are a large number of employees who 'prefer not to answer' some of the diversity questions. The response rate to the survey was high (84.6%) and within that group only a small number of staff (3.3%) declined to answer any of the survey questions. However, a more significant number of employees told TPL through their survey responses that there are aspects of personal identity that they do not wish to disclose to the employer. There were 'prefer not to answer' responses in all categories; however the highest numbers were in the questions about sexual orientation, religion or creed and disabilities. It is important in understanding the results of the survey to acknowledge, accept and respect the limits that a significant number of employees placed on the collection of some diversity-related data. These responses are another fact of the diversity within the TPL workforce.

In a similar way, it is important to consider that some employees may not identify with any of the categories in the survey; or may identify with multiple categories in a single survey question. Further research and analysis may show that many TPL employees identify with a more multifaceted definition of self than was reflected in the survey results.

Response Rate for the Survey & Statistical Validity

The Ontario Human Rights Commission has identified 80% as the desired response rate for validation of the results from a diversity survey. The overall response rate to the TPL Diversity Workforce Survey was 84.6%. In both the Union and Management groups, the response rate for both full-time and part-time staff was over 85%; and the response rate in the Page classification was 75%.

These response rates mean that the results from the TPL Diversity Workforce Survey have very strong statistical validity.

Why does TPL collective diversity data and what is the value to the organization?

To begin to answer this question, it is important to note that the collection of diversity data now occurs in most large public sector organizations, such as the provincial and federal governments, and private sector organizations. Organizations as diverse as Mount Sinai Hospital and KPMG have collected and published diversity statistics, and have publicly acknowledged the value of the information to the successful operation of their organizations.

On a practical note, collection of diversity information provides a source of information to an organization such as TPL to inform and improve the quality of its decision-making, programming and service delivery models. Diversity information is a practical resource tool for understanding and evaluating the organization and for setting its strategic priorities. For TPL, one value of this information is in preparing its services for the residents of the City of Toronto, one of the most diverse populations in the world. It also will inform and improve TPL's strategies for attracting, retaining and motivating well-qualified employees.

The results of the diversity survey also provide a baseline against which TPL can measure its future progress in promoting and incorporating the principles of diversity, equity and inclusiveness throughout the organization.

An intangible benefit of reporting about diversity in the workforce is the way in which it enhances the public's perception of TPL as a progressive, responsive provider of services to Toronto's many communities, and individuals. It also enhances TPL's self-perceptions in this regard; and it is a matter of pride for many employees. Other organizations have reported similar experiences.

It is widely accepted that 'business' success is dependent on an organization's responsiveness to its clients; and in the case of TPL, to the individuals and communities it serves. In this regard, TPL's workforce diversity is an important component of the Library's ongoing successes in delivering relevant and responsive public library services to the residents of Toronto.

Implications for TPL

Diversity in TPL's workforce is a 'human resources' opportunity: it is a fact of working life at TPL and strategies are needed to ensure that diversity in the workforce contributes to the achievement of TPL strategic goals. The first action should be to recognize, respect and celebrate the diversity in the workforce. At TPL, this is addressed primarily through a system-wide diversity-training program, which is mandatory for all employees. Beyond this, diversity in the workforce needs to be supported through programs that equip and assist all employees in contributing their skills to the Library. Some existing programs – such as the Employee Assistance Program (EAP) – will be reviewed and expanded to address in a specific way diversity issues.

New initiatives – such as a Positive Spaces program, which in a wide-range of ways promotes respect for the LGBT community – will be introduced. It also will be important to create forums for employees to discuss diversity issues – such as an Employee Diversity Resource Group; and to develop processes to resolve conflicts that have a diversity component – such as a mediation process.

An Employment Systems Review (ESR) conducted by external human resources and diversity professionals is planned. The ESR will analyze all of TPL's human resources practices; and it is intended to discover any systemic barriers in the Library's policies and procedures that impede the full integration of TPL's diverse workforce at all levels of the organization. It is expected that the ESR will produce recommendations to address some of the concerns associated with the recruitment and advancement of staff from under-represented groups. The ESR will be an important tool in the development of plans and programs for the support of the ongoing diversity initiative at TPL. The various human resources strategies that will be developed and implemented during the next year will support and capitalize on the strength of a diverse workforce and contribute to the achievement of TPL's service goals.

As a final word, the great support of Toronto Public Library Workers Union, Local 4948 in the development and distribution of the Diversity Workforce Survey is acknowledged. The Union was instrumental in the success of the survey, and in particular, in achieving a very high response rate from staff. We look forward to working with the Union on other programs associated with the diversity initiative.

CONTACT

Dan Keon; Director, Human Resources; Tel: 416-395-5850;
Email: dkeon@torontopubliclibrary.ca.

SIGNATURE

Jane Pyper
City Librarian

ATTACHMENT

Attachment 1: Results of TPL Diversity Workforce Survey