

In the Wake of Equality

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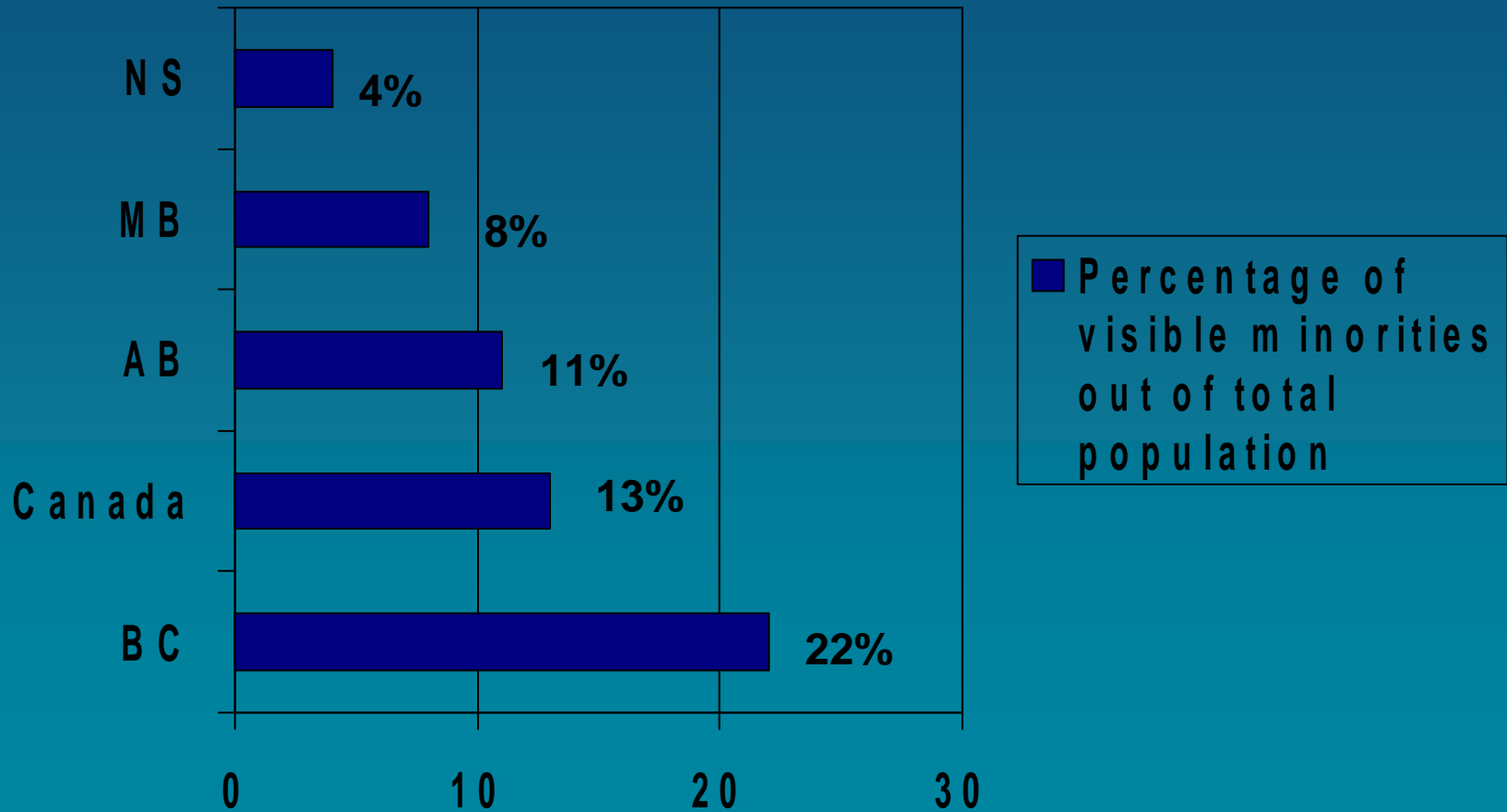
Governance Beyond the Horizon:
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Diversity in Canada

- In Canada, cultural diversity refers to the presence of ethnic, cultural and racial minorities and Aboriginal peoples in our society.
- Canada has the second highest proportion of foreign-born citizens in the world (18%).
- The vast majority of Canada's recent immigrants are visible minorities.
- 3.4% of Canada's population is aboriginal.

Source: 2001 Census

Visible Minorities



Source: 2001 Census

Diversity in Canada

- Canada has one of the most culturally diverse population among industrialized nations...

We also have the greatest potential for rewards from our success in promoting cultural diversity and integrating immigrants

Diversity in Canada

- The median age of visible minorities in the next decade is projected to be 10 years younger than other Canadians, making them very important to the future of Canada's labour force.

Source: The Diversity Advantage: A Case for Canada's 21st Century Economy (RBC Financial Group, Oct. 20, 2005)

The Economic Case for Diversity

- If the labour market experiences of immigrants were identical to those who are born in Canada and if women had the same labour market experiences as men, the result would be an extra 1.6 million employees across Canada and an extra \$175 billion in personal income.
- Naturally, supply and demand conditions would have to adjust gradually to realize this untapped potential.

Source: The Diversity Advantage: A Case for Canada's 21st Century Economy (RBC Financial Group, Oct. 20, 2005)

Background: progression of human rights at work

Human rights introduce 'civil rights at work'

Structural barriers: policy, rules, regulations

Management barriers: employment equity, management systems, accountability, audit

Normative Order: 'Organisational troubles'



Substantive equity

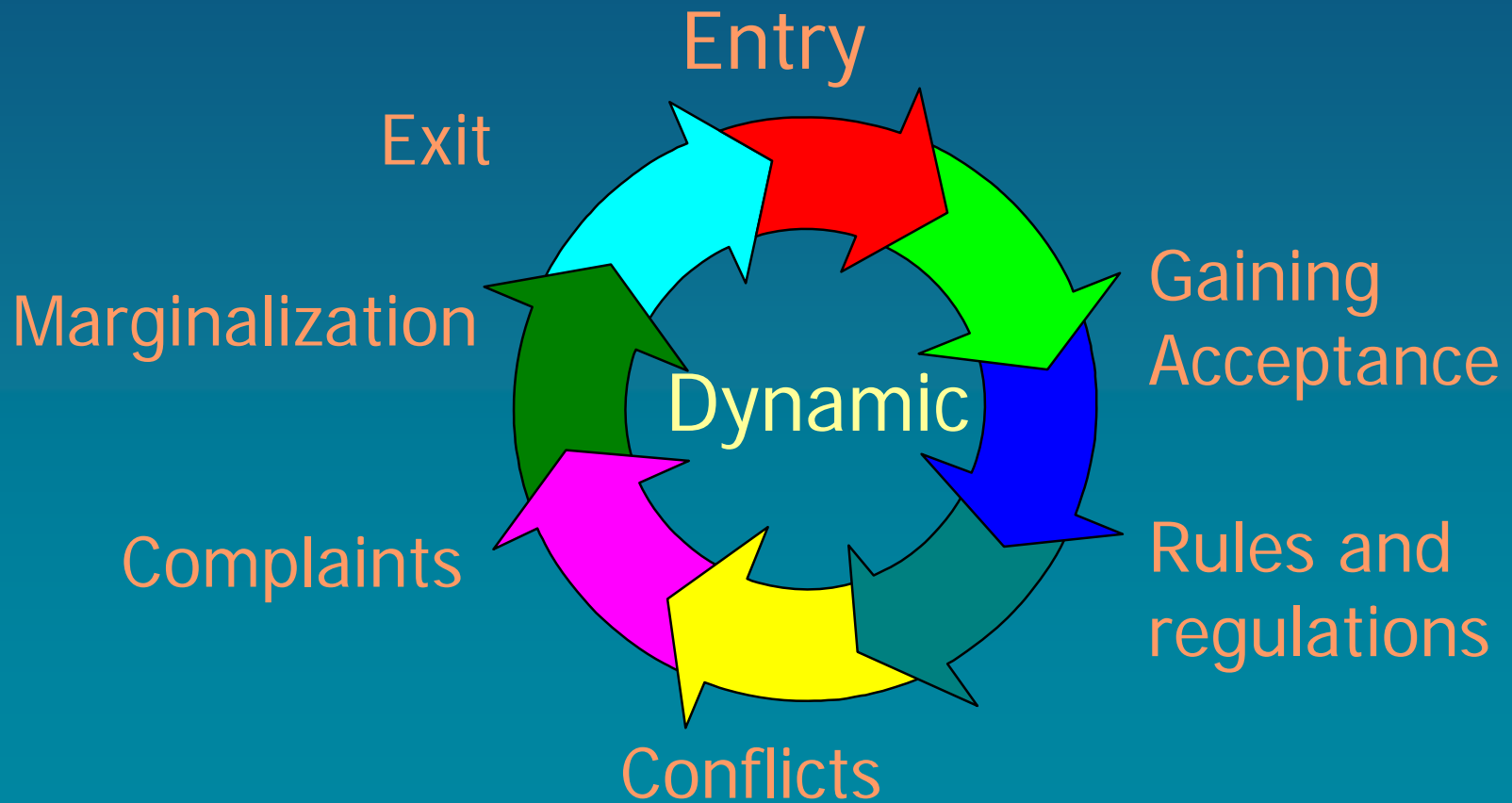
Representativeness in Public Service

- Employment Equity (Canada)
- Human Rights
- Employer Initiatives

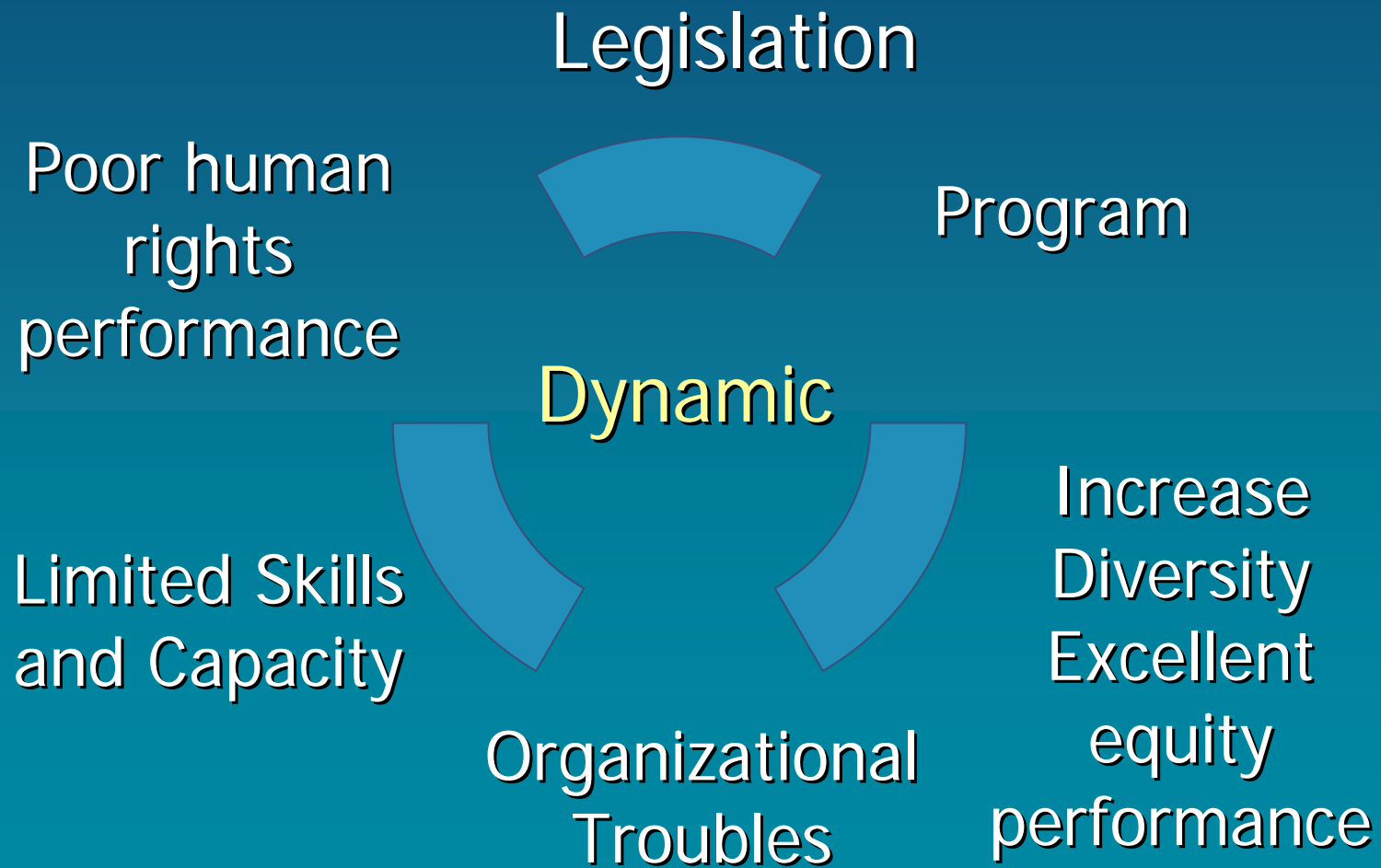
General Approach

- Designated Groups and Census Data
- Workforce Census
- Workforce Analysis
- Employment Systems Review
- Goals and Time Table
- Audit and Evaluation

The Revolving Door of Equity



Diverse Workforce Challenges: Equity and Human Rights at Work



Equality at Work Employees

Access

Recognition

Representative
Inclusive
Workforce

Advancement

Entitlement

Employment Equity

Approach

- Reformulation
- Compliance
- Engagement

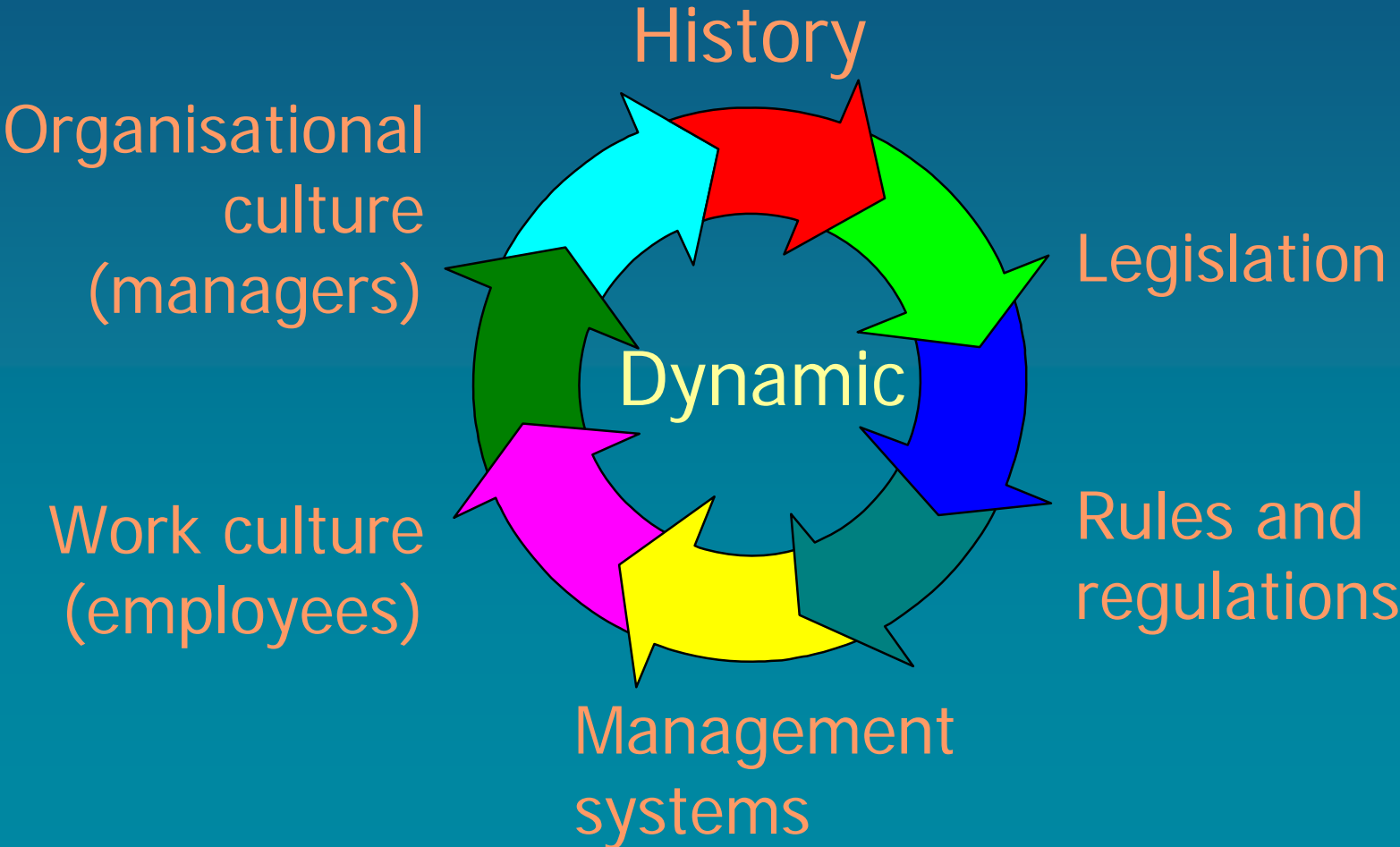
Implications

- Politics
- Numbers
- Learning

Equality and Participation

- Equality means the same
- Complex Equality (condition, outcome)
- Representativeness
- Individual Treatment
- Social Justice

Organisations



Rapport Agenda

Difference

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graph TD; A([Difference]) --> B[Management Skills]; A --> C[Work Culture: Inclusion Skills]; B --> D[Creating Rapport Across Differences]; C --> D;
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Management Skills

Work Culture: Inclusion Skills

**Creating
Rapport
Across
Differences**