

## MANAGEMENT REPORT

Date: March 22, 2024  
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Meeting Date: March 27, 2024

TO: Library Board  
FROM: Tim Bottomer, Chair, SFHR Committee  
**SUBJECT: Update on Goal 4.2 Equity, Diversity & Inclusion in the Workplace**

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### **SUMMARY**

The attached report provides for Board consideration recommended goals for VPL as an equitable, diverse and inclusive workplace, and an update on progress for Goal 4.2 of the Strategic Plan 2020-2025: Foster an inclusive workplace that reflects the diversity of our community. It includes a summary of staff consultation undertaken and plans for further staff participation, as well as a summary of consultants' recommendations, and examples of planned actions.

### **PURPOSE**

This report is for decision.

### **RECOMMENDATIONS**

THAT the Board approve Goals 1-4 of the EDI Strategy and Action Plan:

1. Staff of diverse identities, backgrounds, abilities, and expression feel appreciated for their contributions and included as part of VPL.
2. Staff trust that leadership and human resources understand their needs and goals, welcome their input, and take appropriate action on their concerns.
3. VPL provides a work environment free from discrimination, bullying, and harassment, where staff feel supported when faced with inappropriate behavior, whether from the public or among colleagues.
4. Staff feel included in decisions that impact their daily experiences and well-being at VPL.

## **COMMITTEE DISCUSSION**

The Committee discussed the progress on the initiative for goal 4.2 of the Strategic Plan, and the goals and associated metrics recommended by staff, as well as the role of the Board, and the need to consider and reflect the relationship with the Indigenous Rights and Reconciliation Strategy. Staff have amended the Indigenous Considerations section below following Committee discussion to directly reference the objectives of the Indigenous Rights and Reconciliation Strategy. The Committee recommended approval of Goals 1-4 by the Board. Following extensive discussion of Goal 5, which included reflection on the representation of diversity, how equity should be incorporated, what appropriate target metrics should be, noting that the Goal is the primary measure for recruitment and retention, and the need to establish a starting point that will evolve over time, the Committee referred Goal 5 for further discussion by the full Board.

## **STRATEGIC IMPLICATIONS**

The VPL Board identified as goal 4.2 in the Strategic Plan 2020-2025 to “Foster an inclusive workplace that reflects the diversity of our community.”

## **INDIGENOUS CONSIDERATIONS**

VPL’s EDI work takes place alongside our work implementing the Indigenous Rights and Reconciliation Strategy, and the Joint UNDRIP Strategy of the City of Vancouver developed with Musqueam, Squamish and Tsleil-Waututh Nations. Through these strategies, VPL recognizes the distinct work that is required within the organization related to the equity, diversity and inclusion of Indigenous staff. VPL’s Indigenous Rights and Reconciliation Strategy includes the following objectives connected to the EDI Action Plan, and associated actions:

- 1.2 Ensure VPL careers are inviting to Indigenous workers, and VPL contract opportunities are accessible to Indigenous businesses and professionals.
- 2.2 Ensure all VPL staff have a constructive and respectful understanding of the distinct histories and unique rights of Indigenous Peoples and contribute to public education and understanding of Indigenous rights and reconciliation.
- 2.3 Provide a culturally safe environment both internally (among VPL staff and Trustees) and externally (for partners, patrons, and community) in which to address harms and support the safety and wellbeing of Indigenous communities, including residential school survivors, intergenerational survivors, and Indigenous women, girls, Two-Spirit and LGBTQ+ communities.
- 3.2 Advance Indigenous participation in the leadership, governance and/or oversight of VPL and respond meaningfully to the leadership and priorities of local Nations and urban Indigenous communities

One of the goals of VPL's work is to build an organization that includes Indigenous Peoples in roles throughout the organization, including senior leadership, and that is inclusive of Indigenous cultures and rights. Due to a multitude of factors, including ongoing colonialism and systemic racism, Indigenous Peoples are under-represented in many public sector workplaces, including public libraries, and VPL does not have anyone in exempt management that identifies as First Nations, Métis or Inuit. Indigenous staff who share their experiences at VPL report a culture that has built a foundation that is open to learning, that there is more to learn, and that at times VPL is not experienced as culturally safe. In the EDI Action Plan in progress provided in **Appendix A**, proposed action 4.2 identifies ways that VPL will begin work to increase the number of Indigenous staff in the organization and support an inclusive initial experience.

## **BACKGROUND**

VPL management have established a project "EDI in the workplace" to further Goal 4.2 in the Strategic Plan, with the intention of creating a 3-5 year action plan that will move the organization towards being an equitable, diverse and inclusive workplace. In parallel, management initiated several related activities, including an Employee Benchmark Survey, undertaken in 2021; creating a permanent Indigenous Planner position, supported by City Council with funding beginning in 2022; establishing a 2SLGBTQ+ Advisory Group in 2022; undertaking a recruitment pipeline analysis in 2022; supporting the formation of an Indigenous Staff group in 2022; and applying an equity lens to decisions related to leadership development and exempt hiring.

### **Diversity at VPL**

VPL's Employee Benchmark Survey was conducted online by BC Stats and ran from April 12 to May 14, 2021. The VPL participation rate was 68%. The purpose of the survey was to gather staff demographics and employee experience information to help VPL develop its workplace equity, diversity and inclusion plan and anti-racism efforts. Sixty-nine percent of respondents to the survey were women, 38% identified as visible minorities and 32% regularly observed a religion. As well, 32% of respondents were born outside of Canada, and 32% of respondents who were born in Canada had at least one parent born outside of Canada. Approximately two in ten respondents identified as a person with a disability (19%), 18% identified as LGBTQ2S+, and 2% identified as an Indigenous person. The [Employee Benchmark Survey report](#) was discussed by the VPL Board at the October 27, 2021 meeting. While across many roles, VPL reflects the diversity of the Vancouver community, increasing the racial diversity of managers, directors and those in librarian-designated roles arose as a clear priority from this survey.

Recruitment pipeline analysis was conducted in 2023 using 2022 data, and the results are available in **Appendix C**. This analysis found that while VPL hired slightly more applicants who were gender-diverse, women, and/or living with a disability compared to the proportion of these identity groups who applied, VPL's hiring rate for people who identify as racialized was slightly lower than the total applicants.

## **Organizational Benchmarking, Consultation and Recommendations 2023**

Based on the Employee Benchmark Survey findings and work being undertaken by the Equity Office at the City of Vancouver, VPL management identified that additional information, including a more robust survey and confidential focus groups, would be helpful to understand the current state of EDI at the organization, and to develop recommendations and a workplan. Management identified that a consultant would be recommended to undertake the survey and focus groups and support this work, given the value of confidentiality in the process, and also identified that a dedicated equity staff member would be helpful to advance the work. Staff requested that the Board approve funding from reserves if required to hire a consultant for EDI work in 2022, and this was approved by the Board. Permanent equity staffing has not been funded.

VPL formed a management project team and a 10-member advisory committee of staff from equity seeking groups, with the Chief Librarian & CEO as the project sponsor. Through a public procurement process, VPL engaged The Commons Consulting in July 2022 to work with staff and the project teams. The consultants conducted a confidential survey and a series of focus groups with staff in 2023, and provided a report sharing findings, insights and recommendations with VPL. A summary of the findings, insights and recommendations is contained in **Appendix B**.

The full report from the consultants was shared with all staff on December 6, 2023. This was followed by four Q&A sessions with the Chief Librarian & CEO in January 2024, both in person and online, which 125 staff attended.

## **DISCUSSION**

The consultants identified recommendations for VPL based on their findings, and staff have been developing a strategy and action plan that responds to the recommendations. The following goals will guide VPL's Equity Diversity and Inclusion Strategy and Action Plan, and are recommended for approval by the VPL Board.

1. Staff of diverse identities, backgrounds, abilities, and expression feel appreciated for their contributions and included as part of VPL.
2. Staff trust that leadership and human resources understand their needs and goals, welcome their input, and take appropriate action on their concerns.
3. VPL provides a work environment free from discrimination, bullying, and harassment, where staff feel supported when faced with inappropriate behavior, whether from the public or among colleagues.
4. Staff feel included in decisions that impact their daily experiences and well-being at VPL.
5. VPL staff and leadership reflect the diversity of the community that we serve at all levels of the organization.

The EDI Staff Advisory Group and 2SLGBTQ+ Staff Advisory Committee have provided feedback on the goals, and this has been considered and incorporated.

### **Developing the Action Plan**

Following consultation with the Staff Advisory Group on approach, managers and directors participated in two workshops to develop draft actions that respond to the recommendation areas, and individual managers and directors considered actions related to their own responsibilities. In the first week of February, two workshops were held to gather initial staff feedback on the draft actions to respond to the consultants' recommendations, one with the 2SLGBTQ+ Advisory Committee, and one with the EDI Staff Advisory Group. Broad staff engagement on the draft actions is taking place in March and April, which will be an opportunity to give feedback and identify priorities for the suggested actions through a survey and workshops. This will lead to a finalized action plan in Q2 of 2024.

### **Measuring Progress**

For each goal recommended, management has identified outcome-based statements that were measured through the Employee Benchmark Survey in 2021 or the consultants' survey in 2023, and can be repeated in future years to measure progress. For goal 5, in 2021, the Employee Benchmark Survey provided demographic information about VPL staff, and this can be repeated approximately every five years to measure progress, supplemented by recruitment pipeline analysis to ensure hiring decisions are advancing our goals.

For additional details on VPL's EDI Strategy and Action Plan in progress, see **Appendix A**.

### **FINANCIAL IMPLICATIONS**

The Board approved transfers from reserves for the EDI project of \$85K in 2022. In addition to the cost of the consultants' work, VPL has compensated staff for participation in the surveys and focus groups, and will compensate staff for participation in future activities. We are anticipating a temporary project manager role to manage the action plan as well as other projects to review and revise core training and onboarding. This will be funded from the operating budget, with additional support if required from the Provincial Enhancement Grant.

Certain recommendations from the consultants and proposed actions would require ongoing funding to implement, particularly new leadership development and training programs. As the action plan is developed, management will identify if additional funds are required and potential sources.

## Appendix A. VPL EDI Strategy & Action Plan In Progress

Through the EDI Strategy and Action Plan, VPL will endeavour to create the conditions to support our ongoing work to become an equitable, diverse and inclusive organization. The EDI Strategy and Action Plan sits alongside VPL's Indigenous Rights and Reconciliation Strategy, which identifies distinct objectives related to Indigenous staff. The conditions to become an equitable, diverse and inclusive organization were described by The Commons Consulting in their work with VPL in 2023, and we have found them helpful to guide us:

- **Dignity & Safety:** Affirming the intrinsic value of all human beings; acknowledging the vulnerabilities and ensuring physical, emotional, mental, and financial safety of systemically marginalized people and/or employees with less positional power.
- **Agency & Autonomy:** Having the ability to influence and make informed decisions that directly impact one's position and livelihood; having the capacity and control to choose how to approach and engage with one's work.
- **Fair Opportunity & Outcomes:** Having access to circumstances that make it possible for employees, especially systemically marginalized employees, to succeed, grow, and thrive at a professional and personal level.
- **Relationship & Collaboration:** Having a level of mutual trust and confidence in one another's ability, skills, and knowledge—regardless of levels of power; recognizing and accepting the reality and power of interdependence in the workplace, and beyond.

Building from these conditions, and considering the findings in the consultants' report, VPL identified five goals:

1. Staff of diverse identities, backgrounds, abilities and expression feel appreciated for their contributions and included as part of VPL.
2. Staff trust that leadership and human resources understand their needs and goals, welcome their input, and take their concerns seriously.
3. VPL provides a work environment free from discrimination, bullying, and harassment, and staff feel supported when inappropriate behavior by the public and other staff occurs.
4. Staff feel part of decisions that affect their day to day experiences and well-being at VPL.
5. VPL staff and leadership reflect the diversity of the community that we serve at all levels of the organization.

For each goal, VPL will use statements or demographics measured in 2021 or 2023 as baselines, enabling us to measure our progress. These are provided below by goal.

**Goal 1. Staff of diverse identities, backgrounds, abilities and expression feel appreciated for their contributions and included as part of VPL.**

- a) Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace. Baseline 73%.<sup>1</sup>
- b) I am confident that I can access support that is culturally appropriate for me through the Library when I need it. Baseline 69%

**Goal 2. Staff trust that leadership and human resources understand their needs and goals, welcome their input, and take appropriate action on their concerns seriously.**

- c) I am confident that appropriate action will take place, when I report an incident of discrimination and harassment. Baseline 65%
- d) I feel that senior leadership at VPL is serious about creating a fair and inclusive workplace. Baseline 66%

**Goal 3. VPL provides a work environment free from discrimination, bullying, and harassment, and where staff feel supported when faced with inappropriate behavior, whether from the public or among colleagues.**

- e) If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with the person I report to. Baseline 74%
- f) My work unit is free from discrimination, bullying and harassment. Baseline 70%

**Goal 4. Staff feel included in decisions that impact their daily experiences and well-being at VPL.**

- g) I feel included in decision-making that impacts my workplace. Baseline 34%
- h) Leadership meaningfully engages with staff who are from equity-deserving communities to act on issues and concerns related to equity, diversity, and inclusion. Baseline 53%

**Goal 5. VPL staff and leadership reflect the diversity of the community that we serve.**

- i) At each level of the organization: clerical/library technician staff, librarians, unionized supervisors, managers, and directors, the racial diversity and Indigeneity of the group reflects the diversity of the population in the city of Vancouver.<sup>2</sup>

Baseline:

38% of total staff identify as visible minority and 43% as racialized (47% clerical/library technicians; 24% librarians; <10 exempt staff<sup>3</sup>) compared to 52% of Vancouver

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<sup>1</sup> Based on staff feedback we will consider adding “expression” to this list during future survey design.

<sup>2</sup> Based on the Employee Benchmark Survey in 2021, VPL has similar or greater representation of staff who identify as 2SLGBTQ+ (18% compared to 4% in Canada) or having a disability (19% compared to 21% in Metro Vancouver) compared to available benchmarks.

<sup>3</sup> While BC Stats provided data on both “visible minority” and “racialized” staff in total, a distribution by role was provided for racialized staff only. Among staff who are racialized, in order to maintain privacy with small group

identifying as visible minority.

2% of total staff identify as Indigenous (3% clerical/library technicians; 0% librarians; 0% exempt staff) compared to 2% of Vancouver.

- j) VPL's EDI recruitment strategy for leadership positions will result in an increase in under-represented groups in exempt and unionized leadership positions by at least 5% in the next 10 years.

### **Action Plan in Progress**

VPL is undertaking an engagement process to develop the action plan, which includes staff consultation on a set of possible actions. Through consultation, VPL will identify the initial actions that are a priority for staff, such as the examples provided below, and these will inform the development of an initial three-year action plan. The report from the consultants grouped recommendations into five areas for action that would help VPL to create the conditions of an equitable, diverse and inclusive organization, and actions that have been proposed are provided for each of the five recommended areas.

#### **1. Creating structures that enable change.**

*These initial actions will provide VPL with the structure to carry out EDI work. VPL will implement or is in the process of implementing all actions that were recommended in this group.*

- 1.1. Communicate the results of the report to all staff, including how leadership intends to be accountable to the recommended actions
- 1.2. Engage in a cross-organizational prioritization process to develop an EDI Action Plan with metrics based on report findings.
- 1.3. Create a cross-functional EDI committee or working group that includes individuals from the most impacted groups outlined in the report.
- 1.4. Establish a group of senior leaders that are meaningfully committed to the change process and held accountable for the work.
- 1.5. Support opportunities for collaboration, peer learning, and self-reflection through the creation of identity-based caucusing/Employee Resource Groups that are specific to VPL.<sup>4</sup>
- 1.6. Engage the Board to approve the EDI goals set out by VPL and to hold accountable VPL leadership for delivering on the recommendations in this report.
- 1.7. Transformation: Move from a project-based approach to EDI to an approach that is integrated with all aspects of the organization.
- 1.8. Transformation: Collect and integrate human-centred metrics.

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sizes, the only group large enough for a distribution by role are staff who identify as Chinese. Note that "visible minority" is defined by Canadian Census.

<sup>4</sup> Employee Resource Groups (ERGs) are voluntarily formed by staff, so while VPL will continue to support opportunities to create ERGs for VPL and communicate those supports, the decision of establishing VPL-specific ERGs will remain with staff. Currently, VPL staff lead and participate in city-wide ERGs.



## **2. Relationship-building and senior leadership accountability**

*These actions focus on strengthening the relationship between staff, managers, and supervisors, ensuring senior leadership accountability to foster respectful relationships. Consultation on actions is underway; the actions below were the highest priorities in this area from the staff advisory groups and are provided as examples of activities VPL is considering. The final actions in this section will be determined following broader consultation.*

- 2.1. Establish open channels of communication where staff, including those who experience micro-aggressions, can voice their concerns to supervisors and leaders without fear of retaliation, and leaders can follow up appropriately. Undertake needs assessment, followed by providing training, coaching and/or other actions as appropriate.
- 2.2. Establish an Inclusive Leadership learning and development pathway for VPL leaders. Include topics such as supporting psychological safety, cultural competence, trauma-informed practices, and crucial conversations; and understanding the impacts of tone policing, power and privilege, unconscious bias and micro-aggressions.
- 2.3. Determine how leaders can model transparency and openness around mistakes and the importance of continuous learning and taking responsibility for missteps.
- 2.4. Commit to regular forums that provide opportunities for leaders and staff to share, connect and listen to each other. For example, directors and managers hosting all-staff Zooms, short videos, more in-person opportunities for conversations between staff and leaders.

## **3. Communications, Information Sharing, and Decision-making.**

*These actions will support the flow of information between the right points in the organization, to allow for staff to provide input into decisions that impact their work areas where they have specialized knowledge and interest. Consultation on actions is underway; these actions were the highest priorities in this area from the staff advisory groups and are provided as examples of activities VPL is considering. The final actions in this section will be determined following broader consultation.*

- 3.1. Develop internal consultation guidelines and a best practices toolkit to involve staff and hear their input on decisions that impact them, including post-decision guidelines to clearly communicate how and why a decision was made. Use guidelines and toolkit to develop consultation training for a core group of managers and supervisors.
- 3.2. Develop tools and resources for all staff to engage in difficult conversations when conflicts arise or when values don't align, addressing issues such as differing communication styles.
- 3.3. Identify how to initiate and coordinate working groups among peers, across units, or across hierarchy, to solve problems and improve services while breaking down communication barriers. Communicate processes broadly to all staff.

#### **4. Hiring, Staff Development, and Accommodations**

*These actions focus on addressing barriers to hiring and advancement for systemically and organizationally marginalized employees, along with addressing negative experiences associated with requesting accommodations for disabilities. Consultation on actions is underway; these actions were the highest priorities in this area from the staff advisory groups and are provided as examples of activities VPL is considering. The final actions in this section will be determined following broader consultation.*

- 4.1. Commit resources to allow for AUX/PT/PPT staff to participate in working groups, committees, projects etc., to expand their development opportunities.
- 4.2. Create new opportunities at VPL for Indigenous staff, such as an Indigenous student internship program; establishing specialized roles for Indigenous staff and conducting cohort hiring. Consult with Indigenous Staff Council as part of implementation.
- 4.3. Develop processes to intentionally consider equity-seeking people for leadership training and development opportunities, including nomination by self, supervisor or peer. Include opportunities for people who are not currently seeking leadership positions
- 4.4. Create an EDI Hiring and Recruitment Plan for unionized and exempt staff that incorporates relevant content from the [BCLA EDI Strategies in Recruitment Toolkit](#) and provides better training for those doing the hiring. The plan would include reviewing acting and internal and external hiring processes through an EDI lens, and collective agreement implications, and development would include consultation with staff and CUPE 391.
- 4.5. Undertake a certified accessibility audit of all staff spaces. An accessibility audit is to ensure staff workspaces meet standards for people with disabilities. Prioritize and implement work space improvements that address the identified deficiencies.
- 4.6. Review the current accommodation process and identify where there are barriers for staff, with the goal of making the process easier to navigate. Develop a guide to the accommodation process with FAQs on the HUB. Consider separate guides for supervisory and non-supervisory staff, where the supervisory guide would include additional information on how to support staff through this process.
- 4.7. Create a guide to how hiring works at VPL, highlighting EDI processes, and including an explanation of the collective agreement process and the acting process. Share with staff during an annual career fair.
- 4.8. Change job descriptions that require ALA-accredited MLIS to prefer ALA accreditation but not require it. (required to address diversity goals)

## Appendix B. Summary of Consultation

### Summary of Report Findings

An online staff survey was administered by The Commons Consulting and received 486 submissions – with an 800-person VPL workforce, this is a 61% response rate. Of the respondents, 403 completed the survey in full, and 83 partially. There were three parts to the survey:

- Organizational Benchmarking that asked staff to assess VPL in four categories defined by the [Global Diversity, Equity and Inclusion Benchmarks \(GDEIB\)](#), which is an internationally recognized tool used to assess EDI practices, set goals, and measure over time.
- Organizational Assessment that asked quantitative and qualitative questions in four topics areas: Leadership, Decision Making and Processes, and Support and Training.
- Demographics, in order to analyze survey results by groups.

The final report received from the consultants provides analysis of the Organizational Assessment and Demographics. VPL staff analyzed the GDEIB findings using the methodology followed by the City of Vancouver.

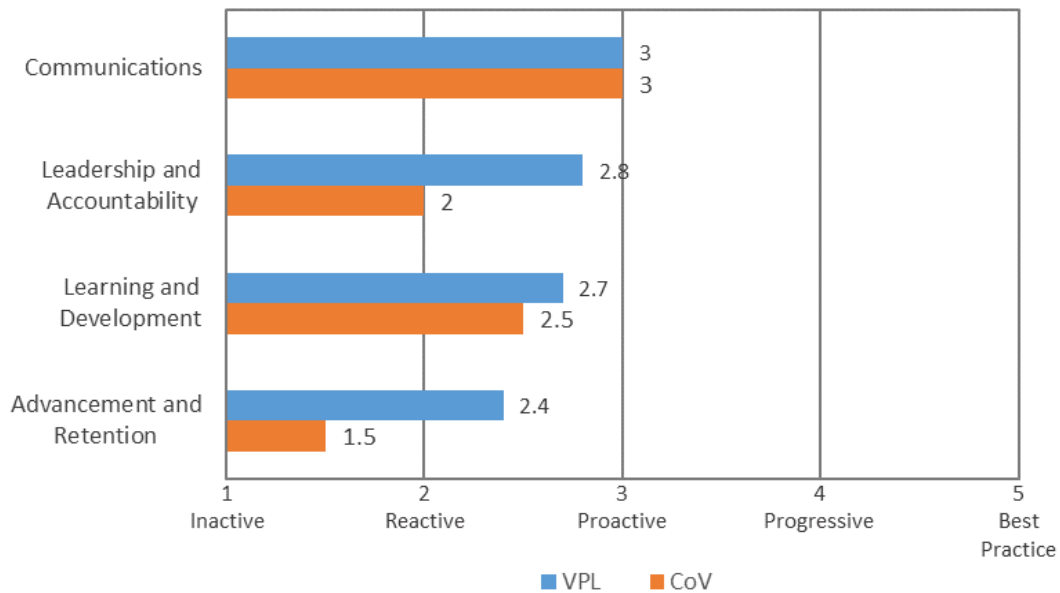
### Organizational Benchmarking - Global Diversity, Equity and Inclusion Benchmarks

VPL selected this tool as it provides a global standard for EDI and because it is also being used by the City of Vancouver, allowing for comparison. Staff rated VPL in four categories: Leadership and Accountability, Advancement and Retention, Communications, and Learning and Development. For each category, the benchmarks are divided into five levels that indicate progress toward the best practices in that category:

Level 5 Best Practice	Demonstrating current global best practices in EDI; exemplary.
Level 4 Progressive	Implementing EDI systemically and showing improved results and outcomes beyond what is required or expected.
Level 3 Proactive	A clear awareness of the value of EDI; starting to implement EDI systematically. This is what is required and expected of all organizations.
Level 2 Reactive	A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures. Doing the bare minimum.
Level 1 Inactive	No EDI work has begun; EDI is not part of organizational goals.

VPL staff compiled the responses by category and averaged the answers across question respondents. VPL's ratings are below, compared with the results for the City of Vancouver<sup>5</sup>:

<sup>5</sup> The City of Vancouver assessment took place in 2021, and included additional GDEIB categories. The results were reported in <https://council.vancouver.ca/20230628/documents/pspc1.pdf>



### Organizational Assessment – Survey and Focus Groups

The intention of the staff engagement activities with the consultant was to deepen our learnings from VPL’s 2021 Employee Benchmark Survey - gathering staff’s experiences, opinions and ideas as they relate to equity, diversity, inclusion and belonging to inform priority areas for change. The Commons Consulting launched the staff survey in February 2023 and conducted a series of ten focus groups with staff in different role and identity groups across the organization in May 2023. The focus groups included approximately 70 employees, organized by role at VPL, and by identity group, including BIPOC, 2SLGBTQAI+, accessibility, and open sessions for staff of any identity to participate.

The Commons provided analysis of the survey and focus groups across four EDI conditions: dignity and safety; autonomy and agency; fair opportunities and outcomes; and relationship and collaboration. Staff were more likely to agree<sup>6</sup> with statements in areas related to dignity & safety, including that leadership supports a culture where staff can express their ideas and concerns without fear of repercussion (68% agree / 30% disagree), and where staff of diverse identities and backgrounds feel respected and safe from discrimination (69% agree / 22% disagree), and that leadership meaningfully engages with staff who are from equity-deserving communities to act on issues and concerns related to EDI (53% agree / 22% disagree).

In areas related to decision-making, staff were more likely to disagree with the statements provided. This included statements such as feeling included in decision making that affects my workplace (34% agree / 56% disagree), and trust that decision made by leaders at VPL are fair and equitable (43% agree / 41% disagree). Agreement that the experience, skills and knowledge

<sup>6</sup> Agree includes Agree and Somewhat Agree; Disagree includes Disagree and Somewhat Disagree.

of staff from equity deserving communities are valued and recognized at VPL also had lower rates of agreement (50% agree / 27% disagree).

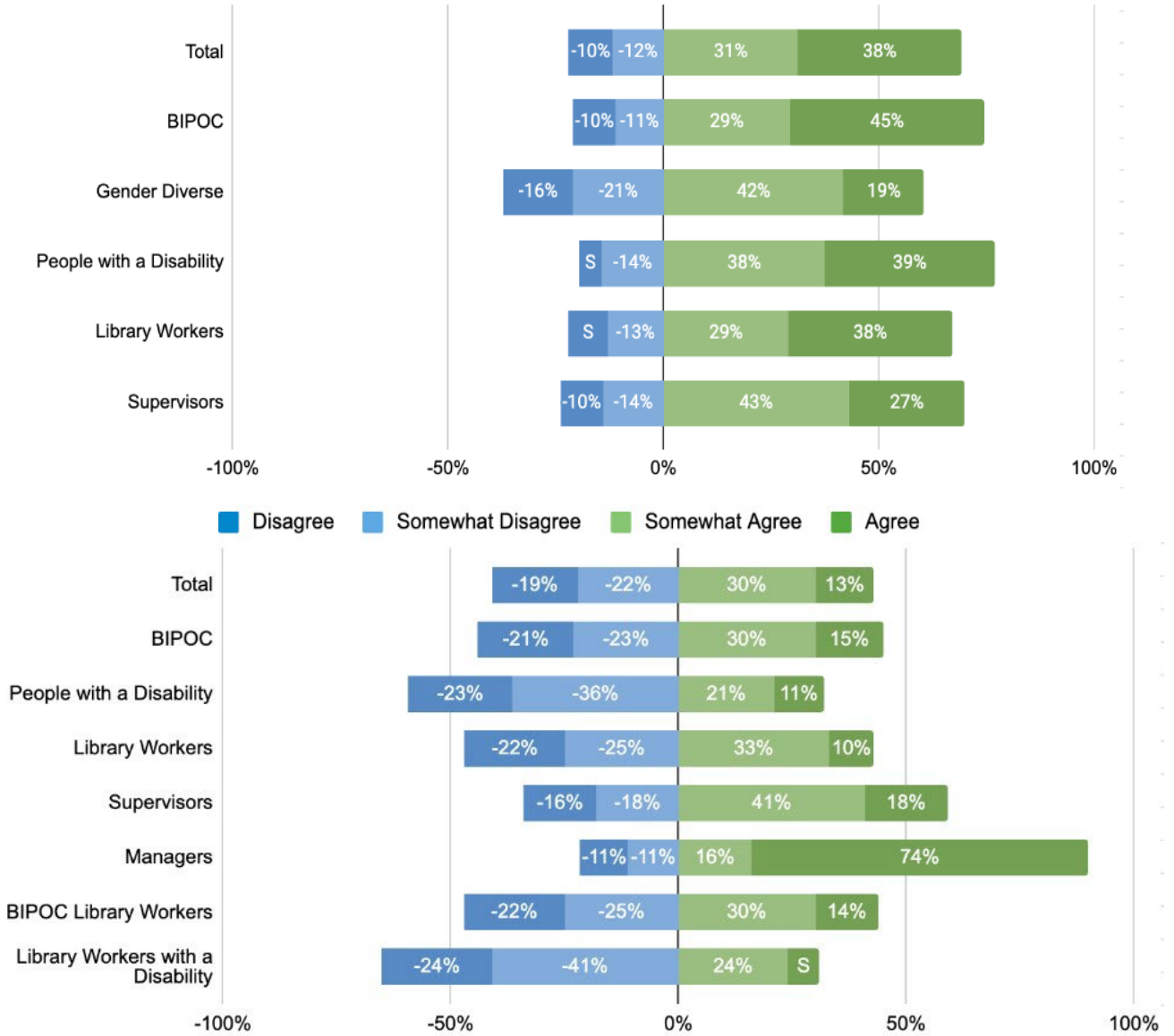
Many of the consultants' findings relate to culture and experience of the organization, beyond the scope of what may be typically understood as EDI. This includes that experiences of psychological safety differ based on relationship to VPL leaders; the need to recognize and support the essential role of supervisory staff in the organization; and that staff members perceive dissent from opinions that align with VPL's culture as a deterrent to career advancement.

They also provided themes for impacted groups, noting in particular that trans and non-binary employees, racialized staff members, employees with a physical disability, mental disability and/or neurodivergent staff members and auxiliary workers have distinct experiences. The consultants' report centres the voices of those who are historically, persistently and systemically un-centered.

The consultants' identified that the themes led to a clear pathway for their main insights relating to isolating systems, information-sharing, leadership approaches, representative decision-making, and productivity-centred values, and provided recommendations for VPL related to these insights.

In the answers to most survey questions, the experiences of staff who identify from equity-seeking groups were similar to the experiences of staff as a whole. However, in certain areas such as trust and safety from discrimination, more difference in experience was identified among staff who identify as gender diverse, and staff who identify as having a disability. Two examples are provided below.

Leadership supports a culture where staff of diverse identities and backgrounds feel respected and safe from discrimination. (Q2)



## Appendix C. Recruitment Pipeline Analysis 2022

VPL analyzed application and hiring data from 2022 to assess potential bias in hiring practices. This analysis used a set of voluntary demographic questions during the online application process, which asks applicants to self-identify gender, visible minority status, Indigeneity and having a disability. The analysis sought to identify whether VPL is hiring individuals at the same rate or a higher/lower rate than those who do not self-identify as belonging to certain groups, and how significant the difference is.

Staff reviewed the pool of all applicants, those who passed the qualifying questions (e.g. do you have the required diploma), and those who were hired. The dataset included 6,380 applicants, and 88.7% passed the screening questions. Of those, 2.8% were hired. The findings were as follows:

- 2.5% of visible minority applicants were hired, a negative difference of 0.8% from non-visible minority applicants
- 5.7% of non-binary/gender diverse applicants were hired, a positive difference of 2.9% from applicants of other gender identities
- 4.1% of Indigenous applicants were hired, a positive difference of 1.1% from non-Indigenous applicants
- 3.9% of women were hired, a positive difference of 1.9% from applicants of other gender identities
- 5.5% of applicants having a disability were hired, a positive difference of 2.7% from applicants without disabilities

This indicates that in most categories, VPL is hiring more equity-seeking applicants than those who are not part of that category, however, our hiring rate of self-identified visible minorities is 0.8% lower than our hiring rate of other applicants.

Most of VPL's positions are unionized, and VPL's hiring for unionized positions is affected by our collective agreement. In 2022, more than 80% of VPL postings were filled internally. Out of 110 competitions, 20 were open to external applicants. Since 38% of VPL employees self-identified as a visible minority in the Employee Benchmark Survey, internal hiring limits the speed at which VPL can increase its diversity for unionized staff. Among exempt staff, VPL hired for 7 permanent positions in 2022, and 3 appointees were visible minorities (43%).