

MANAGEMENT REPORT

Date: October 21, 2021
Author: Patricia Chong, Manager, Policy & Planning
VanDocs#: DOC/2021/261743
Meeting Date: October 27, 2021

TO: VPL Board
FROM: Zahra Hussein, Chair, Services, Finance & Human Resources Committee
SUBJECT: Employee Benchmark Survey Report

SUMMARY

The attached report and comparison graphs provide summary findings from the Employee Benchmark Survey conducted by BC Stats.

PURPOSE

This report is for information.

RECOMMENDATIONS

That the Board receive the report for information.

COMMITTEE DISCUSSION

The Committee discussed the findings of the survey and congratulated staff on the high response rate. They expressed interest in learning more about the way that diversity, engagement findings, and roles are different between groups, and about next steps for the plan and VPL's work on goal 4.2, and how the Board would be engaged.

STRATEGIC IMPLICATIONS

The Employee Benchmark Survey provides a baseline measurement and is the first step to gathering information to plan VPL's efforts for the strategic initiative "Increase VPL's Equity and Diversity" under goal 4.2 "Foster an inclusive workplace that reflects the diversity of our community." This initiative aims to create a workplan for increasing equity and diversity at VPL.

INDIGENOUS CONSIDERATIONS

One of the main goals of the Employee Benchmark Survey is to gain a better understanding of the current diversity of VPL staff, including Indigeneity and racial identity. Due to a multitude of factors, including ongoing colonialism and systemic racism, Indigenous Peoples are traditionally under-represented in many public sector workplaces, including public libraries. The survey helps us to understand how well staff currently reflect the diversity of the communities they serve, including representation of Indigenous Peoples.

BACKGROUND

VPL's Employee Benchmark Survey was conducted online by BC Stats and ran from April 12 to May 14, 2021. This survey was in conjunction with a project initiated by the City of Vancouver, whereby the same survey, with minor differences, was conducted among all City of Vancouver staff.

The purpose of the survey is to gather information to help VPL develop its workplace equity, diversity and inclusion plan and anti-racism efforts. More specifically, the survey findings help VPL to understand the current state of the organization's diversity and staff's experiences of engagement and inclusion. All 800 VPL staff were invited to take the survey, and it received a strong participation rate of 68%. For confidentiality and privacy reasons, VPL receives only aggregated results from BC Stats.

The survey findings are being shared with all staff and the Union. Further analysis of the survey data is also being conducted with BC Stats to help identify areas of opportunity to improve equity, diversity and inclusion in the VPL workplace.

This survey is the first step to gathering information for the initiative "Increase VPL's Equity and Diversity"; further steps will include engaging with staff through qualitative research to better understand their workplace experiences.

DISCUSSION

Please see the attached report received by VPL management from BC Stats, which is provided in its entirety. VPL staff have provided two comparison graphs which illustrate the survey findings in comparison to the population of Vancouver, Metro Vancouver or Canada, as available.

2021 Employee Benchmark Survey Summary Report

PREPARED FOR VANCOUVER PUBLIC LIBRARY
BY BC STATS – AUGUST 2021

AUTHOR
BC Stats

CONTACT
BCStats.SurveyMail2@gov.bc.ca

PUBLISH DATE
August 2021

Copyright © 2021, BC Stats. All rights reserved.

This material is owned by BC Stats and protected by copyright law. It may not be reproduced or redistributed without the prior written permission of BC Stats. To request permission to reproduce all or part of this material, please complete the copyright permission request form at <http://www.gov.bc.ca/com/copy/req>.

Table of Contents

- Key Findings 1
 - Introduction 1
 - Respondent Characteristics 1
 - Employee Experience Results 4
 - Demographic Results..... 6
- Appendix A: Methodology..... 12
- Appendix B: Survey Definitions 14
- Appendix C: Factground..... 15

Key Findings

Introduction

This report presents the results of the Vancouver Public Library 2021 Employee Benchmark Survey conducted from April 12 to May 14, 2021. The purpose of the survey was to obtain feedback about the experiences of employees of VPL and to understand the unique characteristics of the employee population. The survey targeted employees as of March 19, 2021.

The survey was conducted via the web with 800 employees. “Prefer not to answer” responses have been excluded from the percentages reported, except where indicated.

Respondent Characteristics

Out of 800 employees who were sent a survey invitation, 540 (68%) responded. Respondent characteristics can be seen in Table 1.

Response rates across the different characteristics available from administrative files range from 42% to 100% with an organization level response rate of 68%.

Respondents who were more likely to complete the survey include those who are:

- 41 to 60 years of age
- Employed with the organization for 11 or more years
- Exempt (employee group and pay group)
- Female
- Full time

The following notes are provided in to help guide future reporting needs:

- Response rates across work locations (provided from the administrative file) range from 63% to 100%, however the employee counts for all but one of the work locations do not meet the minimum threshold of 20, so work locations will have to be grouped for future reporting (see Table 2).
- Other groups that do not meet the group size threshold for reporting have been suppressed.

TABLE 1: RESPONDENT CHARACTERISTICS^{1, 2, 3}

	EMPLOYEES	RESPONDENTS	RESPONSE RATE	RESPONSE PROPORTION
Organization				
Vancouver Public Library	800	540	68%	100%
Age Group				
Under 31	154	88	57%	16%
31 to 40	211	125	59%	23%
41 to 50	157	121	77%	22%
51 to 60	199	149	75%	27%
61 and over	79	57	72%	10%
Sex				
Female	572	400	70%	74%
Male	226	138	61%	26%
Service Years				
Less than 4 years	291	192	66%	35%
4 to 10 years	213	131	62%	24%
11 to 20 years	183	134	73%	24%
21 years and over	113	83	73%	15%
Employment Status				
Auxiliary/Casual	228	95	42%	17%
Reg. P/T Benefits	104	78	75%	14%
Reg. P/T No Benefits	S	S	S	S
Regular Full Time	359	305	85%	56%
Temporary Full Time	<10	<10	S	S
Employee Group				
CUPE 391 Lib.	763	504	66%	92%
Exempt	37	36	97%	7%

¹ The variables shown are from the administrative file and not self-reported variables from the survey

² "<10" indicates data suppressed because value is less than 10

³ "S" indicates value is suppressed to prevent residual disclosure

	EMPLOYEES	RESPONDENTS	RESPONSE RATE	RESPONSE PROPORTION
Pay Group				
Entry Level	351	194	55%	36%
Mid-Level	254	184	72%	34%
Professional	160	128	80%	24%
Exempt	35	34	97%	6%
Library Function				
Librarian	157	126	80%	23%
Library Technicians & Clerical	515	335	65%	62%
Non-Library Specific Roles – admin, techs, skilled pros, etc.	128	79	62%	15%

Due to small counts for a majority of the self-reported work locations, work locations have been grouped into five locations, Central and four neighbourhoods (see Table 2 below).

TABLE 2: SELF-REPORTED WORK LOCATIONS GROUPED BY NEIGHBOURHOOD⁴

	EMPLOYEES	RESPONDENTS	RESPONSE PROPORTION
Organization			
Vancouver Public Library	800	540	100%
Location or Neighbourhood			
Central		284	53%
Northeast		56	10%
Northwest		68	13%
Southwest		52	10%
Southeast		60	11%
Other ⁵		20	4%

⁴ The number of eligible employees and response rates are not shown here as these calculations cannot be made with self-reported data.

⁵ The Other category includes respondents that work at various locations or did not specify a location.

Employee Experience Results

Table 3 displays both the average score and distribution of responses for all survey questions pertaining to employee experiences at Vancouver Public Library.

The distributions of responses were collapsed into three categories based on how often statements applied to employees' experiences. The "Disagree" category combines those who selected 1 or 2, the "Neutral" category represents those who selected 3, and the "Agree" category combines those who selected 4 or 5 on the five-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Average scores are calculated by converting the five-point scale into a 100-point scale (1=0; 2=25; 3=50; 4=75; 5=100) and taking the average based on the number of respondents.

TABLE 3: EMPLOYEE EXPERIENCE SURVEY QUESTIONS, BY HIGHEST AVERAGE SCORE^{6,7}

SURVEY QUESTIONS	% DISAGREE	% NEUTRAL	% AGREE	AVERAGE SCORE /100 POINTS
The Library creates opportunities for me to thrive in my career.	19%	29%	52%	62
I am proud to work for Vancouver Public Library.	5%	14%	81%	81
My work unit is free from discrimination, bullying and harassment.	17%	15%	68%	70
If something inappropriate or uncomfortable happens in my workplace, I feel safe openly discussing it with the person I report to.	15%	14%	71%	74
I am confident that appropriate action will take place, when I report an incident of discrimination or harassment.	20%	19%	61%	65
Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace.	10%	20%	70%	73
I feel that senior leadership at VPL is serious about creating a fair and inclusive workplace.	20%	20%	60%	66
The person I report to has fair and reasonable expectations of me.	6%	8%	86%	83
My work arrangement is flexible and supports my needs.	14%	18%	68%	72
I am confident that I can access support that is culturally appropriate for me through the Library when I need it (e.g., counselling, mentorship).	14%	19%	66%	69
My physical workspace is accessible and meets my needs.	9%	10%	80%	78

⁶ Some percentages may not sum to 100% due to rounding.

⁷ For more information on all questions, including how results are calculated, please refer to the appendices of this report.

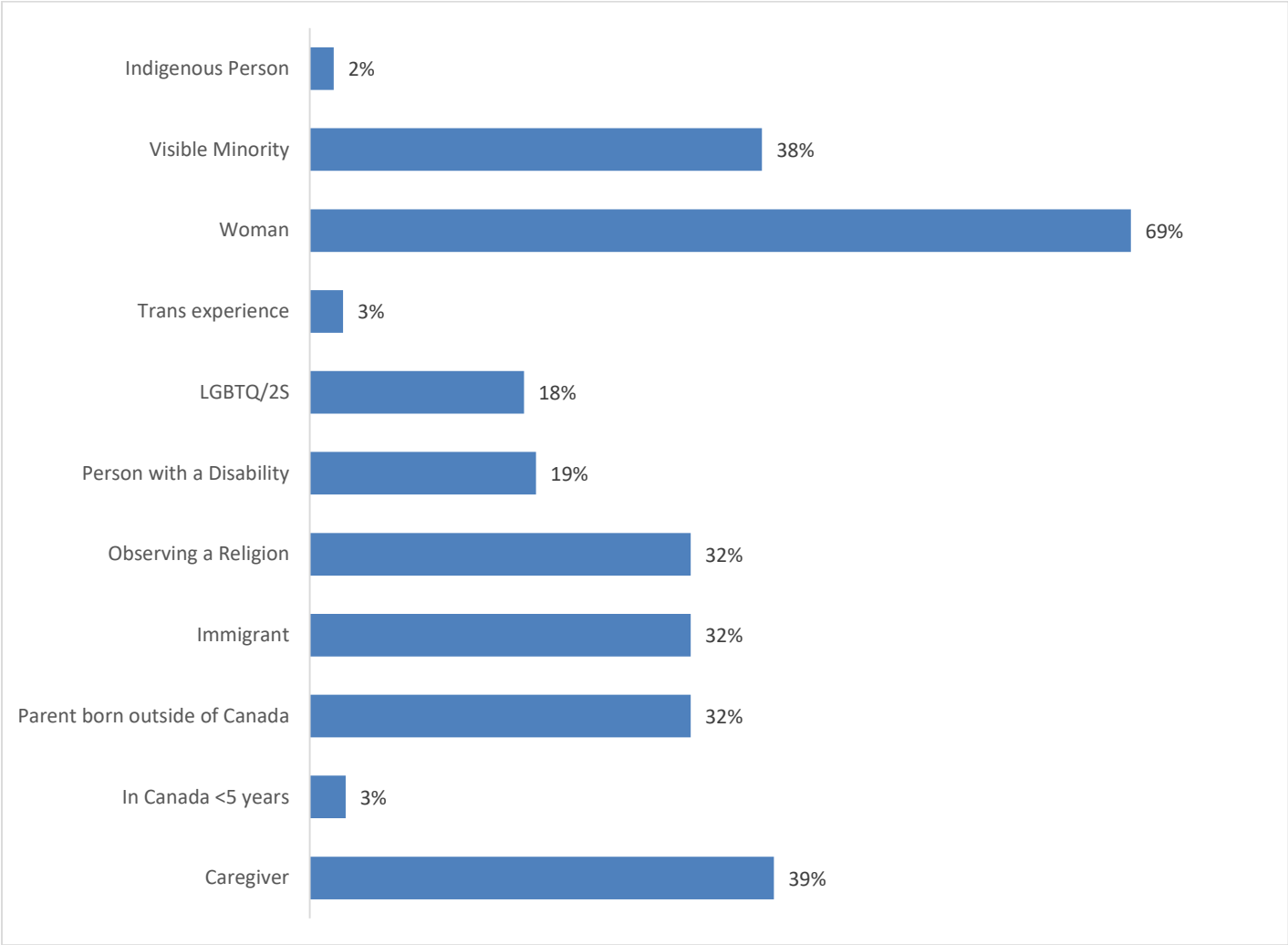
As seen in Table 3, the vast majority of employees shared positive perceptions of their workplace. The question with the highest average score was “The person I report to has fair and reasonable expectations of me” (score of 83; 86% agree), followed by “I am proud to work for Vancouver Public Library” (score of 81; 81% agree). Most employees agreed that their physical workspace is accessible and meets their needs (score of 78; 80% agree) and if anything inappropriate or uncomfortable were to happen in the workplace, they would feel safe openly discussing it with the person they report to (score of 74; 71% agree). The question “Diversity in language, ability, accent, dress, lifestyle and physical appearance is fully appreciated in my workplace” also had a higher average score (73; 70% agree).

Demographic Results

When considering the demographic groups of all respondents from all work locations, the following emerges. Figure 1 presents the proportion of respondents in each demographic group derived from the self-reported data from the Demographic Questions section of the survey. Sixty-nine percent of respondents were women, 38% identified as visible minorities⁸ 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%) or as LGBTQ2S+ (18%), while 2% identified as an Indigenous person.

FIGURE 1: DEMOGRAPHICS OF RESPONDENTS⁹



⁸ Visible minority as defined by Statistics Canada and the Employment Equity Act.

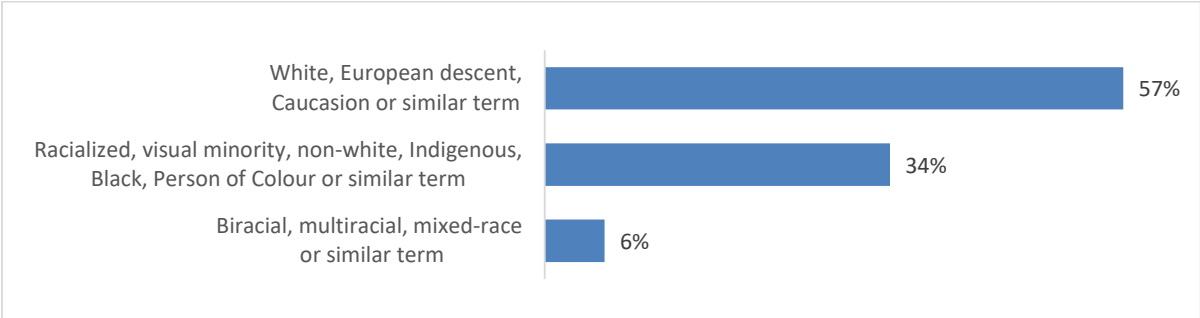
⁹ Results for “Other” and “Prefer not to answer” responses are included in totals, but not shown.

Racial Identity

The 2021 Employee Benchmark Survey, contained two racial identity questions.

When asked to choose from three descriptions that best described their racial identity, over half of respondents chose “White, European descent, Caucasian or similar term” and 34% selected “Racialized, visual minority, non-white, Indigenous, Black, Person of Colour or similar term”.

FIGURE 2: “WHICH OF THE FOLLOWING BEST DESCRIBES YOUR RACIAL IDENTITY?”^{10,11}

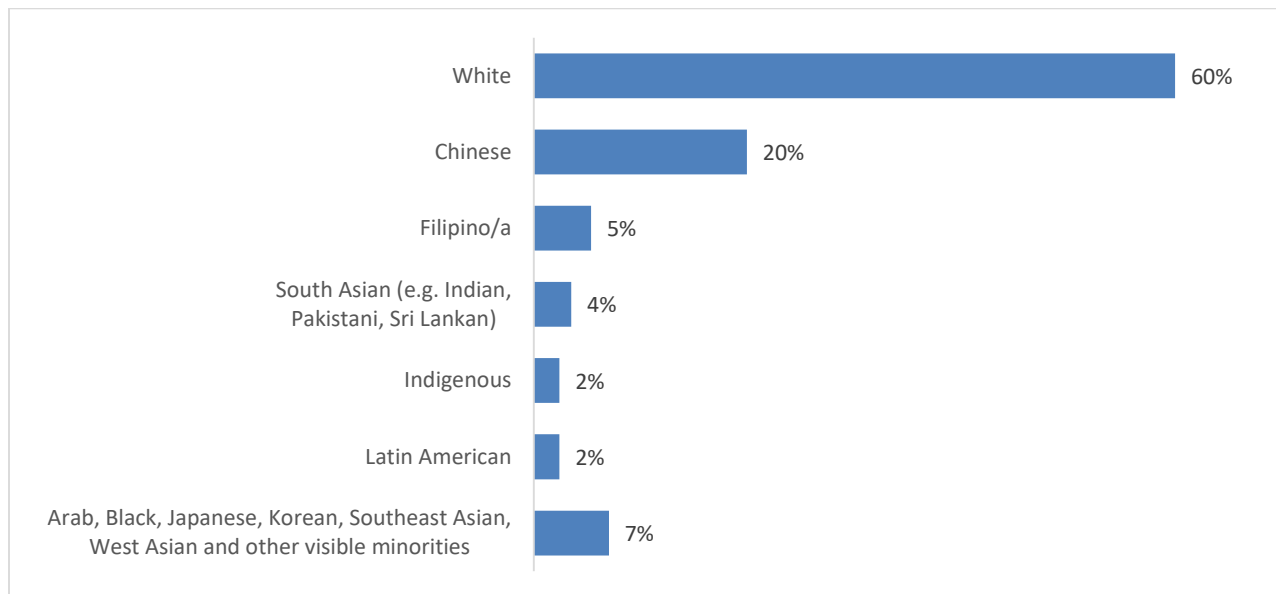


When asked to select the Canadian Census category (or categories) that described their racial identity, the top five categories selected by respondents were White (60%), Chinese (20%) and Filipino/a (5%), South Asian (4%) and Indigenous and Latin American both with 2%.

¹⁰ Percentages will not sum to 100% as multiple response were allowed from each respondent.

¹¹ Results for “Other” and “Prefer not to answer” responses are included in totals, but not shown.

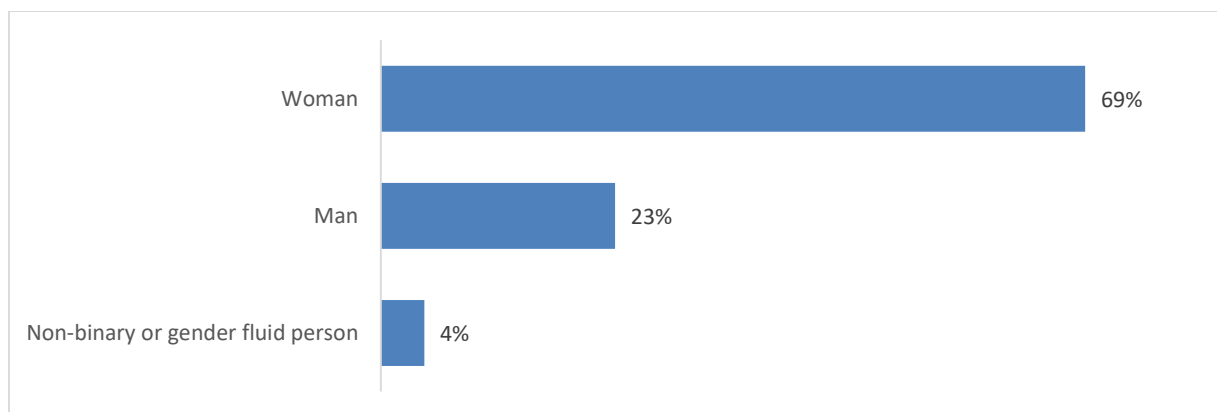
FIGURE 3: “...LET US KNOW WHICH OF THE FOLLOWING BROAD CANADIAN CENSUS CATEGORIES DESCRIBES YOU.”^{11,12}



Gender Identity

A majority of respondents (69%) selected “woman” when asked about their gender identity. Twenty-three percent selected “man” and a small percentage (4%) of respondents identified as a non-binary or gender fluid person.

FIGURE 4: GENDER IDENTITY OF RESPONDENTS¹³



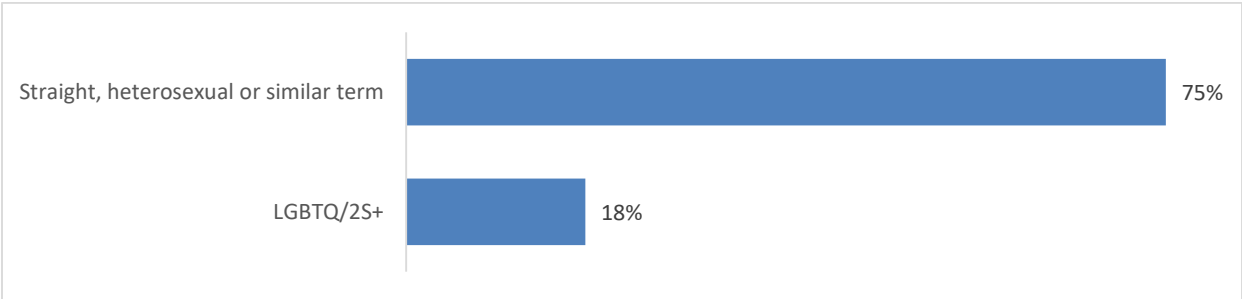
¹² Southeast Asian includes Vietnamese, Cambodian, Laotian, Thai; West Asian includes Iranian, Afghan.

¹³ Results for “Other” and “Prefer not to answer” responses are included in totals, but not shown.

Sexual Orientation

When asked which best described their sexual orientation, three-quarters of respondents selected straight, heterosexual or similar term and 18% selected LGBTQ/2S+. Six percent of respondents chose not to answer this question.

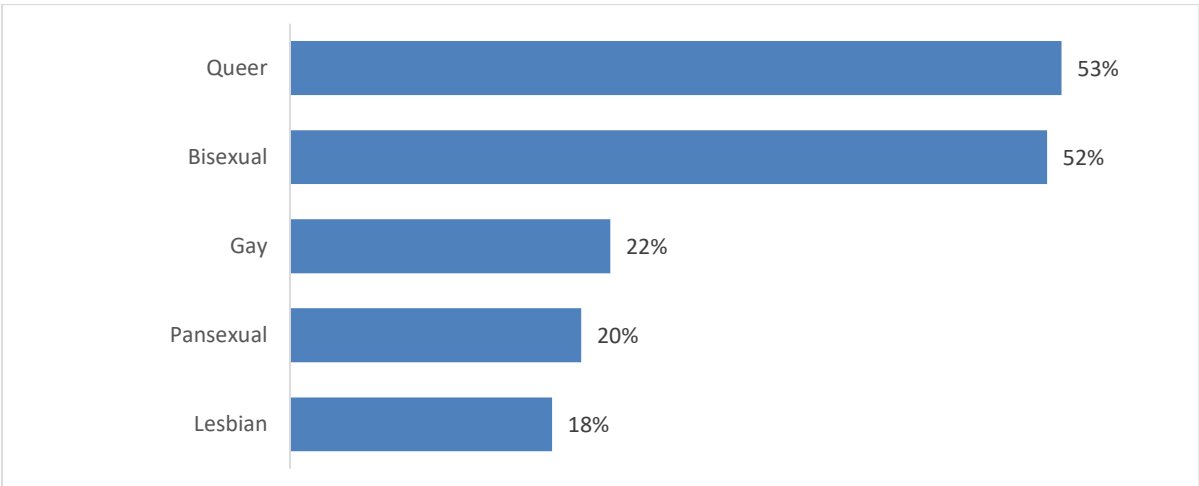
FIGURE 5: SEXUAL ORIENTATION OF RESPONDENTS¹³



The majority of respondents who identified as LGBTQ/2S+, identified as bisexual (52%) or queer (53%) and smaller percentage of LGBTQ/2S+ respondents identified as gay (22%), pansexual (20%) or lesbian (18%).

As the percentages indicate in Figure 6, respondents tended to make more than one selection for this question.

FIGURE 6: SEXUAL ORIENTATION OF RESPONDENTS IDENTIFYING AS LGBTQ/2S+¹⁴



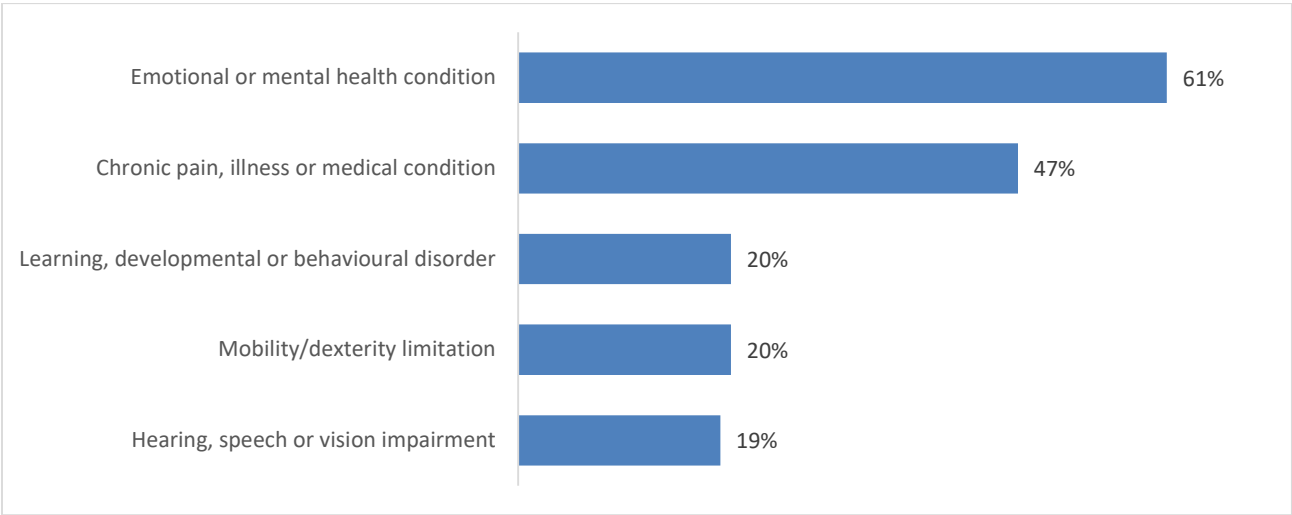
¹⁴ Results for “Other” and “Prefer not to answer” responses are included in totals, but not shown.

Ability

The 19% of respondents who identified themselves as having a significant, persistent or recurring mobility, sensory, learning, physical and/or mental health impairment, condition or disability were asked to describe their impairment, condition or disability.

As shown in Figure 5, the most common impairment, condition or disability was related to emotional or mental health (61%), followed by chronic pain, illness or medical condition (47%).

FIGURE 7: RESPONDENTS BY IMPAIRMENTS, CONDITIONS OR DISABILITIES¹⁵



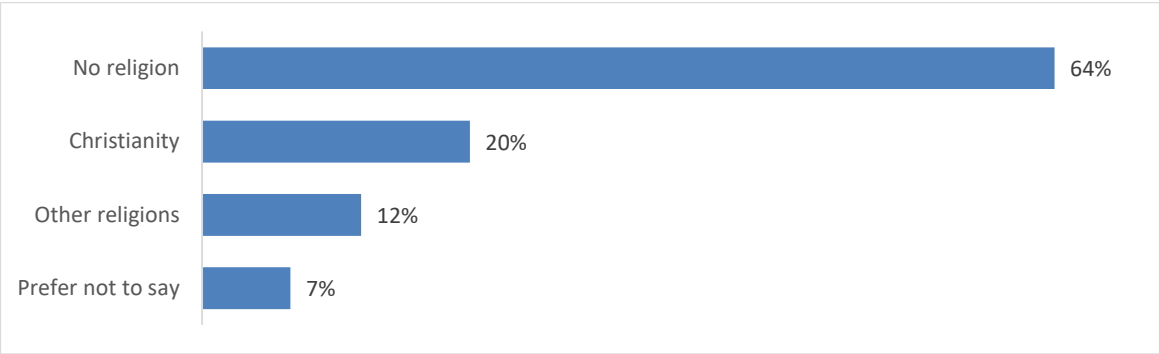
Religion

When asked what religion or spiritual tradition they regularly observed, 64% of respondents noted they did not observe a religion. The religion most often selected was Christianity (20%) with other regions and spiritual traditions including Buddhism, Judaism, Sikhism, Islam, Indigenous spirituality and Hinduism, making up 12% of responses.

FIGURE 8: RESPONDENTS RELIGION OR SPIRITUAL TRADITION REGULARLY OBSERVED¹⁶

¹⁵ Percentages will not sum to 100% as multiple response were allowed from each respondent.

¹⁶ Results for “Other” and “Prefer not to answer” responses are included in totals, but not shown.

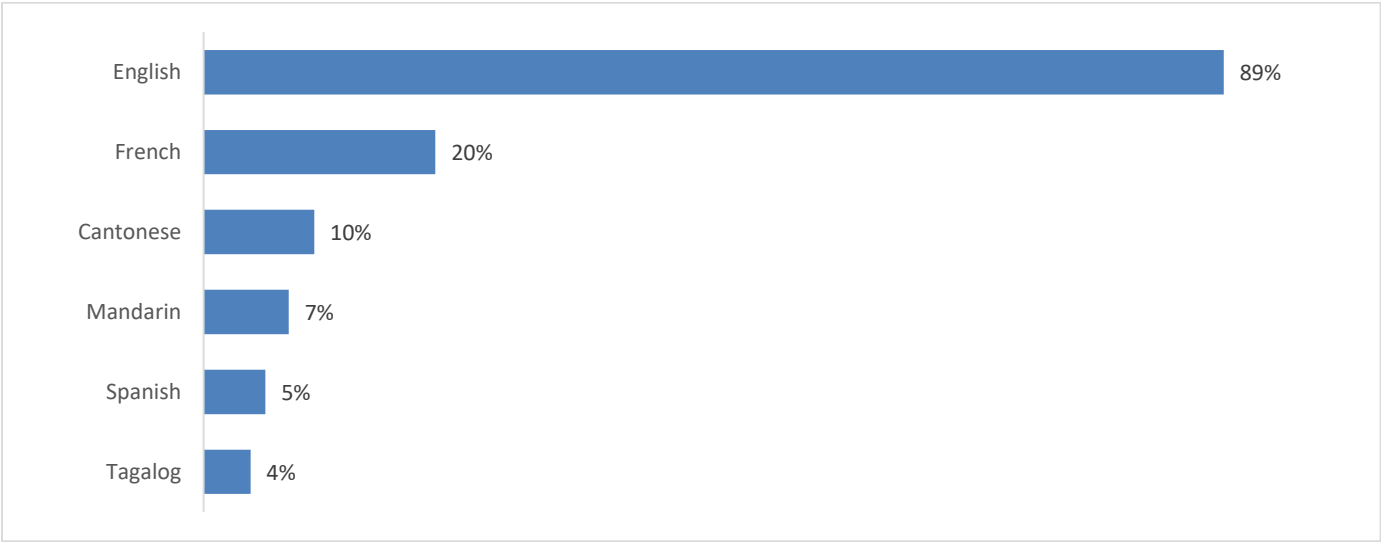


Language

When asked what languages they knew well enough to carry on a conversation, English was mentioned most often (89%), followed by French (20%) and Cantonese (10%). The top six languages are shown below.

Respondents were allowed to select multiple responses for this question.

FIGURE 9: RESPONDENTS BY TOP LANGUAGES¹⁶



Appendix A: Methodology

Survey and Questionnaire Design

The survey was conducted via the web and email invitations to participate were sent out to all Vancouver Public Library employees as of March 19, 2021. In addition, employees currently on leave, were sent postcard invitations.

Overall, 540 employees completed the survey out of a total 800 employees who received invitations to the survey.

The questionnaire consisted of employee experience and demographic questions designed by the City of Vancouver in consultation with employee working groups.

In addition to English, the survey was also available in Punjabi, Tagalog and Simplified Chinese. A few minor modifications were made to the English version of the survey that were not reflected in other languages. These modifications did not change the meaning of the text.

Survey Administration and Data Analysis

BC Stats administered the web survey from April 12 to May 14. Employees who had access to email were emailed an invitation and up to three reminders.

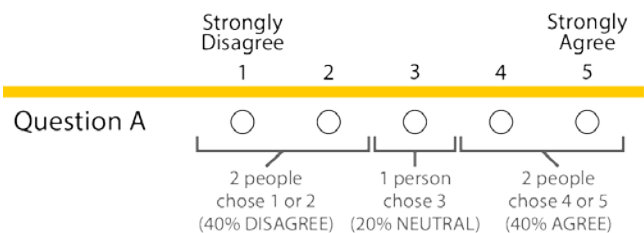
Data was automatically entered into BC Stats’ web survey software database as each survey response progressed, and an audit of the data was carried out to ensure accuracy and to clean any ambiguous responses.

During fielding, it was found that some employees included in the administrative file were not eligible for the survey (for example, some were no longer with the Library). These records were removed after fielding and prior to data analysis. As well, updates were made to employee information while fielding was in progress.

Reporting of the Results

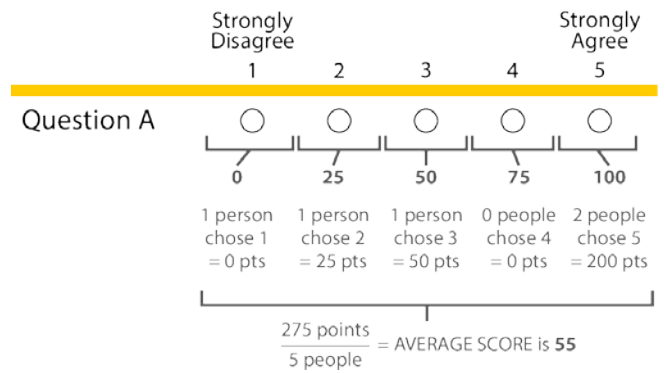
Experience questions

Results for the employee experience questions are presented as collapsed categories of the five-point scale responses. The “Disagree” category combines those who selected 1 or 2, the “Neutral” category represents those who selected 3, and the “Agree” category combines those who



selected 4 or 5 on the five-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Average scores are also provided, which are calculated by converting the five-point scale to a 100-point scale (1=0; 2=25; 3=50; 4=75; 5=100) and taking the average based on the number of respondents.



Demographic Questions

Results for demographic questions are shown as percentages. As some of the questions allowed multiple responses from each respondent, the percentages will not always sum to 100%. As well, totals throughout the report may sum slightly over or under the component parts due to rounding.

As indicated by footnotes, results for “Other” and “Prefer not to answer” responses are included in totals, but may not always be shown.

Visible Minority

The visible minority variable in Table 1 is derived from the results for question 3.1:

For purposes of comparing our employees' racial makeup to the Vancouver region, please also let us know which of the following broad Canadian Census categories describes you. You may check all that apply.

The resulting percentage is by respondents rather than responses and the definition of visible minority used here is from the Employment Equity Act and Statistics Canada.

The definition of visible minority as referenced in Table 1, can be found in Statistics Canada's Visible Minority and Population Group Reference Guide, Census of Population, 2016: <https://www12.statcan.gc.ca/census-recensement/2016/ref/guides/006/98-500-x2016006-eng.cfm>.

Appendix B: Survey Definitions

The questionnaire used specific terms to describe aspects of the work environment.

- **Work unit** refers to the branch, unit or department area within the organization where an employee works.
- **Organization** refers to Vancouver Public Library.
- **Diversity** refers to different people, backgrounds, and ideas.
- **Discrimination** occurs if a distinction is made that imposes burdens, obligations or disadvantages, that are not imposed on others, based on the grounds listed below.

• race	• religion	• sexual orientation
• colour	• marital status	• gender identity or expression
• ancestry	• family status	• physical or mental disability
• place of origin	• age	• unrelated criminal conviction
• political belief	• sex	
- **Harassment** includes any unwelcome conduct or comments which have a negative impact on an employee's work environment.
- **The person I report to** refers to immediate supervisors or managers. Employees who report to more than one supervisor or manager answered the questions thinking about the person who oversees most of their work.
- **Senior leadership** refers to directors and the Chief Librarian & CEO.

Appendix C: Factground

High Level

Study Employee Benchmark Survey
Project Sponsor Vancouver Public Library

Operations

Data Collection Method Online survey
Fielding Window / Dates April 12 to May 14, 2021
Project History 2021 is the first cycle

Population / Sample

Scope All active employees as of March 19, 2021
Sampling Strategy Census

Key Measure(s)

Type of Measure Five-point agreement scale
Methods of Analysis Descriptive statistics

Confidentiality

During survey administration, employees received personalized invitations and reminders. All survey responses were encrypted during submission and stored on a secure server accessed only by select employees at BC Stats. BC Stats employees are sworn under the [Statistics Act](#), and all information collected in the survey is protected by the *Statistics Act*. Only aggregate results are provided in the reports. Individual responses or information that could identify an individual cannot be disclosed.

Response Rates

The table below shows the response rate for the 2021 cycle.

TABLE 4: RESPONSE RATE

	COMPLETED SURVEYS	TOTAL EMPLOYEES	RESPONSE RATE
2021	540	800	68%

BC Stats wishes to thank employees who made the time to complete this survey and provided feedback about their experiences.

BC Stats is the provincial government's leader in statistical and economic research, information, and analysis essential for evidence-based decision-making. BC Stats, the central statistics agency of government, is excited to be taking a lead role in the strategic understanding of data sources and analysis across government. The goal is to increase overall business intelligence—information decision makers can use. For more information, please contact James Prouten.

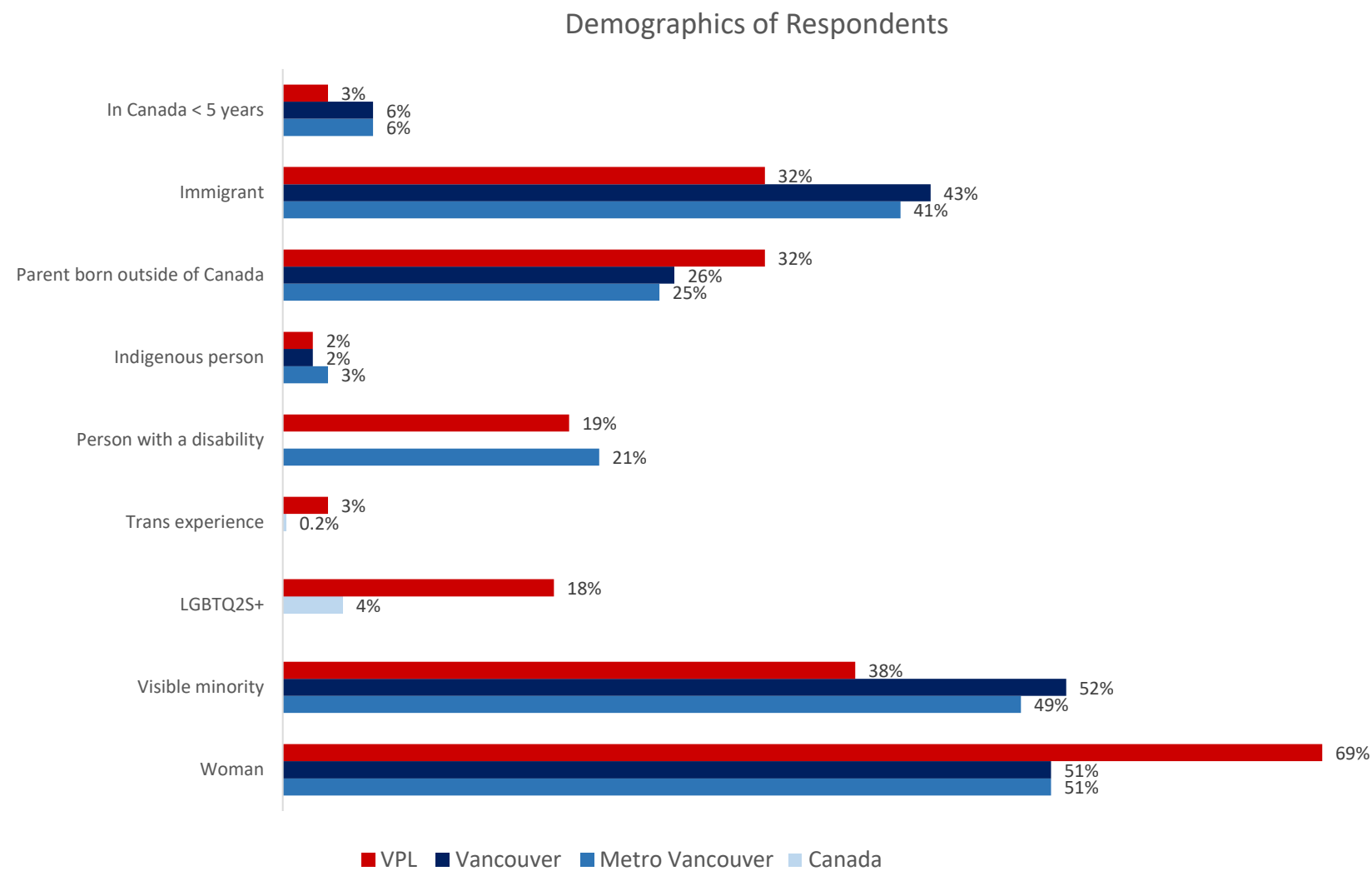


Box 9410 Stn Prov Govt Web: www.bcstats.gov.bc.ca
Victoria, B.C. Twitter: @BCStats
V8W 9V1 Email: BC.Stats@gov.bc.ca



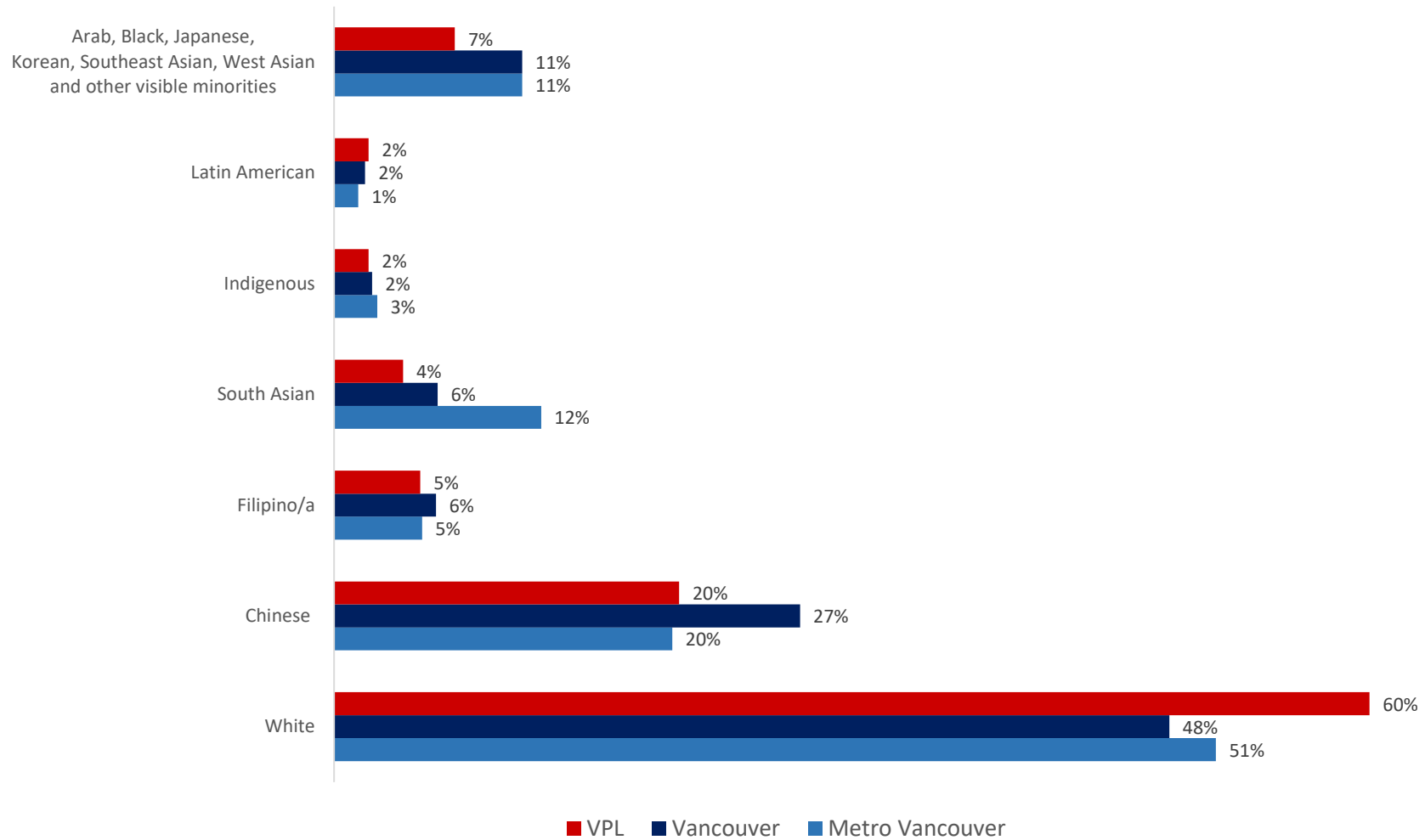
BCStats

Demographic Comparisons: VPL Staff to Vancouver Population



VPL stats from 2021 Employee Benchmark Survey; Vancouver and Metro Vancouver stats from Statistics Canada 2016 Census; Canada stats for LGBTQ2S+ from Statistics Canada 2018 Canadian Community Health Survey as reported in 'A statistical portrait of Canada's diverse LGBTQ2+ communities'; Canada stats for Trans experience from Statistics Canada 2018 Survey of Safety in Public and Private Spaces as reported in 'Sex at birth and gender: Technical report on changes for the 2021 Census'

Racial Identity



VPL stats from 2021 Employee Benchmark Survey; Vancouver and Metro Vancouver stats from Statistics Canada 2016 Census