



Labour Market Experiences of Minority Groups in Canada

Margaret Yap

University of Alberta
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Agenda

- ❑ Introduction
- ❑ Case for Diversity
- ❑ Labour Market Experiences of
Minority Groups
- ❑ A Suggested Approach

Dimensions of Diversity

PRIMARY

- Age
- Ethnicity
- Gender
- Physical Abilities
- Race
- Sexual Orientation
- National Origin

SECONDARY

- Economic Class
- Education
- Location
- Language
- Life Experience
- Family Status
- Religion
- Values
- Work style

ORGANIZATIONAL

- Level
- Discipline
- Profession
- Work experience
- Location
- Business unit
- Tenure
- Credentials

Subtle Biases

- Subtle biases
 - automatically activated associations or stereotypes that relate groups and attributes or characteristics, influence our interactions and interpretations often without our awareness.
- The IAT [The Implicit Association Test]
 - offers a way to probe unconscious attitudes and associations.
<http://www.understandingprejudice.org/iat/>

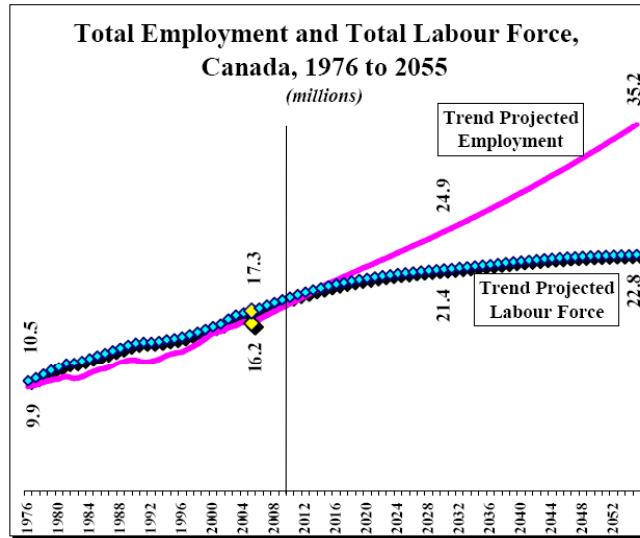
Diversity Awareness

	Almost Never	Seldom	Usually	Almost Always
Think about the impact of my comments and actions before I speak or act.	1	2	3	4
Accept and reinforce the fact that not everyone has to act or look a certain way to be successful in or valuable to my organization.	1	2	3	4
Include all colleagues in informal networks or social events, irrespective of gender, ethnicity, culture, sexual orientation, shapes, sizes & looks.	1	2	3	4

Case for Diversity

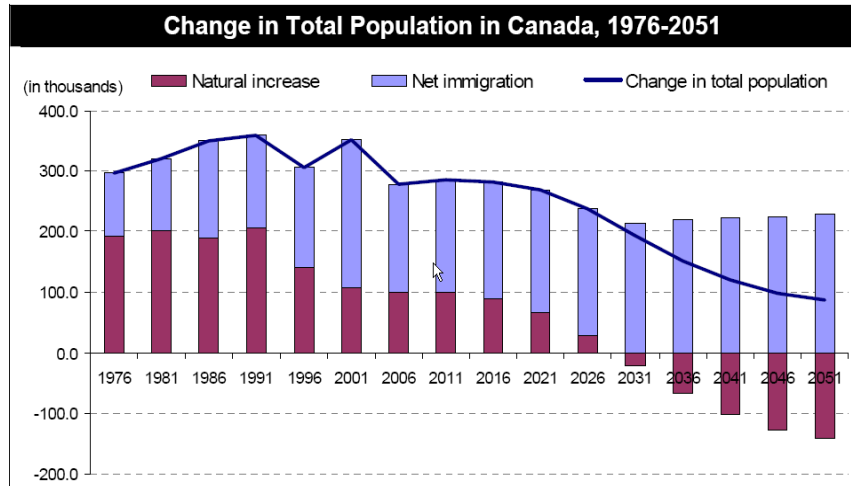
1. Addressing the Talent Shortage
2. Driving employee performance
3. Growing diversity of markets
4. Harnessing diversity = Innovation
5. Enhancing reputation

Supply & Demand



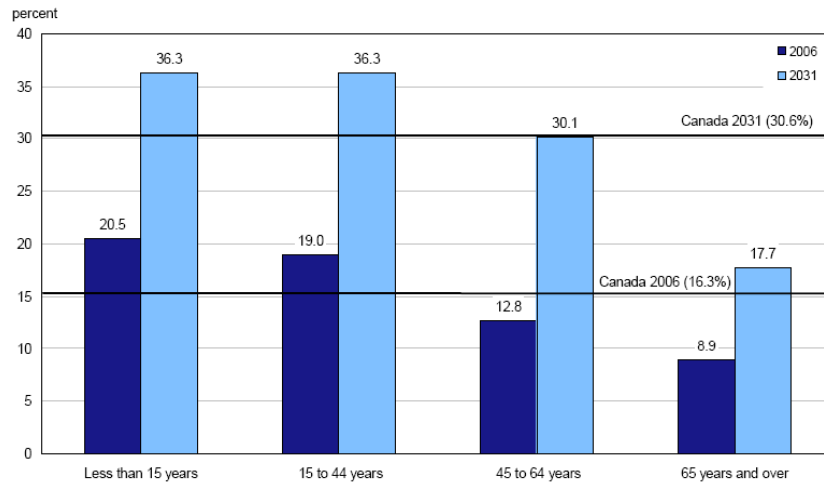
Source: A Perfect Storm: Sustaining Canada's Economy During Our Next Demographic Transformation, The Urban Futures Institute 2006.

Change in Canadian Population



Sources: (1976-2005) Statistics Canada, Annual Demographic Statistics
 (2006-2051) HRSDC - SPRD, Labour Market and Skills Forecasting and Analysis Unit, 2006 Reference Scenario

Proportion of Population Belonging to a Visible Minority Group by Age Group – 2006 - 2031



Source: Statistics Canada 2010, Projections of the Diversity of the Canadian Population – 2006 to 2031, p.24

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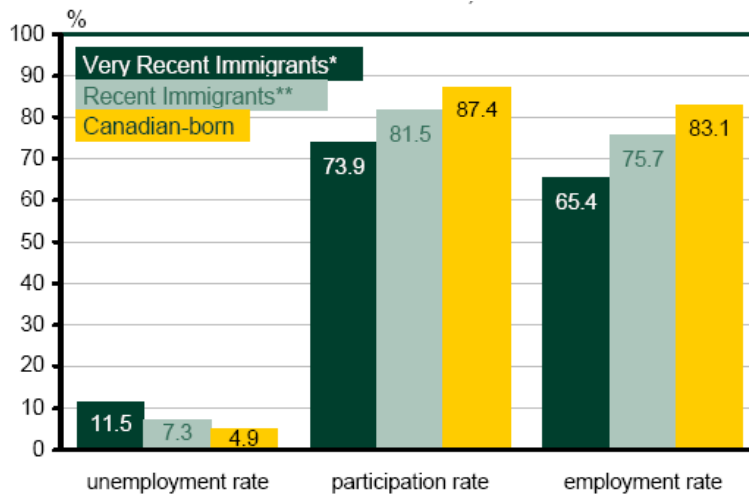
Case for Diversity

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Minority Group Experiences

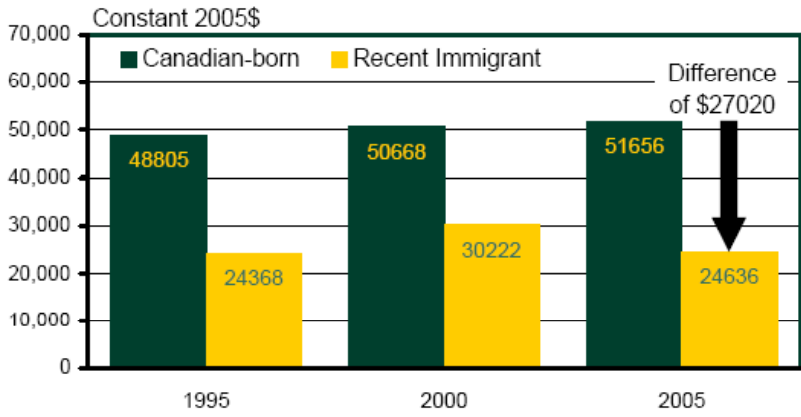
- ❑ higher rates of unemployment
- ❑ lower pay
- ❑ occupational segregation
- ❑ glass ceiling
- ❑ ...

Labour Force Statistics, 2006 Census



Source: The Changing Canadian Workplace, TD Economics Special Report, March 8, 2010, TD Bank Financial Group. http://www.nationtalk.ca/documents/ff0310_canlabFINAL.pdf

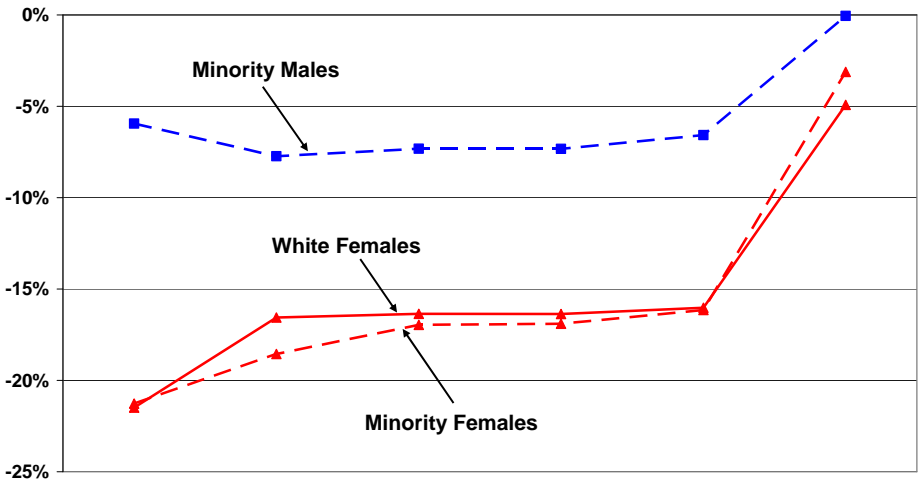
The Wage Gap, 2006 Census



Source: The Changing Canadian Workplace, TD Economics Special Report, March 8, 2010, TD Bank Financial Group. http://www.nationtalk.ca/documents/ff0310_canlabFINAL.pdf

Explaining the Earnings Gap

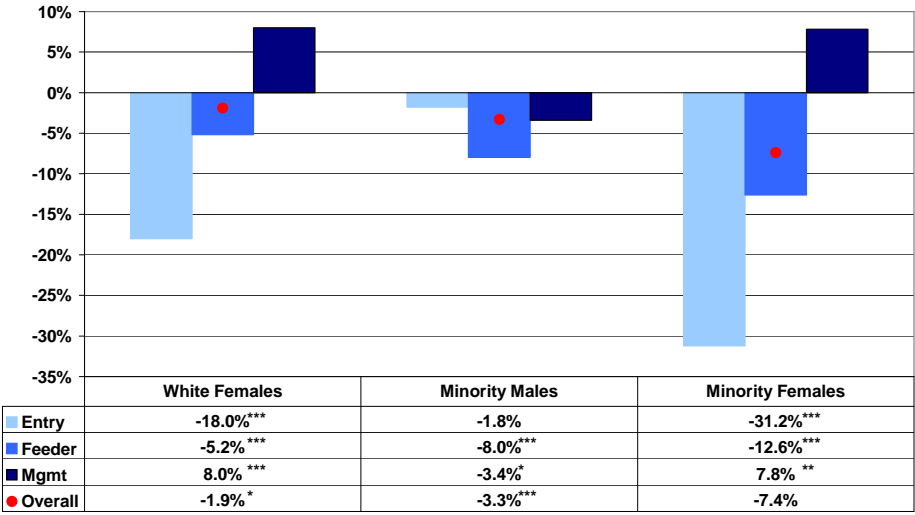
[Reference Group = White Males]



Controls:	Region	+Human Capital	+Job Family	+Attachment	+Performance	+Job Level
R ²	23%	52%	60%	61%	64%	92%

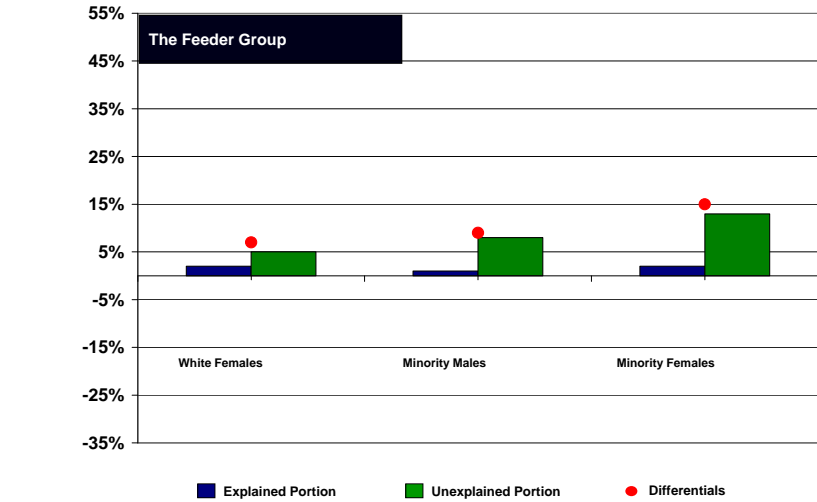
Sticky Floor or Glass Ceiling?

Gross Differences by Job Level [Reference Group = White Males]



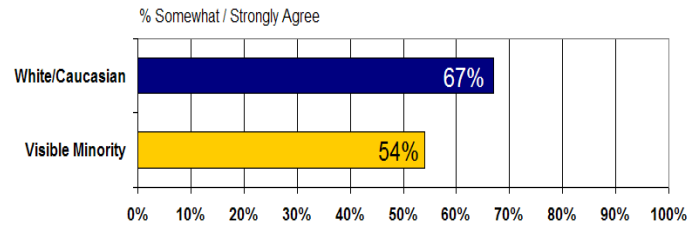
***, **, * denote significance at the 99%, 95% and 90% levels.

Decomposition Results



Career Satisfaction

I am satisfied with progress toward my goals for advancement.

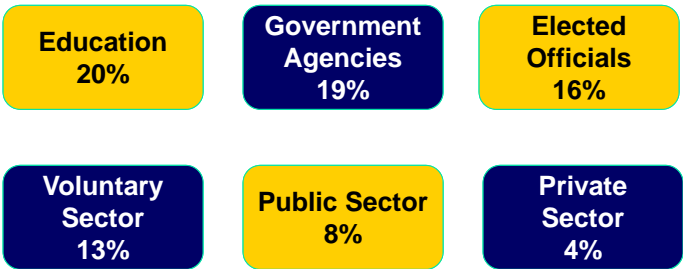


Creating a Supportive Climate

Survey Items:	White/Caucasian Respondents % Somewhat/Strongly Agree		Visible Minority Respondents % Somewhat/Strongly Agree	
	Men	Women	Men	Women
I believe "who you know" (or who knows you) is more important than "what you know" when deciding who gets development opportunities in my organizations.	54%	60%	67%	72%
There are few role models for me in my organization.	36%	43%	53%	56%
I feel like I am held to a higher performance standard than peers in my organization.	33%	35%	46%	47%
I feel comfortable expressing my views at work.	78%	78%	68%	67%

Study: Diversity in GTA

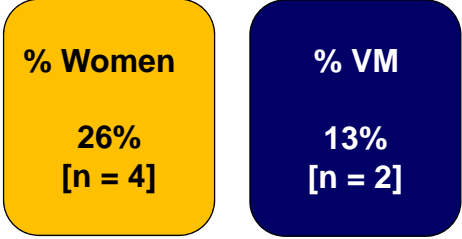
13% of 3,257 leaders were members of a visible minority group



The Academia – University Presidents

Macleans 20th Annual University Ranking

- McGill
- Toronto
- UBC
- Alberta
- Queen's
- McMaster
- Dalhousie
- Calgary
- Western
- Saskatchewan
- Ottawa
- Laval
- Montreal
- Sherbrooke
- Manitoba



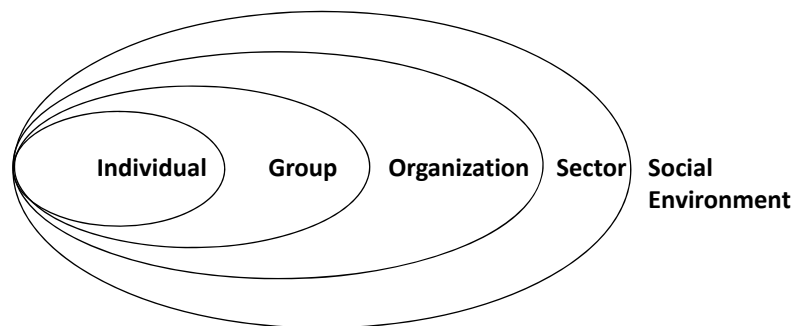
Minority Group Experiences

Women in Academia (2006)

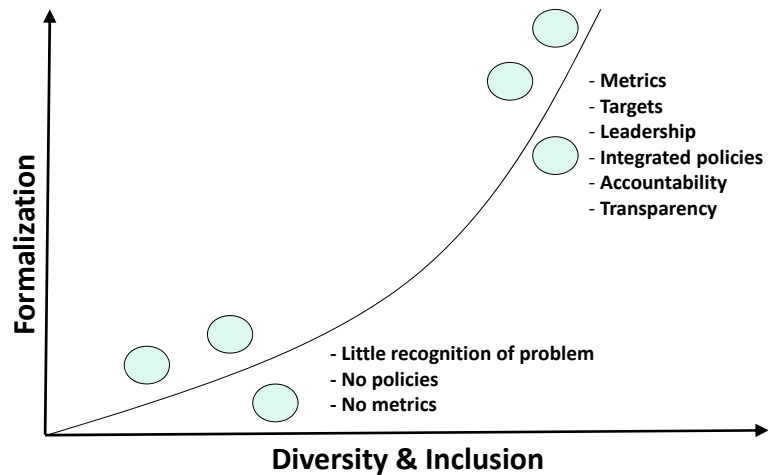
- higher rates of unemployment
 - lower pay
 - occupational segregation
 - glass ceiling
 - ...
 - 7.4% for women versus 4.3% for men
 - Wage gap 88.5%
- | | <u>% women</u> |
|-----------|----------------|
| Full | 19.1% |
| Associate | 35.2% |
| Assistant | 42.2% |
| Other | 54.4% |

Source: Ivory Towers: Feminist & Equity Audit, 2008-09

The Ecological Model of Social Change



The Diversity Curve



What can Organizations Do?

- ❑ Assess your environment
- ❑ Make diversity a strategic priority
- ❑ Develop the pipeline: inspire, recruit, develop, promote and retain talent
- ❑ Implement people practices: develop, implement and sustain talent practices that are transparent, unbiased and inclusive
- ❑ Provide support mechanisms

What can Individuals Do?

- ❑ Conduct own SWOT
- ❑ Find a Mentor, Be a Mentor
- ❑ Get out of your comfort zone
- ❑ Understand your sphere of influence
- ❑ IQ / EQ and CQ / OQ