



DIVERSECITY COUNTS:

A SNAPSHOT OF DIVERSITY IN LEADERSHIP  
IN METRO VANCOUVER

RESEARCH REPORT

JULY 2011

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COVER PHOTOGRAPHY: MARK MCHOLM

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SOCIAL PLANNING AND  
RESEARCH COUNCIL OF BC  
4445 NORFOLK STREET  
BURNABY, BC V5G 0A7

WWW.SPARC.BC.CA  
INFO@SPARC.BC.CA  
TEL: 604-718-7733

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## Acknowledgements

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## Executive Summary

### Project Overview

This research study reports on the number of visible minorities<sup>1</sup> in senior leadership and executive positions in Metro Vancouver in the following sectors: elected offices, school districts, post-secondary institutions, government agencies, non-profit organizations, local governments, police detachments and the corporate sector.

The research method is modeled after a study produced by Ryerson University's Diversity Institute in Management & Technology titled *DiverseCity Counts: A Snapshot of Diversity in the Greater Toronto Area*.

For the purposes of this study, we focus primarily on those cities in Metro Vancouver with the highest percentage and number of visible minorities, namely: Richmond, Burnaby, Vancouver, Surrey and Coquitlam. Together these municipalities account for close to 1.5 million people or almost 70% of Metro Vancouver's population. The visible minority population accounts for over half (51%) of the total population within these five (5) municipalities.

There are many local success stories of visible minorities who hold senior leadership positions within their field. As part of this project, our research team met with some of our region's local leaders and asked them to share keys to success and advice for aspiring leaders. The research report shares their success stories.

Within the Metro Vancouver region, there are many organizations that have made supporting diversity an organizational objective and a few have been recognized as Canada's Best Diversity Employers through an annual competition. Included in the report are case studies of local organizations and businesses that are undertaking steps to make their workplaces and governance structures more welcoming and inclusive of people from diverse backgrounds. This report also includes a summary of best practices that have been drawn from emerging trends within the field of diversity management.

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1 The Canadian Employment Equity Act defines visible minorities as "persons other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour" (Public Service Commission of Canada, 2011). Examples include: Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, mixed and other visible minority.

**Table 1: Visible Minorities in Senior Leadership Positions in Metro Vancouver**

Sector	Number of Individuals Analyzed	Number of Visible Minority Leaders	% of Visible Minority Leaders	Visible Minority Sector Average
<b>Elected Officials</b>				<b>26%</b>
School Board Trustees	33	10	30%	
Municipal Councillors	46	10	22%	
Members of Legislative Assembly	40	10	25%	
Members of Parliament	19	6	32%	
<b>Public Sector Executives</b>				<b>7%</b>
Municipal and Regional Executives	29	2	7%	
Senior Police Leaders	25	2	8%	
<b>Corporate Sector</b>				<b>10%</b>
Boards of Directors	372	30	8%	
Senior Executives	537	59	11%	
<b>Voluntary Sector (Non-profits)</b>				<b>13%</b>
Boards of Directors	275	28	10%	
Senior Executives	134	27	20%	
<b>Education</b>				<b>12%</b>
<b>School Districts</b>				
Superintendents	3	0	0%	
Principals and Vice Principals	485	53	11%	
<b>Colleges</b>				
Boards of Governors	41	8	20%	
Executives	20	2	10%	
<b>Universities</b>				
Board of Governors	73	12	16%	
Senior Executives	28	2	7%	
<b>Government Agencies</b>				<b>11%</b>
Province of BC Agencies & Boards	114	13	11%	
<b>Total Leaders Analyzed</b>	<b>2274</b>	<b>274</b>	<b>12%</b>	<b>12%</b>

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## A Missed Opportunity: The Under-representation of Visible Minorities in Leadership

Visible minorities are under-represented across senior leadership positions in Metro Vancouver. As seen in the table on the previous page, of the 2274 leaders studied in this project, 12% come from a visible minority background.

The sector with the highest level of representation of visible minorities is the elected officials sector where visible minorities comprise 26% of elected leaders. The sector with the next highest level of representation was the voluntary sector, where 13% of senior leaders came from a visible minority background.

Within the elected officials sector, the highest level of representation is among federal Members of Parliament (MPs) where 32% came from a visible minority background, relative to 30% of School Board Trustees, 25% of provincial Members of the Legislative Assembly (MLAs), and 22% of municipal councillors.

Among the public service sector leaders examined, 7% of senior leaders came from a visible minority background. Across the local and regional governments, 7% of senior municipal and regional leaders came from a visible minority background. Across the police detachments examined in this study, 8% came from a visible minority background.

Of the largest corporations examined in this project, visible minorities comprised 10% of senior leadership positions. There was a slightly higher level of representation among senior management executives where 11% came from a visible minority background compared to 8% for board members.

Among the largest voluntary sector organizations (e.g., non-profits, charities and foundations) studied in this project, visible minorities comprised 13% of all senior leadership positions. Levels of representation were higher among senior executives (20%), compared to boards of directors (10%).

The overall level of representation of visible minorities within the education sector was 12%. Across the colleges included in this study, 20% of the boards of governors and 10% of senior management executives came from

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a visible minority background. Within Metro Vancouver universities, 16% of the boards of governors and 7% of senior management executives came from a visible minority background. Within the School Districts examined in this project, 11% of principals and vice principals were members of a visible minority.

This project also examined public appointments to the largest provincial government boards and agencies. Of the appointed members examined in this study, 11% came from a visible minority background.

## Benefits of Diverse Leadership and Ideas for Positive Change

Diversity in leadership helps to bring forward a variety of perspectives to discussions affecting the political, economic, and social lives of Canadians. Current research suggests that organizations with diversity in their leadership and their workforce have a competitive advantage over organizations which lack diversity. Diversity in leadership and employment:

- Helps organizations attract and retain the best talent;
- Provides stronger connections to clients and new markets;
- Encourages critical thinking and innovation; and
- May result in improved overall financial and organizational performance.

Through our review of best practices, this project has identified some actions that organizations can undertake to create more welcoming and inclusive workplaces and governance structures that attract and retain the best talent. Some key actions include:

- Establish an organizational commitment to diversity;
- Establish the organizational business case for diversity;
- Review recruitment selection processes for conscious or unconscious bias;
- Provide diversity awareness training to staff and managers;
- Support leadership development and succession planning; and
- Track progress and change.

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# 1. Introduction

This research project explores the representation of visible minorities in senior leadership roles and executive positions in Metro Vancouver across several sectors, including: elected offices, school districts, post secondary institutions, government agencies, nonprofit organizations, local governments, police detachments and the corporate sector. The research method and approach is modeled after a similar study completed by Ryerson University's Diversity Institute in Management & Technology, titled *DiverseCity Counts: A Snapshot of Diversity in the Greater Toronto Area*.

The goal of this project is to produce a replicable study of diversity in leadership in Metro Vancouver. The intent is that the results from this year's study will set the baseline, and that further studies will be able to monitor and report on changes in the level of diversity in leadership in Metro Vancouver.

The next section of the report discusses the research context, key terms, scope and methodology. The body of the report is organized by the following sectors: elected officials; public sector leaders; corporate sector leaders; voluntary sector leaders; educational leaders; and provincial agencies, boards and commissions. Each sector summary provides an overview of the sector, the methodology, count findings, leading practices, and profiles of local leaders. The report closes with a discussion of the overall count findings and some recommendations for organizations who would like to become organizational leaders in the area of diversity.

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## 2. Context, Key Terms, Scope and Methodology

Metro Vancouver has a great deal of diversity. In 2006, 42% of Metro Vancouver's population came from a visible minority background. In comparison, 25% of British Columbians and 16% of Canadians are visible minorities.<sup>2</sup> It is projected that by the year 2031, 60% of Metro Vancouver's population may come from a visible minority background.<sup>3</sup>

Metro Vancouver is comprised of 22 municipalities and one electoral area. For the purposes of this study, we are focusing primarily on those municipalities with the highest number and percentage of visible minorities. This is modeled after the approach used in Toronto's *DiverseCity Counts* project (Cukier & Yap, 2009). Data from the 2006 Census was used to identify the five municipalities with the highest percentage of visible minorities: Richmond (65%), Burnaby (55%), Vancouver (51%), Surrey (46%) and Coquitlam (39%)<sup>4</sup>. These five municipalities also have the highest number of visible minority residents: Vancouver (291,740), Surrey (181,005), Richmond (112,955), Burnaby (111,290), and Coquitlam (43,875)<sup>5</sup>. Together these municipalities account for almost 1.5 million people or 70% of Metro Vancouver's population. Of the total population within these five municipalities, over half (51%) are visible minorities.<sup>6</sup>

### Key Terms

The key terms used in this project are modeled after the Toronto *DiverseCity Counts* study (Cukier & Yap, 2009):

*Diversity in leadership:* For the purposes of this study, the phrase refers to the representation of visible minorities in elected offices and in the most senior roles in the corporate and public sectors, agencies/boards/commissions, charities/foundations, and schools/colleges/universities.

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2 Source: Statistics Canada Community Profiles, 2006 Census

3 Statistics Canada (2010). CMA Profile: Vancouver. Retrieved from [http://www42.statcan.ca/smr09/smr09\\_018-eng.htm](http://www42.statcan.ca/smr09/smr09_018-eng.htm)

4 Source: Statistics Canada Community Profiles, 2006 Census

5 Source: Statistics Canada Community Profiles, 2006 Census

6 Source: Statistics Canada Community Profiles, 2006 Census

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**Visible minority:** The Canadian Employment Equity Act defines visible minorities as “persons other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour” (Public Service Commission of Canada, 2011). Examples include: Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, mixed.

**Aboriginal Peoples:** Aboriginal peoples include First Nation, Métis, and Inuit. For the purposes of this study, Aboriginal persons are not referred to as a visible minority group as they are categorized separately under the Canada Employment Equity Act.

**Immigrant:** A person born outside of Canada, intending to settle there over a longer period of time.

## Project Scope

The project focuses on sectors that are large, well-defined, and highly visible in Metro Vancouver. Specifically, the study is focused on senior leaders and executives from elected offices, local governments and law enforcement, the largest corporations and nonprofits, educational institutions and provincial agencies and boards.

Table 2 summarizes our focus in each sector.

Table 2: Definitions of Samples for Each Sector

Category	Definition/Scope
<b>Elected Officials</b>	
<ul style="list-style-type: none"> <li>- School Board Trustees</li> <li>- Municipal Councillors</li> <li>- Members of the BC Legislative Assembly (MLAs)</li> <li>- Federal Members of Parliament (MPs)</li> </ul>	<p>Our analysis of School Board Trustees and Municipal Councillors focused on school districts/ municipalities in the 5 most diverse communities in Metro Vancouver: Vancouver, Surrey, Burnaby, Richmond and Coquitlam. Our analysis of MLA's and MPs was focused on ridings that are located in Metro Vancouver.</p> <p>A total of 33 School Board Trustees, 46 Municipal Councilors, 40 MLAs, and 19 MPs were analyzed in this study.</p>
<b>Public Sector Leaders</b>	
<ul style="list-style-type: none"> <li>- Municipal and Regional Executives</li> </ul>	<p>Our analysis of municipal and regional executives was focused on the 5 most diverse communities in Metro Vancouver, and on the local regional government. Data was available for 4 of the 6 organizations:</p> <ul style="list-style-type: none"> <li>- City of Surrey</li> <li>- City of Burnaby</li> <li>- City of Coquitlam</li> <li>- Metro Vancouver</li> </ul> <p>A total of 29 senior municipal/regional executives were analyzed in this study.</p>
<ul style="list-style-type: none"> <li>- Senior leaders within police departments and RCMP detachments</li> </ul>	<p>Our analysis of police leaders focused on the senior leadership team within police departments/ detachments located within the 5 most diverse communities in Metro Vancouver. Data was available for 4 of the 5 detachments/departments, namely:</p> <ul style="list-style-type: none"> <li>- Vancouver VPD</li> <li>- Surrey RCMP</li> <li>- Burnaby RCMP</li> <li>- Coquitlam RCMP</li> </ul> <p>A total of 25 senior police leaders were included in this study.</p>

Category	Definition/Scope
Corporate Sector Leaders	
<ul style="list-style-type: none"> <li>- Boards of Directors</li> <li>- Senior Executives</li> </ul>	<p>Our analysis of the corporate sector was focused on the top companies in Metro Vancouver by 2008 revenue. To identify our list, we referred to Business in Vancouver's Book of Lists, which provides a listing of the top 100 private companies and top 100 public companies in BC by revenue. Our list was shortlisted by eliminating BC companies with headquarters located outside of Metro Vancouver, and subsidiary companies where both the Board and Senior Executive were located outside of Metro Vancouver. Of the remaining 171 companies, data was available for 84 companies.</p> <p>In total we analyzed data for 372 board representatives from 52 companies, and 537 senior executives from 72 companies.</p>
Voluntary Sector Leaders	
<ul style="list-style-type: none"> <li>- Boards of Directors</li> <li>- Senior Executives</li> </ul>	<p>A list of the top 40 voluntary sector organizations by 2008 revenue was obtained from the Canada Revenue Agency. Ethno-culturally focused, religious, and Aboriginal organizations were excluded as their membership often, by definition, is dominated by specific ethnic groups, Aboriginal peoples or religious groups. Not-for-profit schools (private schools) and government affiliated not-for-profit bodies (regional health authorities) were also excluded because they fell within other theme areas (education, provincial agencies). Of the remaining 33 organizations, data was available for 21 voluntary sector organizations.</p> <p>In total we analyzed data for 275 board representatives from 19 organizations, and 134 senior executives from 19 organizations.</p>

Category	Definition/Scope
<b>Education Sector</b>	
Primary and Secondary Schools - School Board Principals and Vice Principals - School District Superintendents	Our data analysis focused on the 5 most diverse School Districts in Metro Vancouver. Data was available for 3 of the 5 school districts, namely: <ul style="list-style-type: none"> <li>- SD #36 (Surrey)</li> <li>- SD #39 (Vancouver)</li> <li>- SD #41 (Burnaby)</li> </ul> In total 314 elementary school principals and vice principals, 171 secondary school principals and vice principals, and 3 superintendents were analyzed.
Universities - Boards of Governors - Executives	Our analysis of universities included all publicly funded universities in Metro Vancouver, namely: <ul style="list-style-type: none"> <li>- Capilano University</li> <li>- Emily Carr University of Art and Design</li> <li>- Kwantlen Polytechnic University</li> <li>- Simon Fraser University</li> <li>- University of British Columbia</li> </ul> In total, 73 representatives from boards of governors and 28 university executives were analyzed.
Colleges and Institutes - Boards of Governors - Executives	Our analysis was focused on the 5 publicly funded colleges and institutes in Metro Vancouver. Data was available for 4 of the 5, namely: <ul style="list-style-type: none"> <li>- British Columbia Institute of Technology</li> <li>- Douglas College</li> <li>- Langara College</li> <li>- Justice Institute of BC</li> </ul> In total, 41 representatives from boards of governors and 20 executives were analyzed.
<b>Agencies, Boards and Commissions</b>	
Appointments to public agencies by the Board Resourcing and Development Office	Our analysis focused on appointments made by the Board Resourcing and Development Office to the largest Provincial Agencies, Boards and Commissions (ABCs) located in Metro Vancouver. A list of the largest ABCs was identified from the Province of BC's Public Accounts 2009/10. The list was shortlisted by eliminating ABC's with headquarters outside of Metro Vancouver, and ABC's that are not listed in the Board Resourcing and Development Office directory.  In total, 114 appointments to 19 different public agencies were analyzed.

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To see a complete list of the organizations studied within this project, refer to the Appendix. Most of the data was collected during the 2010 calendar year, with a small number of data sources being updated in 2011 as new data came to our attention. These exceptions are noted in the Appendix.

## Methodology

This project's data collection methods were modeled after the Toronto study. Three principal approaches to tracking diversity in leadership were used in this project.

### *Human Resources Data*

The first technique drew upon self-reported employee data collected by human resources departments in organizations. Under the Canadian Employment Act, some organizations are required to collect this data and use it not only to report on specific dimensions of diversity including gender, visible minority status, Aboriginal status, and disability, but also to track representation overall as well as in management roles.

### *Voluntary Survey Data*

The second data collection technique used was voluntary surveys where employees self-report demographic information. These are conducted by organizations on a voluntary basis. The Toronto study has identified that within organizations where reporting is not legislated, the response rates for such surveys are less than 50%, which can raise questions about the representativeness of the results (Cukier and Yap, 2009). In addition, many individuals counted among the Statistics Canada categories of visible minorities often do not self-identify as such (Conference Board of Canada, 2004). In some cases, organizations had already collected this data. In other cases, SPARC BC offered to partner with organizations to administer a survey.

### *Publicly Available Data*

Three researchers, who were trained on Statistics Canada's definition of a visible minority, independently examined captioned, publicly available data (photographs), to determine if leaders were visible minorities. All data was coded at least twice and inter-coder reliability exceeded 95%. When there was any uncertainty or difference of opinion, another coder reviewed the data.

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An advantage to this method is that information that is available in the public domain can be verified more easily than survey data. The data was also more representative than survey data, which sometimes had response rates of less than 50%. Two limitations to this research method are that some organizations do not have published information available and in some instances the demographic information is ambiguous.

## Research Limitations

As with any research study, there are aspects of the methodology or topic matter which limit the accuracy of results, or the generalizability and interpretation of findings. The limitations of this study are primarily related to the availability of leadership data, the limited scope of the project, the comparison of visible minority representation in leadership positions to population data and limited underlying causal data. Many of these research limitations raise opportunities for future research.

### *Limited data availability*

The researchers attempted to obtain all the relevant data related to the visible minority status of the leaders in the sectors and organizations selected for examination but were not able to do so in every case. In some instances photographs of the individuals occupying the leadership positions were not available, HR survey data was not available or inaccessible to the researchers, some organizations declined to participate, and others could not be reached to provide direct counts of their leadership makeup. As a result, there is a subset of data missing. This may mean that the research results either underestimate or overestimate the proportion of visible minorities in leadership positions in these sectors. Because a definitive case cannot be made for the direction in which this inaccuracy may lie, it is best to interpret the results with caution.

### *The research scope is limited to senior managers*

In order to keep the data collection manageable, the researchers only collected diversity data on the most senior leaders across the different sectors. Anecdotal evidence suggests that many organizations have a higher level of representation of visible minorities among leaders/managers who are not on the senior leadership team or senior executive. It may be that some

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organizations have already made significant progress in developing ‘their pipeline,’ the labour pool for future leadership positions, and this would not be captured within the scope of this project.

***The research scope is limited to the largest organizations in some sectors***

In sectors where there are a large number of organizations, the research scope was limited to the largest organizations in order to keep the data collection manageable. The largest organizations were selected because they tend to be the most influential within the community and have the largest workforce. There is value in doing subsequent research on smaller organizations; however, this is outside the scope of this research project.

***The research scope is sometimes limited to the five most diverse municipalities in Metro Vancouver***

In order to keep the data collection manageable and to allow for comparative research between this study and the Toronto study, the research scope was limited to the five most diverse municipalities in some sectors.

***The research scope is limited to exploring the representation of visible minorities, as opposed to diversity in general***

In order to keep the data collection manageable and to allow for comparative research between this study and the Toronto study, the research scope was limited to examining representation of visible minorities. This does not consider other aspects of diversity such as gender, Aboriginal status, sexual orientation, or gender identity.

***Comparison of visible minority representation within sector to visible minority representation in the population***

One issue to clarify is the appropriateness of comparing visible minority representation within a sector to the representation in the population as an index of inequity. The meaning of these comparisons should be considered carefully and some may argue that certain comparisons exaggerate inequity, but in fact, other more “accurate” comparisons may underestimate it.



When assessing inequity in visible minority representation in a sector, there may be measures of representation in the population that may provide a more accurate comparison. For example, the 42% of individuals belonging to visible minority groups in Metro Vancouver includes children, seniors and others that may not actually be in the workforce. Therefore a comparison of the representation of visible minorities in a sector may be better compared to say, the number of individuals aged 15 and over who are visible minorities and are in the workforce.

For example, during 2007-2008, 9.9% of Federal Public Service employees belonged to a visible minority group. In a report assessing its equity progress, the Canada Public Service Agency (2008), compared the 9.9% of visible minorities in the sector to the 10.6% (Canadian Public Service Agency, 2008) of visible minority people available in the workforce, not the percentage of the visible minority people in the Canadian population (16.2%) (Statistics Canada, 2008). Although it is better to compare current levels of representation with the percentage of visible minority people available in the workforce, it does not adjust for barriers at the systemic and individual level<sup>7</sup> that may actually limit their participation, thus underestimating the inequity that may exist.

### *Lack of underlying causal data*

One additional limitation of this study is that although it speaks to the level of representation of visible minorities in senior leadership positions, it cannot speak to the underlying causes of this representation. In general, visible minority leaders were under-represented in the sectors examined, but it is not clear whether this is due to unintentional bias, systemic barriers in the labour force preventing participation, the self selection of visible minorities into some employment paths and not others, overt discrimination, or some combination of other factors. This is an issue that is beyond the scope of this study, but the results do direct attention to the issue of visible minority representation in leadership positions, and demonstrate that further investigation of the lack of representation and its causes are warranted.

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<sup>7</sup> Systemic barriers could include income inequality which may limit the ability of some ethnic minorities to pursue the higher levels of education typically required for leadership positions. Individual barriers could include prejudice toward members of visible minority groups among those individuals who are gatekeepers of access to leadership positions.

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## 3. Elected Officials

### Overview of Sector

The ability to elect officials gives Canadians the opportunity to create diversity in representation; it is important because it brings a variety of different voices to discussions affecting the political, economic, and social lives of Canadians. It can also promote commitment to diversity, the discussion of diversity related issues, and the distribution of some power to traditionally under-represented and disadvantaged groups.

Political representation is also symbolic of full participation in Canadian society. For example, although the office of the Governor General has few real institutional powers, the appointments of Adrienne Clarkson and Michaëlle Jean (both visible minority women) as Governor General, were symbolic gestures of inclusion and signified the face that Canada wanted to represent to its country and the world (Andrews, Biles, Seimietycki, & Tolley, 2008). The perception of inclusion among members of traditionally disadvantaged groups such as visible minorities may affect their perception of the possibilities available to them and their families in Canadian society, and may increase the likelihood of their full participation in it (Cukier et al. 2010).

At the neighbourhood and community level, BC residents elect school trustees who sit on Boards of Education and represent their interests. Each School District in BC is required to have a Board of Education composed of school trustees who use policies to set goals and objectives to promote student achievement in their communities. More specifically, they manage annual school plans, budgets, employment, and make decisions that ultimately affect the lives of children and their families (BC School Trustees Association, 2010).

To be eligible to run for school trustee, individuals must be older than 18, a Canadian citizen, and a resident of BC for at least 6 months (BC School Trustees Association, 2008, BC Ministry of Education, 2011). Requiring potential candidates to be Canadian citizens versus permanent residents may limit the ability of some visible minorities who are immigrants to enter leadership positions in their school districts. The Ministry of Education document "Diversity in BC Schools: A Framework" states that Boards of

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Education and schools are expected to develop and implement policies and practices that honour diversity and respect the rights of all individuals, in accordance with the law” (BC Ministry of Education, 2008). Thus, boards of education and their school trustees are expected to promote and support diversity in schools.

The voice of BC residents can also be heard at the municipal level through the election of mayors and municipal councilors (both are elected at large by the entire Vancouver voting population – instead of city councilors voted in by neighbourhoods), and at the provincial level, through the election of MLAs (Members of the Legislative Assembly who each represent one electoral district). Municipal governments are generally responsible for local matters such as firefighting, city streets and social and recreational services, and the provincial government focuses on larger issues such as education, healthcare and highways.

An examination of diversity across levels of government in Vancouver conducted in March 2005 (municipal, provincial and federal), showed that visible minorities were underrepresented politically compared to their proportion in the population (Bloemraad, 2008). Researchers calculated an index of proportionality by dividing the percentage of visible minority officials (23%) by the percentage of visible minority people in the general population (49%), with an index of 1 indicating perfect representation or proportionality. The index for the visible minority population was .47 indicating that this group was underrepresented politically. Mirror representation would require a doubling of visible minority officials. Interestingly, when specific origins were examined, the proportionality index for South Asians, was 1.60, indicating that this group was well represented relative to other groups.

## Methodology

Our analysis of School Board Trustees and Municipal Councillors focused on school districts/municipalities in the 5 most diverse communities in Metro Vancouver: Vancouver, Surrey, Burnaby, Richmond and Coquitlam. Our analysis of MLA’s and MPs was focused on ridings that are located in Metro Vancouver.

A total of 33 School Board Trustees, 46 Municipal Councillors, 40 MLAs, and 19 MPs were analyzed in this study.

## Findings

On average, 26.1% of elected officials are from visible minority groups. The highest representation is among Federal Members of Parliament (MPs) with approximately 32% of MPs belonging to a visible minority group, followed by School Board Trustees (30%), Members of the BC Legislative Assembly (25%), and Municipal Councillors (22%). Tables 3 and 4 provide a summary of visible minority representation among elected officials.

**Table 3: School Board Trustees and Municipal Councillors: Burnaby, Coquitlam, Richmond, Surrey and Vancouver**

Sub -Group	Population % Visible Minorities in Focus Cities	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
School Board Trustees	51.0%	33	33	10	30.3%
Municipal Councillors		46	46	10	21.7%

**Table 4: Members of the BC Legislative Assembly and Federal Members of Parliament in Metro Vancouver Ridings**

Sub -Group	Population % Visible Minorities in Focus Cities	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
Members of BC Legislative Assembly	41.7%	40	40	10	25.0%
Federal Members of Parliament		19	19	6	31.6%

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## Leadership in Action:

### Naomi Yamamoto, MLA North Vancouver-Lonsdale

Naomi Yamamoto was elected as MLA for North Vancouver-Lonsdale in the 2009 general provincial election, becoming BC's first Japanese Canadian MLA, and was appointed Minister of State for Intergovernmental Relations shortly thereafter in June 2009. In her role as Minister of State for Intergovernmental Relations, Naomi Yamamoto is also the Premier's representative to the Pacific Northwest Economic Region. In 2005, Naomi was appointed as an inaugural member of the Premier's Small Business Roundtable. In 2010, she was appointed Minister of State for Building Code Renewal. In 2011, Naomi was appointed Minister of Advanced Education.

Minister Yamamoto completed an undergraduate degree in Fine Arts in Film Television at the University of British Columbia and went on to start her own graphic design company, Tora Design Group, which she ran in North Vancouver for 21 years. She also enjoyed working with the business community as the president and general manager of the North Vancouver Chamber of Commerce.

Minister Yamamoto has a long history of civic involvement - she has served on the Board of the North Shore Credit Union and the Vancouver Coastal Health Authority, and was president of the Gordon and Marion Smith Foundation. In 1997, she served as Chair of the BC Chamber of Commerce. It was her experiences with the Chamber of Commerce which gave her the first taste of working with, and influencing government. She also completed a six-year term on the Board of Capilano College, with the last three years as Chair. She also served as Director of the North Shore Neighbourhood House for six years. Minister Yamamoto is a 3rd generation Canadian.

### ***Keys to Minister Yamamoto's Success:***

- Being surrounded by people who wanted her to succeed
- Hard work
- Being focused
- Openness to learning

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### *Minister Yamamoto's Advice to Aspiring Leaders*

- *"If you want something and you are willing to put in the hours, you can do it. Leadership isn't a popularity contest; true leaders have to make tough decisions. False leaders tell people what they want to hear. True leaders have to have a clear vision of what they want to achieve and true leaders sacrifice"* (N. Yamamoto, personal communication, April 26, 2011).

### Gary Wong – School Board Trustee, Burnaby School District, SD 41

Gary Wong's strong interest in community affairs and his experience with schools during his children's education led him to run for School Trustee in the Burnaby School District. As a Trustee since 2008, Gary acts as the community's voice, representing their views to the School Board. He hears the community's voices at public meetings, at parents' advisory meetings and through emails and phone calls. In his School Board role, Gary is part of the Finance Committee, the Education Committee (which looks at new and emerging programs and courses) and acts as Chair of the Management Committee. Gary is also committed to making schools safe for all students in his role as the Chair of the LGBTQ – Gay Community Advocacy Group.

Gary's listening and negotiation skills have served him well in his long career in labour and employment as well as in the Burnaby school system. Gary is currently a Labour Relations Officer for the United Steel Workers specializing in contract negotiations and grievance settlements. For four years beginning in 1996, he was employed as Program Manager at the Vancouver Transition Centre for Forest Renewal BC, where he assisted displaced forest renewal workers to find new employment - a position he regards as one of this most rewarding.

Gary has been giving back to the community since 1978 and his civic engagement has included positions as the Director of the Burnaby Family Life Institute, the Vice Chair of the Burnaby Public Library Board, a Governor of Langara College and Task Force Coordinator for the Canada Employment and Immigration Commission. Gary completed the Labour College of Canada's Diploma Program at the University of Ottawa in 1985 and went on to complete a Certificate of Labour Studies at Capilano College in 1991. He is a 2nd generation Canadian.

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*Keys to Gary's Success:*

- The ability to listen to both sides of an argument and find common ground.

*Gary's Advice to Aspiring Leaders:*

- *"One of the most important things is to be a good listener. Look at situations with an open mind to try to find common ground. Build on that common ground and find resolutions."*
- *"Volunteer in your community and contribute back to it"* (G. Wong, personal communication, April 14, 2011)

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## 4. Public Sector Leaders

### Overview of Sector

Members of the public service are important because they are the everyday face of the government. They play a role in shaping the perceptions of Canadians regarding power and inclusion in society since they are often in positions of authority. They also make important decisions that affect quality of life in areas such as health, transportation, housing, environment and safety.

Since our senior public servants from the federal and provincial governments are located in capital cities outside of Metro Vancouver, our examination of the public sector will focus on local public sector leaders—namely senior police leaders and senior executives from local government.

In recent years, there has been an increasing awareness of the value of promoting diversity within law enforcement bodies. Not only does a diverse police force signal to minority groups that they are represented in positions of power and authority within our society but a diverse police force is better equipped to serve our increasingly diverse community. As stated by the RCMP:

Employment Equity is of crucial importance in ensuring that the Royal Canadian Mounted Police has a diverse, innovative and responsible work force capable of achieving its mission. The RCMP remains committed to the principle that it should reflect the diverse population of Canada to ensure effective police/community relations and the effective delivery of police services. The RCMP has committed to ensuring that all employment policies, practices, and standards are fully inclusive and provide all Canadians with equal and fair opportunities within the spirit of employment equity policies and legislation (RCMP 2007).

Building a diverse work force can help police departments implement the RCMP's community policing philosophy where police officers are expected to provide "community-responsive, culturally sensitive, problem-oriented, and 'user-friendly' policing service (CB Mercer & Associates, 2003, p. 13). A more diverse police force can: build bridges between law enforcement and minority communities; increase the number of multilingual officers; and increase overall cross-cultural understanding and diversity competency within the police force.

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Similarly, a diverse workforce within municipal and regional governments can help local government better serve their increasingly diverse communities, because it helps to bring forward diverse perspectives into planning decisions and community engagement processes. A more diverse front line staff can help provide better customer service for local residents by increasing cross-cultural understanding within the team, and providing service in multiple languages.

## Methodology

Our analysis of public sector leaders was focused on senior municipal executives and senior police leaders located in the 5 most diverse communities in Metro Vancouver and within the local regional government body (Metro Vancouver). Data was available for 4 of the 6 municipal and regional government organizations including: City of Burnaby, City of Coquitlam, City of Surrey and Metro Vancouver. Data was available for 4 of the 5 police departments including: Vancouver VPD, Burnaby RCMP, Coquitlam RCMP and Surrey RCMP.

Both municipal senior executives and senior police leaders were selected according to the organization's own definition of the senior most leadership team which varied across organizations. A total of 29 senior municipal/regional executives were analyzed in this study and a total of 25 senior police leaders were analyzed.

## Findings

Tables 5 and 6 show the representation of visible minorities among public sector leaders. Representation among the police force and RCMP detachments at 8.0% is somewhat higher than that among senior municipal executives at 6.9%.

**Table 5: Senior Municipal and Regional Executives: City of Burnaby, City of Coquitlam, City of Surrey and Metro Vancouver**

Sub-Group	Population % Visible Minorities in Metro Vancouver	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
Senior Municipal Executives	41.7%	30	29	2	6.9%

**Table 6: Senior Police Leaders: Burnaby RCMP, Coquitlam RCMP, Surrey RCMP, and Vancouver Police Department**

Sub-Group	Population % Visible Minorities in focus cities	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
Senior Police Leaders	49.1%	25	25	2	8.0%

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## Leadership in Action

### Basil Luksun – Director of Planning and Buildings, City of Burnaby

Basil Luksun is the Director of the Planning and Building Department for the City of Burnaby. One major function of the Department is the provision of professional and technical advice to City Council and its Committee's on matters such as land use, housing, environment, transportation, heritage, economic development and social planning. Under Basil's supervision the department is also responsible for managing the regulatory approval processes for activity such as rezoning, building, gas and electrical permits. In 2008, the Department approved building permits valued at approximately \$800 million. Lastly, the Department also oversees the design and construction of all major civic projects.

Basil joined the City of Burnaby in 1973 as a planner and moved his way up through the organization. He has held the positions of Senior Planner, Assistant Director (responsible for Long Range Planning) and Deputy Director of Planning and Building. He is also a member of the City's Management Committee and considers himself extremely fortunate to have worked with very progressive, policy oriented City Councils, an involved and inclusive community, and a dedicated and talented staff, which have resulted in the City and community receiving some significant awards. Most recently these have included the Planning and Building Department being named the "Best Planning Department based on competence and ethical professionalism" in 2009 by the Urban Development Institute, a national non-profit association, and the City of Burnaby being named as Canada's Best Run City in 2009 by McLean's magazine. This year, the Federation of Canadian Municipalities recognized the City with its inaugural national award for Integrated Neighbourhood Development.

Basil strongly believes in the importance of education and has contributed many hours to student projects at UBC, SFU, BCIT and Douglas College. He has been formally recognized by the UBC School of Community and Regional Planning for his "outstanding contributions to Planning education." Basil chose city planning as a field of study because of his desire to help shape public policy that positively impacted people's lives, after having experienced the negative effects of a harmful one. Born in South Africa to Chinese parents, Basil grew up under apartheid and experienced first-hand the effects

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of harmful public policy. Classified as “non-white,” Basil was barred from using local parks, public transit, libraries, community centres, and could not own property or vote. Basil describes it as a privilege to now be able to contribute to enlightened public policy in his adopted country.

Basil holds a Bachelor of Science from the University of Cape Town and a Post-Graduate Diploma in Town Planning from the University of the Witwatersrand also in South Africa.

#### ***Keys to Basil's Success***

- Sound education
- Well-developed inter-personal skills
- Perseverance in the face of barriers/adversity

#### ***Basil's Advice to Aspiring Leaders***

- *Get educated - it's fundamental. Without the knowledge and skills, it is extremely difficult to secure a position and advance.*
- *Pursue excellence in all you do. One's abilities will be recognized and continued professional and personal growth will follow.*
- *Get involved in your community* (B. Luksun, personal communication, April 14, 2011).

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## 5. Corporate Sector Leaders

### Overview of Sector

The corporate sector is important because of its role in supporting a strong local economy and providing employment to our residents. Current research suggests that companies with diversity in their leadership and workforce may have a competitive advantage over companies which lack diversity. Diverse leadership teams help to bring forward new ideas, knowledge of new market opportunities, and broader experiences to the discussion (Conference Board of Canada 2008). Recent studies also suggest that there are benefits to having diversity at all levels of an organization from the Board of Directors to entry-level positions (Centre for Strategy and Evaluation Services, 2003).

Diverse organizational leadership can have a positive impact on a company's overall financial performance. A research study by the American Management Association which examined the corporate performance of 1,000 US companies found that companies with diversity on the senior management team reported larger net increases in gross sales revenue on average over companies without a diverse senior management team. This trend was consistent even when comparing companies of similar size. Other studies have indicated that diverse boards may lead to improved financial performance. Another study examined over 100 large US companies and found that ethnic and gender diversity contributes to a higher return on assets and investment (Conference Board, 2008).

Studies have also shown that forming a diverse board of directors tends to encourage better decision-making. Diverse boards are more likely to engage in meaningful board room deliberations and innovative strategic thinking, while homogenous boards are more likely to support the status quo. According to recent research, a diverse board of directors is more likely to critically test, analyze and evaluate information and strategic directions. In contrast, boards that lack diversity are more likely to engage in groupthink, where board members try to minimize conflict and reach consensus without critically evaluating decisions that are being made (Heaps, 2010; Cukier & Yap 2009; Joint Committee on Corporate Governance, 2001).

Not only does diversity in board representation avoid groupthink, but diverse boards may have a better understanding of an increasingly diverse customer

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base and workforce, which can be an asset for any company that is looking to position itself as a global enterprise. Board members and employees with international experience can serve as a “natural bridge” for emerging markets, because they have a good understanding of the other cultures (Heaps, 2010; Gantz, 2001; Conference Board 2008).

It is also an asset to have a diverse workforce in general. Companies which have a diverse workforce involved in designing and delivering products (i.e., management teams, marketing groups, engineering teams, etc.) have found that diversity can help teams design products that appeal to diverse consumer markets. At the customer service level, it is an asset to have a diverse workforce that better understands different cultural norms (Gantz, 2001; Cukier & Yap, 2009). A diverse workforce can also provide a competitive advantage for companies that rely upon international suppliers. Many local companies work with international suppliers in the development of their products and services. A company will have a competitive advantage if their employees are able to communicate with suppliers in their own language, understand appropriate behavioral customs, and conduct successful negotiations (Gantz, 2001).

Studies also suggest that effective diversity management can provide an organization with a competitive advantage when recruiting and retaining staff. Even in times of high unemployment, there are often acute labour shortages in key areas, and organizations need to tap the talents and capabilities of all segments of the labour force to meet their human resource needs. By creating a recruitment process and working environment that is welcoming of persons from diverse backgrounds, an organization will have a competitive advantage when it comes to recruiting and retaining new staff. Effective diversity management can also enhance productivity, reduce turnover and limit absenteeism (Gantz, 2001; Catalyst and the Diversity Institute, 2007; Cukier & Yap 2009).

## Methodology

Our research focused on the representation of visible minorities on Boards of Directors and executive positions in the largest companies in Metro Vancouver. To conduct our research, we selected the top public companies and private companies in Metro Vancouver by 2008 revenue. To identify our list of top companies we referred to Business in Vancouver's The 2009 Book of Lists, which provides a listing of the top 100 private companies

in BC and the top 100 public companies in BC by revenue. Our list was shortlisted by eliminating companies with headquarters outside of Metro Vancouver, and subsidiary companies where both the Board and Senior Executive were located outside of Metro Vancouver. Of the remaining 171 companies with headquarters in Metro Vancouver, data was available for 84 companies. In total we analyzed data for 372 board representatives from 52 companies, and 537 senior executives from 72 companies. Refer to the Appendix for a complete listing of companies reviewed and those analyzed.

## Findings

Table 7 summarizes the results from the analysis of the corporate sector. Of the largest Metro Vancouver companies that were analyzed, representation of visible minorities in senior executive roles was 11% and slightly lower for board members at 8.1%.

**Table 7: Board members and Senior Executives in 84 of the Largest Public and Private Companies in Metro Vancouver**

Sub-Group	Population % Visible Minorities	Total Number	Total Analyzed	# of Visible Minority	% Visible Minority
Board of Directors	41.7%	401	372	30	8.1%
Senior Executives		598	537	59	11.0%
Total		999	909	89	9.8%

## Leading Practices

### Case Study – HSBC Bank Canada

*At HSBC, we believe the diversity of people brings diversity of perspective-- driving innovation in our products and services both key elements for the long term success of our business (HSBC 2011).*

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HSBC Bank Canada was recently acknowledged in 2010 by MediaCorp to be one of Canada's Best Diversity Employers for the fourth consecutive year, as well as one of the Top 10 Employers for Young People. HSBC was also regional winner (Western Canada) of Canada's 10 Most Admired Corporate Cultures by Waterstone Human Capital.

Within HSBC Bank Canada, 30% of employees and 40% of managers self identify as having a visible minority background.

Some of its innovative initiatives include:

- Appointment of a Diversity & Inclusion leader, tasked with advancing the bank's strategy with a formal framework of accountability and workplace inclusion;
- Launch of a formal mentor program designed to partner HSBC's Diverse Talent Pipeline with HSBC's Executive population;
- Creation of a Reverse Mentoring initiative, providing insight to HSBC's leadership population from invisible groups such as LGBT and Persons with Disabilities;
- Delivery of Unconscious Bias training to all HSBC's emerging and senior leadership population across Canada;
- Development of a robust Diversity Recruitment strategy aligning a national representation of recruiters to develop and implement a holistic recruitment program for Aboriginal peoples and Persons with Disabilities chaired by the Chief Operating Officer;
- Creation of a national Diversity and Inclusion Council responsible for developing and implementing corporate diversity and inclusion objectives;
- Launch of FlexReturn Policy which supports working parents upon their return from maternity and/or parental leaves of absence with options to gradually increase their working hours;
- Recently upgrading the corporate Diversity and Inclusion scorecard tool, to better highlight and track HSBC's progress in hiring and retaining employees from diverse backgrounds;
- Provision of training to senior staff on how to develop talented employees from diverse backgrounds;
- Allocation of a budget dedicated to workplace accommodations for employees with a disability;
- Voluntary Aboriginal mentorship program which partners Aboriginal employees with mentors or mentees as they request;

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- HSBC's Women's Networking group provides skills development, and mentorship opportunities to women (Personal communication, T. Hazra, May 30, 2011).

## Leadership in Action

Shaf Hussain - Corporate Director, Community and Stakeholder Engagement, Providence Health Care

Shaf Hussain was appointed Corporate Director, Community and Stakeholder Engagement at Providence Health Care in February 2010. Shaf provides senior leadership for Providence Health Care stakeholder-relations activities, including developing strategies and implementing plans to strengthen relationships and formal networks of PHC's unique community, corporate, patient/resident and faith-based health care groups and partners. He is responsible for the Media Services division at Providence, and also works closely with Providence foundations to enhance coordination of reputation building and public engagement initiatives.

Shaf brings with him over twenty years experience in communications, public and stakeholders relations. Shaf came to Providence as the Leader of External Relations in 2003, and subsequently served as Chief Communications Officer from August 2007 to January 2010. Prior to that, he held diverse positions including serving as the Director of Communications for the British Columbia Public Sector Employers' Council Secretariat. He held various communications positions for BC's Ministries of Finance, Labour, the Liquor Distribution Branch and the Premier's Office. In addition, Shaf has also worked in communications for crown corporations in Saskatchewan, including SaskTel and SaskEnergy.

Shaf graduated in 1989 with a degree in Journalism and Communications from the University of Regina, and immigrated to Canada from Pakistan.

### ***Keys to Shaf's Success:***

- Always looking for challenging and interesting work
- Being authentic in interactions with others
- Being open to learning from others and to being mentored

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### *Shaf's Advice to Aspiring Leaders:*

- *“Do things in a genuine way. And be ready for your moment. There are little moments throughout life when you can give a little extra, and what you do in that moment could make the difference in your success”* (S. Hussain, personal communication, April 19, 2011).

### Rob Malli - Vice President of Finance, Vancity Credit Union

Rob Malli's relationship with Vancity began at an early age, with his first bank account at the age of twelve. Fast forward to now where Rob is Vancity's Chief Financial Officer, and is responsible for the ongoing economic sustainability of the credit union. Under his leadership since 2007, the Finance division provides the financial insight and discipline required for the organization to meet its goals and achieve its vision of redefining wealth. Rob's portfolio includes business performance, accounting, accountability reporting, and risk and compliance reporting. A key member of Vancity's executive leadership team, Rob oversees the organization's three-year operational plan and has recently led a number of large-scale restructuring and transformation initiatives that have boosted the credit union's capital and positioned it to reinvest in the core parts of its business.

Rob has had more than 16 years of experience in the financial services industry, and first became more fully acquainted with Vancity while volunteering with the Immigrant Services Society, when Vancity sponsored a program for refugees and new immigrants through the organization. Impressed by the involvement of a “bank” in this type of community programming, Rob sought out more information, and realized that the values of Vancity were closely aligned with his own. Soon Rob was working as a financial services representative or bank teller at Vancity's Kitsilano Community Branch. From there he worked his way up through the organization, learning about the different aspects of the cooperative, taking on leadership roles along the way, ultimately culminating in the position he holds today.

Professionally, Rob is particularly proud of the significant role he has played in helping to develop a vision for the organization, implementing it through restructuring, and helping Vancity along the way to real transformation.

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Additionally, Rob sits on many committees in the Vancity organization and volunteers and contributes to many external organizations as well. This includes acting as a Board member on the Vancouver Economic Development Commission and the Citizens Bank Board, along with memberships in groups such as Financial Executive International (FEI), and Banking Administration International (BAI). His insights into corporate decision-making, risk management and leveraging organizational knowledge have made Rob a frequent speaker at many provincial and national conferences.

Rob has a Bachelor of Arts degree in Economics from Simon Fraser University and is a certified risk professional (CRP) through Chicago's Bank Administration Institute. Rob was born and raised in Vancouver and his great grandmother was the family's first immigrant to Canada.

#### ***Key's to Rob's Success:***

- His wife – *“she inspires me, she helps me focus, and together we are able to accomplish amazing things we could not accomplish on our own”*
- Great leadership and mentors
- Risk taking and continual learning
- Choosing the right organization

#### ***Rob's Advice to Aspiring Leaders:***

- *“Follow your heart. Too many people try to do the smart thing, but do the right thing for you. That's what will bring out your passion and elevate you to a higher level of performance. That's when people are able to change the world and have a real impact.”*
- *“Don't let people tell you that you aren't qualified, or too young, or too old. There will always be external barriers to your success; so focus on proving your worth.”*
- *“Don't be afraid to speak up and challenge the status quo, at the end of the day people do respect that.”*

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- *“Make sure that you have balance in life – between the personal and professional, and try to live your values. Ultimately you only have one life to live, and you have to make sure it’s the best you’re able to live”* (R. Malli, personal communication, May 6, 2011).

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## 6. Voluntary Sector Leaders

### Overview of Sector

Canada's voluntary sector (also known as the nonprofit sector) consists of approximately 180,000 non-profit organizations (Voluntary Sector Initiative, 2009). Within BC, there are approximately 22,000 non profit societies which deliver a range of public services for British Columbians (Government/ Non-profit Initiative, 2008).

In addition to providing key community services, the nonprofit sector plays a significant role in BC's economy (Volunteer BC, 2008). The Government/ Non Profit Initiative (2008) has identified that the nonprofit sector contributes 6.9% of the province's GDP and employs 7% percent of the provincial workforce. In 2003, the Canadian voluntary sector employed 114,000 people across Canada (when excluding hospitals, universities and colleges), and had a total annual revenue of nearly \$11 billion (Imagine Canada, 2005).

The voluntary/nonprofit sector includes a range of different types of organizations. According to the 2003 National Survey of Nonprofit and Voluntary Organizations, religious organizations are the most common type in Canada, consisting of 19% of all organizations, followed by sports and recreation (17%), arts and culture (10%), social services (9%) and development and housing (9%) (Imagine Canada, 2005).

Many voluntary sector organizations have a mandate to serve society's most vulnerable residents, which sometimes includes individuals from diverse backgrounds such as newcomers, refugees and temporary foreign workers. Having leadership that is representative of the diverse community it serves can assist nonprofit organizations to better connect to their diverse community and be responsive to its needs (Pillar Non-Profit Network, 2008).

Voluntary sector organizations across the province report some common capacity challenges with regards to human resources and frequently cite difficulties recruiting and retaining staff, volunteers and board members (GNPI 2008). Thus, nonprofit organizations can benefit from attracting a higher number of well qualified candidates from diverse backgrounds. A recent survey of non-profit organizations across Canada found that on average whites/Caucasians represented 87.6% of voluntary sector board

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members (Bradshaw et al., 2009). Volunteer BC (2008) has also noted a growing leadership deficit with fewer volunteers stepping into leadership roles in voluntary organizations, and a need to engage volunteers from diverse cultural backgrounds.

## Methodology

To identify the top voluntary sector organizations in Metro Vancouver, a list of the top 40 voluntary sector organizations by 2008 revenues was obtained from the Canada Revenue Agency. Aboriginal and ethno-culturally-focused organizations were excluded as their membership is often, by definition, dominated by specific groups. Not-for-profit schools (private schools) and government affiliated not-for-profit bodies (regional health authorities) were also excluded because they fell within other theme areas (education, provincial agencies).

Of the remaining 3 organizations, data from the list of 40, we analyzed data for 275 board members from 18 organizations and 124 senior executives from 18 organizations. Refer to the Appendix for a full list of organizations examined in this project.

## Findings

Of the voluntary sector organizations examined in this study, visible minorities comprised 13.4% of senior leadership positions. Table 8 illustrates that the level of representation among senior executives (20%) is double the representation on Board of Directors (13.4%) within the sector.

**Table 8: Board Members and Senior Executives in 21 of the Largest Voluntary Sector Organizations in Metro Vancouver**

Sub-Group	Population % of Visible Minorities in Metro Vancouver	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
Board of Directors	41.7%	275	275	28	10.2%
Senior Executives		134	134	27	20.0%
Total		409	409	55	13.4%

## Leading Practices

### Case Study--The HR Council for the Nonprofit Sector

The HR Council for the Nonprofit Sector (HR Council) is a national, Canadian, non-profit organization that takes action on nonprofit labour force issues (HR Council, 2010). As a catalyst, the HR Council sparks awareness and action on labour force issues. As a convener, it brings together people, information and ideas in the spirit of collaborative action. As a research instigator, it is building knowledge and improving understanding of the nonprofit labour force.

The HR Council has developed a series of HR Management Standards, which are designed to support board members, managers and employees in the development and implementation of effective HR policies and practices for nonprofit organizations. One of these Standards is that “organizations are committed to promoting an inclusive workplace” (HR Council, 2009). An organization meets this standard if it regularly examines its current practices to ensure that inclusivity and diversity are supported proactively through: a) promoting the organization as an inclusive workplace; b) recruiting and selection processes that consider alternative qualifications; c) reviewing processes and documents to ensure that bias/discriminatory practices are removed, and; d) reviewing policies and practices to ensure that they comply with human rights legislation.

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The HR Council has also developed an online HR Toolkit for nonprofits that includes a section entitled Diversity at Work. The HR Toolkit identifies potential barriers to involvement in the sector among newcomers that may also be applicable to members of visible minority groups, and also provides strategies for the promotion of diversity in the workforce (HR Council, n.d).

In the area of recruitment and selection the HR Toolkit recommends that organizations:

- ***Broaden the recruitment search.*** Utilize connections with cultural groups, advertise through such organizations and ethnic media, and include statements about the organizations' commitment to diversity.
- ***Focus on skills and competencies.*** Review job descriptions and advertisements to make sure the focus is on skills and competencies versus specific academic qualifications or Canadian experience or credentials.
- ***Make the selection and interview process as clear and free of bias as possible.*** Use a consistent and formal application process to avoid bias, make the selection team diverse, avoid using metaphors, jargon or slang, schedule interviews to avoid holy days of different religions and learn as much as you can about different cultures.

To create an inclusive environment and support retention and promotion, the HR Council recommends that organizations:

- Routinely promote their organization's commitment to diversity and provide education to staff so that everyone understands what constitutes racism and racial harassment as well as the expectations for all staff
- Include opportunities for staff to interact in settings outside of work so that employees feel more comfortable
- Provide time off for culturally significant events and holy days
- Include staff from different backgrounds in decision-making and social activities

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- Set up mentors so that Aboriginal peoples and newcomers who have succeeded in the workforce can support others trying to break through the same barriers
  - Create professional development plans so that newcomers and Aboriginal employees have promotion goals

To learn more about the HR Council and their work, including their free suite of HR Management tools and resources for nonprofits, visit [www.hrcouncil.ca](http://www.hrcouncil.ca).

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## Leadership in Action

Karimah Es Sabar, Member, Board of Directors, Michael Smith Foundation for Health Research

Karimah Es Sabar is a Board Member of the Michael Smith Foundation for Health Research, BC's health research support agency which was created in 2001. It was created to provide leadership to build BC's capacity to achieve excellence in clinical, biomedical, health services and population health services. The Michael Smith Foundation is the flagship organization for funding in health research.

Karimah developed a fascination for science at the age of seven, and went on to develop a dynamic, global career in the life sciences industry since 1982. Her career has involved working on five continents, developing business associations in over 60 countries, and holding numerous senior management positions. In 2010, she became the Vice President of Business and Strategic Affairs for the Centre for Drug Research and Development (CDRD), a hybrid organization between academia and industry. The CDRD provides drug development expertise and infrastructure to enable researchers from leading academic and health research institutions to advance promising, early-stage drug candidates.

Karimah's leadership experience is extensive, and in 2005, she took on the role of leading BC Biotech. She re-engineered and rebranded the organization to LifeSciences BC, and as President, led the organization to its greatest levels of success as a strong business development organization for the life science industry and the scientific research community.

As one of the primary spokespeople for the life sciences industry in British Columbia, Karimah regularly represents the industry and the community in key public policy discussions, and parlays her global business development expertise into strong international marketing, partnering and investment attraction on behalf of the life sciences sector. Some notable awards include the Canada Gold Award for Business Excellence, the Women of Distinction in Technology, Science & Industry Award from the YWCA, and a place on the 2006 list of Canada's Top 100 Most Powerful Women, and one of BC's 100 Women of Influence in 2010.

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In addition to her role on the Michael Smith Foundation's Board of Governors, Karimah serves as a board member for a number of organizations such as the Prostate Centre Advisory Board at Vancouver General Hospital, and at MOSAIC, a multilingual nonprofit organization dedicated to addressing issues that affect immigrants and refugees in the course of their settlement and integration into Canadian society. She has recently become Chair of the Providence Healthcare Research Institute.

Karimah holds a BSc. Joint Honours degree in Biochemistry/Chemistry from the University of Salford, England, and a MSc. degree in Neurochemistry from the Institute of Psychiatry, University of London, England. She grew up in Kenya and after studying and working in the UK, made Canada her permanent home.

***Karimah's Keys to Success:***

- Love and passion for her vocation – the business of science
- Great mentors and friends among those she has worked with
- Fantastic support from her family
- Thirst for knowledge – the desire to learn something new everyday

***Karimah's Advice to Aspiring Leaders:***

- *"Leadership is no longer about just directing people to do things – it's all about enabling people to reach their potential. A good leader should be able to identify the talents of the people around him/her and mobilize them."*
- *"You need to learn as much as you teach. A good leader is flexible and adaptable, quickly able to respond to changes in the environment. And show true generosity in sharing knowledge and experience" (K. Sabar, personal communication, April 18, 2011).*

Miranda Lam – Member, Board of Directors, United Way Lower Mainland

Miranda Lam has been a member of the United Way Board of Directors for approximately 3 years, and was invited to join following her tenure as the

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Chair of the Board of Volunteer Vancouver (now Vantage Point). As a member of the United Way Board, Miranda is involved in discussion and planning regarding the overall strategic direction of the United Way and is a member of two Board Committees, Governance & Nominations as well Community Investment & Relations. Throughout all of her schooling in high school and university, Miranda has been volunteering with organizations trying to make a difference, and given the compelling mandate of the United Way, sees the organization as a natural place to volunteer her time.

Miranda Lam is a partner in the Litigation Group in the Vancouver office at McCarthy Tétrault LLP. Her practice focuses on corporate and commercial matters, including securities litigation and shareholder disputes, as well as insurance coverage, class actions, and real property disputes. She is also experienced in dealing with corporate governance matters and internal investigations.

In addition to her involvement in the United Way, Miranda currently chairs the Board of Directors for the University of British Columbia Alumni Association and is a member of the Board of Directors of Imagine Canada. She has chaired the Board of Directors of Vantage Point and was a member of the Nominations Committee for the YWCA Women of Distinction Awards from 2006 to 2008, including serving as Chair. During her education and her career she has received numerous awards and distinctions. In 2007, Miranda received the University of British Columbia's Faculty of Law's Outstanding Young Alumnus/Alumna Award, and in 2001, was named a YWCA Young Woman of Distinction. She is a frequent speaker at various events and conferences on board governance for non-profits, leadership, community building, and civic engagement. Miranda is a 1st generation Canadian.

***Miranda's Keys to Success:***

- Supportive people around her – family, professors, colleagues, peers
- Empathy
- Curiosity
- Perseverance
- Courage to speak her mind in a positive respectful way

***Ms. Lam's Advice to Aspiring Leaders:***

- *"Don't be afraid to be yourself. Before you can champion a cause, you must believe in yourself"* (M. Lam, personal communication, April 14, 2011).

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## 7. Education Sector - Primary and Secondary Education Leaders

### Overview of Sector

The education system plays a key role in helping to raise our society's youth and our next generation of leaders. Our school system supports our children as they plan for their future, develop their skills and knowledge, and form their understanding of the world around them. Because of the important role that schools play in our communities, there are many benefits to having diversity among our educational leaders.

Visible minority principals and vice principals have the potential to serve as positive role models for visible minority youth and can inspire their pupils to pursue higher education and careers. (Cukier & Yap, 2009; Sanchez et al., 2008; Ryan et al., 2007). Diverse school administrators can help children develop a positive image of diversity, which helps to overcome any negative stereotypes that children may encounter in popular culture (Cukier & Yap, 2009). Teachers from diverse backgrounds are also well positioned to develop culturally responsive educational content that resonates with their students. Some research suggests that the placement of visible minority principals in schools with a high proportion of visible minority students has a positive impact on the achievement of visible minority students (Sanchez et al., 2008).

The British Columbia Ministry of Education has formally recognized the importance of diversity in the education system through the creation of a guidebook titled *Diversity in BC Schools: A Framework* (2008). This guide provides a framework to support the school system in meeting community needs and honouring its legislative obligations under the *Constitution Act, the Canadian Charter of Rights and Freedoms, the BC Human Rights Code, the Multiculturalism Act, the Official Languages Act, the Employment Equity Act*, and the *School Act*.

The Framework acknowledges the importance of employment equity in BC schools. According to the BC Ministry of Education, employment equity goes beyond "treating persons in the same way" and acknowledges the benefit of creating a workforce that represents the community that it serves (p. 12). As stated in *Diversity in BC Schools: A Framework* (2008):

Employment Equity is a concept that addresses fair employment practices. It

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incorporates strategies designed to create a workforce that is, at all levels, representative of the diverse population it serves. Employment Equity is not simply about hiring and recruitment; it means examining practices for promotion, and retaining employees and providing equitable access to opportunities within the organization. The aim is to achieve equality in the workplace so that no person is denied employment opportunities or benefits for reasons unrelated to ability (p.12).

In addition to discussing employment equity, the guidebook also provides guidance on how to create and maintain a learning environment that: honours diversity; promotes human rights; provides equitable access to education; and is responsive to community needs.

## Methodology

The data collection process was focused on the School Districts located within the five most diverse municipalities in Metro Vancouver. As part of the data collection process, the research team contacted the Manager of Human Resources from each of the School Districts and invited them to participate in the research project. The data sources included human resources data, staff survey data, and photographic data. In cases where the institution did not already have data available, we offered to partner with the School District to either administer a voluntary staff survey or to analyze available photographic data. Data was available for School District #39 (Vancouver), School District #36 (Surrey), and School District #41 (Burnaby).

## Findings

Across the School Districts, 11% of educational leaders came from a visible minority background. Within the School Districts, none of the school board superintendents were visible minorities, while 10% of elementary school principals and vice principals and 12% secondary school principals and vice principals came from a visible minority background. The following table (Table 9) summarizes the representation of visible minorities in senior leadership positions within the School Districts that participated in this study.



**Table 9: School District Superintendents, Principals and Vice Principals: Burnaby, Surrey and Vancouver**

Sub - Groups	Population % Visible Minorities in three focus cities	Total Number <sup>8</sup>	Total Analyzed	# Visible Minorities	% Visible Minorities
School Board Superintendents	50.1%	3	3	0	0.0%
Elementary School Principals and Vice Principals		317	314	32	10.2%
Secondary School Principals and Vice Principals		171	171	21	12.3%
Total		491	488	53	10.9%

<sup>8</sup> The response note for a voluntary HR staff survey yielded a low response rate and therefore the total number column is an undercount.

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## Leading Practices

### Case Study – Vancouver School Board

The Vancouver School Board has demonstrated leadership in the area of diversity by making employment equity an organizational objective. The Board of School Trustees formalized its commitment to employment equity through the following policy statement:

The [Vancouver] Board of School Trustees recognizes and is committed to the fundamental principle of equal employment opportunity. The Board affirms this commitment to establish an educational and workplace environment that is free from barriers and discrimination, and that reflects the diversity within the community at large (Vancouver School Board, 1994).

As a result of this commitment, the Human Resources Division has assumed responsibility for implementing an employment equity program. This ongoing program was first introduced in 1994 and consists of four phases. The VSB's recent activities fall within Phase 4: Maintenance of Change.

Phase 1: Organizational Readiness:

- Establishing commitment with the Board of School Trustees and senior management for an employment equity program;
- Forming an Employment Equity Advisory Committee, and an Employment Equity Working Committee;
- Developing the employment equity policy statement and goals
- Collecting internal data on present employees as well as external data on community diversification and the student population.

Phase 2: Designing Organizational Change:

- Comparing internal staff data to external community data and identifying areas of underrepresentation across different occupational categories;

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- Reviewing and analyzing human resource practices for potential bias (i.e. HR policies, practices, recruitment, selection, training, promotions, transfers, etc.);
  - Designing and altering human resources practices to enhance opportunity of employment and developing monitoring mechanisms to oversee these changes;
  - Creating awareness of employment equity policies and practices within the organization.

Phase 3: Management of Change:

- Communicating with employees regarding the goals of the program;
- Developing and delivering diversity awareness and employment equity orientation and training sessions to all staff members;
- Establishing line management responsibility and accountability for implementation of the employment equity program.

Phase 4: Maintenance of Change is an ongoing process that includes the following activities:

- Supporting feedback and problem solving mechanisms;
- Delivering orientation and training programs to staff;
- Continuing to collect and analyze workforce data and student, community data;
- Making adjustments to the employment equity program as required (Vancouver School Board, 1999, P. Wlodarczak, personal communication, May 19, 2011).

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## Leadership in Action

Mr. Jas Atwal, Principal, AJ McLellan Elementary School, Surrey School District, SD 36.

Mr. Jas Atwal has been Principal of AJ McLellan Elementary School in Surrey since 2010. In his role as Principal, Mr. Atwal is involved in a variety of activities including student learning, instructional leadership, teaching support, and managing parental issues and behavioural problems with students. But the aspect of the position that he enjoys the most is the time he gets to spend with the young students when he supervises outside, or visits their classrooms throughout the day. He strives to be visible to the students, so he is not just a person in an office, but someone they see as approachable and caring.

Before becoming Principal of AJ McLellan, Mr. Atwal spent 2 years as Principal in different schools, and 3 years before that as a Vice Principal at other schools in the Surrey and Newton areas. Before moving to administration Mr. Atwal spent 8 years teaching at many different schools in the region as he tried to establish himself in a permanent position, all the while honing his skills in teaching and administration. Although moving among several schools is challenging and could be a potential obstacle for some, it was these early teaching experiences, the corresponding involvement in committees and other leadership activities, and the encouragement of mentors that led to his interest and desire to enter school administration. During this time he also completed a distance education Masters degree in Leadership and Administration from San Diego State University.

Mr. Atwal has also been involved in many activities outside of teaching in the classroom. He served as the Vice President of the Surrey Elementary Athletic Society and organized soccer for the whole school district, also winning a Coaching Award from the organization in 2004. In addition to coaching soccer he has also coached basketball and enjoys the unique opportunity for interaction with students that athletics provides. Mr. Atwal started an independent soccer club called AKAL in 1996 for children and adults from Indo-Canadian backgrounds which has grown into a thriving organization today. He was a coach and player for the last 14 years.

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Mr. Atwal began his post-secondary education at Kwantlen University and completed a degree in Business Administration, but then later at SFU transferred into a Bachelor of Arts program in Geography. He knew at this time that his interest lay in teaching, and that he wanted to make an impact in the lives of children through their learning. He graduated from SFU with his BA in Geography and completed his teaching degree at the University of British Columbia. Mr Atwal's is a first-generation Canadian, born in Canada. His parents were born in India, and spent some years in the UK before immigrating to Canada in the late 60s.

***Mr. Atwal's Keys to Success:***

- The core values he learned from his parents – hard work, respecting others and to not make judgments too quickly.
- His opportunity to work with strong administrators early in his career who encouraged him, and were very skilled. He learned from them that no idea is a bad idea, children will always learn when provided with opportunities, and all children regardless of their background, can, and should have the opportunity to learn.

***Mr. Atwal's Advice to Aspiring Leaders:***

- *"If you have a dream, it is possible. Hard work goes a long way if you have the will to succeed, and there will be a way for you to move into the positions you aspire to. Most of all it's okay to try a few different things before choosing your path because you always learn from your mistakes"* (J. Atwal, personal communication, April 21, 2011).

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Rupi Samra-Gynane, Vice Principal, Magee Secondary School in Vancouver School District SD 39

Ms. Rupi Samra-Gynane has been Vice Principal at Magee Secondary School in Vancouver for 2 years. In her role, she focuses on a variety of areas including learning resources, school timetables, reporting, compliance with educational standards, and the supervision of students and staff. She most enjoys working with people and especially appreciates her colleagues whom she spoke about as a “fabulous group of passionate educators”

Before becoming Vice Principal at Magee Secondary School, Ms. Samra-Gynane spent the previous 2 years in the same role in the Surrey School District. Before entering administration, she spent 8 years teaching, working in various Surrey secondary schools. During that time she honed her teaching skills, and these years provided her with experience and insight into education, important in her role as Vice Principal. Ms. Samra-Gynane is one of the youngest secondary school administrators in her school district.

Despite a busy role as Vice Principal, Ms. Samra-Gynane has been involved in many activities outside of the Surrey and Vancouver School Districts. She was a member of the BC Association of Math Teachers (BCAMT) and has also been involved in reviewing and authoring both science and math textbooks and workbooks, during her career. Science was her initial teaching area but then teaching math became her focus. She has been involved in volunteering with, and fundraising for, a number of different organizations, but her daily work with children has resulted in BC Children’s Hospital having a special place in her heart. Her volunteer and fundraising activities in the past have also included organizations such as Terry Fox Foundation, AIDS Vancouver and Surrey Memorial Hospital.

Ms. Samra-Gynane began her post-secondary education in science at the University of British Columbia with an eye to a career in dentistry. But with her lifelong work with children and further exploration of that role, she recognized that teaching was what she loved. Ms. Samra-Gynane completed her Bachelor of Science at UBC and went on to complete her Bachelor of Education also at UBC. During her time teaching she also completed a Master of Education degree in Leadership and

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Administration from the University of Calgary. Ms. Samra-Gynane is a first-generation Canadian, born in Canada to parents who immigrated in their late teens.

***Ms. Samra-Gynane's Keys to Success:***

- Believing in herself
- Seizing opportunities whenever they arise
- Having great role models such as her mom, who taught her a work ethic, to be informed and not quick to judge, and most importantly that she could do anything she wanted to do
- Mentors from early in her career who encouraged her, and saw things in herself before she did

***Ms. Samra-Gynane's Advice to Aspiring Leaders***

- *"Believe in yourself and your abilities"*
- *"Make goals, share them with others and hold yourself accountable"*
- *"Your success can be a self-fulfilling prophecy - tell yourself you will be something and you can be it"* (R. Samra-Gynane, personal communication, April 19, 2011).

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## 8. Education Sector- Post Secondary Education Leaders

### Overview of Sector

Post-secondary education in Canada has historically demonstrated a commitment to values of diversity and inclusion through curricula, pedagogy and academic leadership (Lumby et al., 2007). Diversity in an educational setting can have strong impacts not only on the student body (Blau & Stearns, 2003, Gurin 1999, Lising Antonio, 2004) but also on the broader community that an educational institute operates in (Sanchez et al., 2008).

Not surprisingly, then, diversity is taken seriously at both a broad policy level and at an institutional level in BC. BC universities and colleges express diversity into their own operations. For example, the University of British Columbia has developed a report titled “Exemplary Practices in Equity and Diversity Programming” where it enshrines a Strategic Commitment to diversity and equity. They note:

A commitment to diversity and equity starts at the top – reflected in the faces of leadership, in the allocation of resources, and in positions and roles designated to further diversity as well as equity. Clear statements from the University’s leadership of the institutional commitment to equity and diversity are essential if those goals are to be fully realized (Charvat, 2009, p. 15).

Charvat also notes the importance of diverse leadership, as it means that the diverse experiences of leaders “can expand thinking and direction . . . represent voices from the perimeter [and] challenge the status quo” (2009, p. 15).

### Methodology

All publicly funded universities, colleges and institutes in Metro Vancouver were contacted and invited to participate in this research project. All five universities in Metro Vancouver participated, namely: Capilano University, Emily Carr University of Art and Design, Kwantlen Polytechnic University, Simon Fraser University and the University of British Columbia. Data was available for four of the five colleges and institutes including: Douglas College, Langara College, Justice Institute of BC and BCIT.

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In some cases, the chancellor and president sit on both the Board of Governors and the senior executive. To avoid double counting, the chancellor was counted as part of the Board and the president as part of the senior executive.

## Findings

Visible minorities comprised 15% of senior post secondary education leaders. The representation of visible minorities among senior college leaders (16.4%) is slightly higher than representation of visible minorities among senior university leaders (13.9%).

Interestingly, the 19.5% representation of visible minorities on college boards is almost double the 10.0% found among senior college executives. Similarly the 16.4% representation of visible minorities on university boards is more than double the 7.1% of visible minorities found among senior university executives. Table 10 summarizes the representation of visible minorities occupying senior leadership positions within colleges and universities in the Metro Vancouver region.

**Table 10: Board Members and Senior Executives in Publicly Funded Colleges, Institutes and Universities in Metro Vancouver**

Sub-Groups	Population % Visible Minorities in Metro Vancouver	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
College/ Institute Senior Executives	41.7%	24	20	2	10.0%
College/ Institute Board of Governors		46	41	8	19.5%
<b>College/ Institute Total</b>		<b>70</b>	<b>61</b>	<b>10</b>	<b>16.4%</b>
University Senior Executives		28	28	2	7.1%
University Board of Governors		75	73	12	16.4%
<b>University Total</b>		<b>103</b>	<b>101</b>	<b>14</b>	<b>13.9%</b>
<b>College and University Leaders Total</b>		<b>173</b>	<b>162</b>	<b>24</b>	<b>14.8%</b>

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## Leading Practices

### Case Study - University of British Columbia

The University of British Columbia (UBC) was established in 1908 and currently educates a student population of 50,000 on major campuses in two cities. The UBC commitment to equity and diversity is codified in its strategic mission, which is to, “provide its students, faculty, and staff with the best possible resources and conditions for learning and research, and create a working environment dedicated to excellence, equity, and mutual respect.” UBC has done very well in its promotion of equity and diversity and was named one of “Canada’s Best Diversity Employers,” for the 4th year in a row.

To facilitate the achievement of equity and diversity, the university has created structures embedded in the UBC system such as the UBC Equity Office. The mission of the Office is to, “advance equity and human rights at UBC by promoting diversity, eliminating discrimination and engaging the community in dialogue and action.” The Office educates those at UBC about their rights and responsibilities, offers workshops and training sessions for students, staff, and faculty on issues including discrimination, harassment, equity and diversity.

An important diversity best practice is the ongoing monitoring and assessment of progress. The Equity Office provides detailed reports on UBC’s progress toward creating fair representation among their employees in terms of gender, visible minority status, disability, and Aboriginal background. Recently, the University conducted a review of the best practices among UBC departments in promoting equity and diversity, and a review of diversity best practices across universities and colleges in Canada, the United States and Australia.

Planning for diversity also facilitates the successful creation of equitable and inclusive environments, and in 2010, UBC released its plan for diversity, “Valuing Difference – A Strategy for Advancing Equity and Diversity at UBC.” High level support for equity and diversity is underscored by the President’s message which introduces the document. This document delineates UBC’s action plan for diversity, related to strategic commitment, curriculum and classroom

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climate, recruitment and admission among students and the workforce, and supporting success. For each of these, timelines, possible indicators of success and individuals responsible for oversight are identified. This type of detail and explicit accountability are important features of the document.

Online, UBC has created an Equity, Diversity and Inclusion Resource Hub that people inside and outside of the University Community can access. It provides the President's diversity message, equity policies, relevant reports and publications, as well as more general guides regarding the promotion of inclusive environments such as "Fostering an Anti-Racist Campus Community" and "Recognizing Heterosexism and Homophobia." It also includes UBC's Equity & Diversity Strategic Plan.

These activities around diversity have been described at the university level, but much of the work of implementing equity and diversity occurs at the departmental level with support from the university. Many UBC departments are doing important work in the pursuit of equity and diversity goals. Some examples of best practices related to staff and faculty recruitment and development are highlighted here because of its relevance to this document's focus on leadership.

Recruitment for academic faculty at UBC generally falls under the authority of departments with final sign-off by Deans in each faculty. For staff, the department of Human Resources manages the web based recruitment system but recruitment is generally conducted at the department level. The Faculty of Law has an explicit diversity statement which states: "The faculty also particularly invites applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups, and others who may contribute to further diversification of ideas."

The Faculty of Science provides a workshop series for junior faculty which provides new faculty formal opportunities for learning and development, minimizing the sometimes informal support that may be less accessible to members of visible minority groups. Similarly, the Sauder School of Business has an informal mentoring practice, in which senior colleagues mentor junior ones in regards to expectations of the School, and provide assistance in areas relevant to promotion such as drafting successful grant proposals, journal submissions and teaching preparation.

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To facilitate the success of its employees, the Department of Human Resources provides a “Virtual Welcome and Resource Centre” hub, where new members of the university can access a wide variety of information about benefits, networks, news and events at UBC and professional development and unions. Human Resources also offers a program called “Organizational Development and Learning—Managing at UBC” which provides new managers (those in their first year) training to become effective leaders. This program involves a series of workshops, augmented by online learning, self-assessment and coaching.

For more information about equity and diversity at UBC please refer to:  
<http://diversity.ubc.ca/valuing-difference/>  
<http://equity.ubc.ca/>  
<http://www.students.ubc.ca/access/index.cfm>

## Leadership in Action

Nassif Ghoussoub, Member - Board of Governors,  
University of British Columbia

Nassif Ghoussoub has been an elected member of the Board of Governors at the University of British Columbia since 2007, and was recently re-elected by the faculty to another term. He is a very proactive member who is involved with almost all of the Board of Governors’ committees, including governance, finance, people, research, property and planning. He is very proud of being part of a group that closely examines the issues facing the university, and takes seriously the role he is playing in facilitating the Board’s deep engagement and decision-making regarding these issues.

Nassif has been a faculty member at UBC for 34 years, teaching and doing research in the department of Mathematics. During that time he has made significant contributions to the mathematical sciences and the university. For example, since 2003, he has been the founder and Scientific Director of the Banff International Research Station (BIRS), a joint Canada-US-Mexico initiative that provides an opportunity for collaborative and cross-disciplinary research in the mathematical sciences and their applications in science and industry. Every year the station hosts over 2000 researchers from 400 institutions in more than 60 countries who participate in over 70 different programs. Nassif is also the founding Director of the Pacific Institute for

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the Mathematical Sciences, has served as Vice-President of the Canadian Mathematical Society, has been an editor of the Canadian Journal of Mathematics, and chaired NSERC's grant selection committee for projects in Mathematics.

He has received numerous accolades for his work including election as a Fellow of the Royal Society of Canada in 1993, the UBC Faculty of Science Achievement Award in 2007, and most recently, the 2010 David Borwein Distinguished Career Award in recognition of sustained outstanding contribution to the advancement of mathematics, which is voted on by his peers in the mathematics community. Nassif has had an illustrious career and in his own words, is fiercely loyal and grateful to UBC and to Canada. He fiercely promotes UBC as a world-class university, and Canada as a first-rate country, a place in which cutting edge thought and research relating to the mathematical sciences and their applications occur.

Born in Mali in Western Africa to Lebanese parents, Nassif grew up in Lebanon and came as a teenager to France to continue his education, where he eventually received his Doctorat d'état in 1979 from the Université Pierre et Marie Curie in Paris. The Lebanese Civil War erupted as he was finishing his degree in France, which led him to come to North America, first spending a year in the United States before coming to UBC.

***Keys to Nassif's Success:***

- The variety of perspectives he brings to situations because of his diverse background - living in 4 different countries, speaking multiple languages, meeting and developing friendships with people all over the world
- An outgoing personality, interested in engaging with the world

***Nassif's Advice to Aspiring Leaders:***

- *"Never be in awe of anything or anyone. Anything is truly achievable. Those superstars that you admire, they are really ordinary people, just like you and me. The people who make it are those who are not intimidated by the enormity of the task, are confident, even a little reckless, and willing to take chances"* (N. Ghoussoub, personal communication, April 14, 2011).

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## Gordon Lee – Vice President of Finance and Administration, Kwantlen Polytechnic University

Gordon Lee is Vice President of Finance and Administration for Kwantlen Polytechnic University and his portfolio includes international education, accountability reporting, strategic planning, information technology, facilities, finance and risk management. He has over 20 years experience in post-secondary education in BC.

Before his position as VP Finance and Administration, Gordon was the Dean of Kwantlen's Business School for 7 years. In this role, he worked with faculty to develop 3 Bachelor of Business Administration degree programs and a Bachelor of Technology in Information Technology. His tasks also included developing entrepreneurship education initiatives at Kwantlen and in China, as well as international student and faculty exchange programs in Asia, Europe and South America. Prior to his tenure as Dean, Gordon also served as a faculty member and Department Chair in the School of Business. His business experience includes entrepreneurial business and Aboriginal economic development. Most recently, he was instrumental in helping Kwantlen gain membership into the Association of Universities and Colleges of Canada.

Gordon is also active in civic affairs, acting as the BCCAT System Liaison Person for the Provincial Business Articulation Committee, a group in which he was previously co-chair. He also serves as a board member for the Private Career Training Institutions Agency which regulates private career training institutions such as the Art Institute of Vancouver and the Vancouver Film School.

Gordon completed his general social science undergraduate degree at the University of Toronto and after working for several years, completed his Master's of Business Administration at the University of Western Ontario. Continuing his life-long passion for learning, he is currently enrolled as a student in the Doctor of Education Programme at the Institute of Education, University of London, where he is examining institutional changes and the effects on programming and faculty in post-secondary education. Mr. Lee is a 2nd generation Canadian.

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***Keys to Mr. Lee's Success:***

- His grandparents' immigration to Canada and their hard work
- His ability to work hard
- Supportive teachers who encouraged him along the way, and good faculty who taught him how to think critically

***Mr. Lee's Advice to Aspiring Leaders:***

- *"Leadership is about honesty and integrity at its heart. People will not follow or trust you unless you act with both. Lead by example, develop a vision, and get support while helping others reach their goals"*  
(G. Lee, personal communication, Oct 6, 2010).

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## 9. Provincial Agencies, Boards and Commissions

### Overview of Sector

In British Columbia, many key government services are provided through provincial agencies, boards, and commissions. According to the British Columbia Board Resourcing and Development Office website, the provincial government makes appointments to the governance bodies of over 300 public agencies.

Individuals who are appointed to serve on these governance bodies make key decisions which affect our economic and social life, and the overall effectiveness of public services (Cukier & Yap 2009, Averill 2009). For example, some of the key services provided through provincial agencies include health care (e.g., Vancouver Coastal Health), electricity (BC Hydro), subsidized housing (BC Housing), auto insurance and driver licensing services (ICBC). Public agencies also include regulatory bodies such as the British Columbia Securities Commission, which regulates securities trading within BC, and the Industry Training Authority which oversees BC's industry training and apprenticeship system.

There are a number of benefits to having diverse representation on the boards of public agencies. Current research suggests that diversity in board composition leads to more rigorous discussion, which results in better decision making (Canadian Board Diversity Council 2010, Averill 2009). In addition, a board which reflects the diversity of the community it serves will help to legitimize the mandate of the organization within the community. Diverse boards also help to build social capital and social cohesion among diverse groups (Averill 2009).<sup>9</sup>

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9 “Social capital is the value of those networks and relationships which satisfy social needs and produce outcomes such as a sense of belonging, compliance with the law and trust in public institutions. Social cohesion is the capacity for cooperation and participation in a society” (Averill 2008 p. 6).



The Board Resourcing and Development Office (BRDO) is the office that oversees provincial public sector appointments in British Columbia. Its responsibilities include establishing appointment guidelines, ensuring individual candidates are chosen based on merit, and providing appointees with adequate professional development. The BRDO (2007) recognizes the importance of diversity on public sector boards in its appointment guidelines for governing boards and other public sector organizations, where it states:

It is well documented that a diversity of professional skills, experience and approaches to problem solving is critical for effective board performance. In addition, there is a feeling that the membership of public sector boards should reflect the cultural and geographic makeup of the population. The challenge is to make sure that token or unqualified appointments are not made simply for reasons of gender, culture, or geography. Rather, the recruitment process should be undertaken in such a way that it facilitates the consideration of people from these minority populations based on the particular skill set sought. The recruitment process should focus on a diligent search for candidates, including searching in non-traditional places, to ensure that qualified candidates are identified from many diverse communities (p. 13).

The appointment guidelines also present a sample Board Competency Matrix<sup>10</sup> where diversity is included as a key competency area (BRDO 2007).

## Methodology<sup>11</sup>

The largest provincial agencies, boards and commissions by revenue were identified from the Province of British Columbia Public Accounts 2009/10 report. Information on public appointments to provincial agencies was identified from the Board Resourcing and Development Office (BRDO) website.

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10 During the selection process, each organization (led by the nominating committee), prepares (or updates) a Competency Matrix that outlines the key skills and experience required for the board as a whole (BRDO 2007).

11 The Diversity Institute's DiverseCity Counts project also looked at diversity in appointments to the City of Toronto's ABC's which are tracked by the City. This project did not include a focus on Municipal ABC's due to lack of available data.

The list was shortlisted by eliminating agencies that have headquarters located outside of Metro Vancouver, agencies that are not listed within the BRDO directory, and agencies where there was photographic data available for less than 50% of the BRDO appointments.

In total, 114 appointments in 19 agencies were analyzed.

## Findings

The following table (Table 11) summarizes the representation of visible minorities among appointments to provincial agencies, boards and commissions by the Board Resourcing and Development Office. Of the 114 appointments to provincial agencies analyzed, 11% were from a visible minority background.

**Table 11: Appointments to 19 of the Largest Provincial Agencies, Boards, and Commissions in Metro Vancouver**

	Population % Visible Minority in Metro Vancouver	Total Number	Total Analyzed	# of Visible Minority	% of Visible Minority
Provincial Agencies, Boards and Commissions	41.7%	124	114	13	11.4%

## Leading Practices among Agencies, Boards and Commissions

Information on best practices in Board appointments and recruitment can be found in the next section on leading practices. The following BC Hydro case study illustrates some innovative best practices in the areas of employment and recruitment.

### Case Study – BC Hydro

BC Hydro is a provincial crown corporation that has been recognized over multiple years for its accomplishments in diversity programs. Most recently BC Hydro has been acknowledged in Mediacorp’s annual competition as one

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of Canada's Best Diversity Employers and one of the Best Employers for New Canadians.

BC Hydro has implemented some innovative programs to attract qualified candidates from diverse backgrounds. To increase awareness of employment opportunities at BC Hydro, the organization has developed an active relationship with outreach agencies which serve newcomers across Metro Vancouver, where Corporate Recruitment provides information to outreach agencies and their employment counselors on BC Hydro qualifications, values, business, and expectations.

BC Hydro has also taken steps to eliminate bias from their recruitment and selection process. When developing job postings, they closely review job requirements to ensure that the posting focuses on broad competencies in addition to technical requirements. Corporate recruiters also consider international credentials, recognize cultural differences during the selection process, and provide some guidance to newcomers on how to prepare for the interview, and provide feedback post interview. BC Hydro actively encourages hiring managers to offer interviews to candidates who are highly qualified, but may not fit the traditional package of qualifications/attributes/characteristics for the position. Hiring managers are also encouraged to hire qualified immigrants with a specific career path in mind, where they are hired in at a more junior level, have set timelines for performance and development, and can move to the next level once they meet their performance requirements. BC Hydro also recognizes provisional membership to technical regulatory bodies to be a personal commitment to Canadian accreditation and can support the process for an individual new hire.

BC Hydro has also implemented a number of initiatives to create a welcoming and inclusive working environment for employees of all backgrounds. When new hires join the organization, they are provided with access to a web-based orientation program which provides guidance on building career paths as well as unwritten rules in the office. BC Hydro also offers staff training designed to help create a welcoming and respectful workplace environment. Specific training opportunities include Cross Cultural Communication workshops and Respectful Workplace training. Supervisors, leaders and management tables are also encouraged to participate in Recruitment Training and Diversity Training. The Hydro Employees Multicultural Society helps to create a welcoming workplace

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by providing a cultural buddy program, events celebrating diversity, and newsletters and other communications. A multipurpose quiet space for reflection (and prayer) is provided at Dunsmuir, Edmonds & Glenlyon BC Hydro locations.

BC Hydro offers some specific professional development opportunities that are targeted at newcomers. Employees can develop their communications skills by participating in English for Occupational Purposes language training, supplemental accent reduction support/consulting, and Toastmasters clubs. All employees have access to personal career development & performance tools which help guide them through the process of setting professional growth and development plans.

BC Hydro also supports initiatives outside of the organization which are related to creating welcoming and inclusive communities. For instance, it contributed to the development of the BC Human Resources Management Association's Immigration Talent Integration Toolkit, and it regularly supports organizations and projects throughout BC by sponsoring projects and providing donations (L. MacDonald, personal communication, June 15, 2011).

## Leadership in Action

Patty Sahota, Board member, Industry Training Authority

The Industry Training Authority (ITA) is a Crown corporation that oversees industry training and apprenticeship related to skilled labour in BC, including occupations such as electricians and plumbers. Patty Sahota was first appointed to the ITA Board in 2009. The ITA works with a variety of partners including industry, labour organizations, and training institutes. As one of the board members, Ms. Sahota plays a key role in overseeing the ITA to ensure that BC has the skilled workforce it needs, going into the future.

In addition, Ms. Sahota is an Independent Consultant focused on public policy issues, community outreach, and communications focused on the South Asian community. Previously she was a Member of the Legislative Assembly for Burnaby-Edmonds (between 2001 and 2005). Ms. Sahota served on the Government Caucus Committee for Communities and Safety, the Women's Caucus Committee, the Asian Economic Development Committee and was a member of the Legislative Standing Committee on Aboriginal Affairs and

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the Legislative Standing Committee on Finance. She has also served on the Special Committee to Appoint a Police Complaint Commissioner, the Special Committee to Review the Police Complaint Process, and the Legislative Standing Committee on Health. Prior to elected office, Ms. Sahota was a forestry consultant, specializing in environmental management systems.

Ms. Sahota's desire to contribute and impact change has led to her involvement in multiple groups in various capacities. Over the years, she has been an active volunteer member with the World Partnership Walk. Currently, Ms. Sahota is the Chair of the Westminster Savings Foundation, a Board Director with the Westminster Savings Credit Union, and a member of the Institute of Corporate Directors (ICD).

She holds her Bachelor of Arts (Political Science) from the University of Victoria and was born in India.

***Ms. Sahota's Keys to Success:***

- Learning how to reach out to different groups of people
- Learning how to communicate effectively

***Ms. Sahota's Advice to Aspiring Leaders:***

- *"Put yourself out there for leadership positions. For example, organizations such as the Provincial Board Resourcing Development Office give individuals an opportunity to submit a CV for board consideration. Gain knowledge and skills related to leadership by taking additional courses. For example, the ICD has excellent courses related to board governance. The knowledge gained is invaluable"* (P. Sahota, personal communication, May 4, 2011).

**Inde Sumal – Board Member, Fraser Health**

Inde Sumal is member of the Board of Directors of Fraser Health. Fraser Health is one of five Health Authorities in BC and serves more than 1.5 million people living in 10 communities from Burnaby to Hope. The Fraser Health Board of Directors provides strategic direction to the organization

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and has oversight responsibility for the Fraser Health executive team. In addition to regular Board member duties, Inde is a member of the Human Resources and Governance Committee and the Real Estate and Facilities sub-committees of the Board.

Inde also holds a significant leadership position in the banking industry as the Vice President of Residential Mortgages with the Royal Bank of Canada. Previously, he was a Regional Sales Manager, Mortgage Specialist; a Human Resources Advisor - Commercial Banking/Small and Medium Enterprises; and a Branch Manager - Retail Banking with RBC. Inde originally began his career as a bank teller, and has worked his way up to his current position. Inde holds a diploma from Kwantlen College in Business Management and directly after graduating, entered the financial services industry where he continued to upgrade his skills.

Active in the community, Inde is also a member of the National Diversity Leadership Council, the Mayor's Advisory Board on Investment and Job Creation, and the Community Advisory Board with Simon Fraser University. Previously, he served as President and Director with the Surrey Board of Trade, a Director with the BC Chamber of Commerce, a member of the Grant Review Board with the United Way of the Lower Mainland, and Chair of the RCMP Police Officer of the Year Awards Committee. Inde has long-standing interests in community issues especially those related to health care, early childhood development and education. Inde is a 1st generation Canadian.

***Keys to Mr. Sumal's Success:***

- Spending time in every role in his organization, enabling him to connect to a variety of people
- Strong involvement in community work which broadened his breadth of experience

***Mr. Sumal's Advice to Aspiring Leaders***

- ***“Share your time and knowledge with the community. Giving back should be a primary personal and career goal”*** (I. Sumal, personal communication, April 11, 2011).

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## 10. Discussion

This study is the first time that baseline data on diversity in leadership has been gathered systematically across several sectors within Metro Vancouver. It is hoped that this project will increase awareness of the value of diverse leadership and ways to create welcoming and inclusive workplaces and governance structures across Metro Vancouver.

The research suggests that increasing diversity in leadership takes time and cannot be accomplished overnight. The evidence also suggests that organizations which make diversity an organizational goal are able to effect change. We hope that local organizations will use this report as an opportunity to reflect upon how diversity and diverse leadership can benefit their organization, and will consider future opportunities to make their workplaces and governance structures more welcoming and inclusive of people from diverse backgrounds.

The results of the *DiverseCity Counts* project suggest that visible minorities are under-represented across senior leadership positions in Metro Vancouver. Of the 2274 individuals that were studied in this project, 12% come from a visible minority background; in comparison, 42% of Metro Vancouver residents come from a visible minority background.<sup>12</sup>

### Sector-specific Findings

**Elected Officials:** The highest level of representation is among federal Members of Parliament (MPs) where 32% came from a visible minority background, relative to 30% of School Board Trustees, 25% of provincial Members of the Legislative Assembly (MLAs), and 22% of municipal councilors.

**Public Sector Leaders:** 7% of senior public sector leaders came from a visible minority background. Visible minorities accounted for 7% of senior municipal and regional executives 8% of senior police leaders.

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Source: Statistics Canada Community Profiles, 2006 Census

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**Corporate sector:** Visible minorities comprised 10% of senior leadership positions in the largest corporations in Metro Vancouver. There was a slightly higher level of representation among senior executives where 11% came from a visible minority background compared to 8% for board members.

**Voluntary Sector:** Among the largest voluntary sector organizations (nonprofits, charities and foundations), visible minorities comprised 13% of all senior leadership positions. Levels of representation were higher among senior executives (20%), relative to board members (10%).

**Education Sector:** The overall level of representation of visible minorities within the education sector was 12%. Across the colleges included in this study, 20% of the Board of Governors' members and 10% of senior executives came from a visible minority background. Within Metro Vancouver universities, 16% of the Board of Governors' members and 7% of senior executives came from a visible minority background. Within the School Districts examined in this project, 11% of principals and vice principals were visible minorities.

**Provincial Agencies, Boards and Commissions:** Of the appointed members examined in this study, 11% came from a visible minority background.

Table 12 summarizes the results that have been discussed throughout each chapter of this report.

Table 12: Summary of Visible Minority Representation in Leadership

Sector	Total Analyzed	# Visible Minority	% Visible Minority
Elected Officials	138	36	26.1%
Public Sector Executives	54	4	7.4%
Corporate Sector Boards and Executives	909	89	9.8%
Voluntary Sector Boards and Executives	409	55	13.4%
Education Sector Boards and Executives	650	77	11.8%
Provincial Agencies and Boards	114	13	11.4%
<b>Total</b>	<b>2274</b>	<b>274</b>	<b>12.0%</b>

### Comparing Across Sectors

While visible minorities were underrepresented across all sectors in the community, there was some variation across sectors. The elected officials sector had the highest level of representation with visible minorities, comprising 26% of elected officials examined in this project, which is more than double the level of representation in other sectors. The rest of the sectors had relatively similar levels of representation ranging from 7% for public sector leaders to 13% for voluntary sector leaders.

Because of the differences in sample sizes and data collection approaches across the different sectors, it is important to be cautious about drawing conclusions from cross-sector comparisons.

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## Trend Setting for more Diverse Leadership

This report has identified some trends that are relatively consistent across the various organizations.

Some of the trends include:

- Establish an organizational commitment to diversity which explicitly states that encouraging diversity within the organization is an important organizational objective;
- Establish an organizational business case for diversity which requires the organization to identify, research and understand and communicate the positive correlation between diversity and organizational performance;
- Review recruitment and selection processes for intentional and unintentional bias to ensure that new positions are accessible for diverse, qualified candidates;
- Provide training opportunities to staff members which support the development of a welcoming and inclusive workplace;
- Support leadership development and succession planning;
- Track progress and change.

The study findings indicate that organizations that implement these strategies are able to effect change. We hope that this report will inspire organizations that were not involved in this study to assess their current level of diversity and consider the potential that building a diverse governance structure and workforce can bring to their organization.

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## 11. Recommendations

This section provides some recommendations for organizations and businesses that are looking to become a leader in the area of diversity. The recommendations are organized under the following sections: organizational readiness; leading practices for boards; and leading HR practices.

### Organizational Readiness

Organizational readiness consists of establishing: an organizational commitment to diversity; the organization's business case for diversity; a process for tracking progress and change.

#### *Recommendation 1: Establish an Organizational Commitment to Diversity*

Current research suggests that the organizations that are most effective at enhancing diversity are those that make diversity a key organizational objective that is fully supported by the senior leadership team. When the company CEO expresses a commitment to organizational diversity, it establishes diversity as an important organizational objective to be met (Gandz 2001, van Biesen & Rudy, 2009, Jayne, & Dipboye 2004). For example, the CEO of HSBC Canada, one of Canada's Best Diversity Employers, has delivered presentations to staff on the "Case for Diversity – The Talent Pool" outlining the business case for recruiting and promoting people from diverse backgrounds within the company (HSBC, 2009).

It is also important for organizations and businesses to make a clear, diversity statement which expresses the organization's commitment to diversity and outlines the positive correlation between diversity and organizational effectiveness. A firm commitment helps to support the creation of a diversity business plan, which lays the strategy for implementing and embedding a diversity initiative within the organization (Gandz, 2001; Vitcom Consulting). An example of a commitment to diversity is Telus's statement which is posted on the company website:

Telus believes diversity is a key success driver in the global marketplace and that we should mirror the diversity of the workforce in Canada. Therefore,

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we strive to build a culture of inclusiveness—one that respects and recognizes the individual skills and perspectives of team members—and create a workplace where team members have the opportunity to reach their full potential. Diversity thrives when we honour the traditions, beliefs, lifestyles, abilities and perspectives of our team.

Organizational commitments like Telus's are made more powerful by the fact that they are explicit public statements, which empower employees with similar views and perspectives to undertake actions to build a more inclusive workplace and encourage candidates from diverse backgrounds to apply for positions (Gandz, 2001).

### ***Recommendation 2: Develop the Organization's Business Case***

The organizations that are most successful at increasing diversity and creating a welcoming and inclusive workplace are those that have fully developed their business case for diversity. Developing a business case requires organizations to identify, research, understand, and communicate the positive correlation between diversity and organizational performance. The business case inspires leaders and staff to develop diversity initiatives and push them forward as an organizational priority (van Biesen & Rudy, 2009).

Organizations that have fully developed their business case for diversity tend to have more success at enhancing diversity than organizations that are trying to comply with external employment equity guidelines. For example, Scotiabank experienced "impressive results" once they moved from a compliance-based diversity program to a business case-based diversity program (Ibid, p. 4).

Each organization and business is unique and each business case should reflect the specific benefits that are most relevant to the organization. While each business case for diversity will vary in response to organizational needs, some benefits to diversity are broadly applicable to a range of organizations. Many organizations are developing diversity initiatives to become more competitive at attracting new talent in an increasingly diverse workforce (van Biesen & Rudy, 2009; Shin 2008; RBC Financial Group, 2005). Other organizations are more focused on increasing their share of diverse domestic and international markets (Gandz, 2001; Shin 2008). As one corporate leader stated: "If you want to serve the market, you have to hire the market" (Zabeen Hirji, Chief Human Resources Officer of the Royal Bank of

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Canada, qtd. in Shin 2007). Other organizations are noticing that bringing together diverse backgrounds and perspectives on teams facilitates better organizational decision-making, because it avoids groupthink and encourages the team to critically evaluate organizational decisions (Shin, 2008, Cox & Blake, 1991).

### ***Recommendation 3: Track Progress and Change***

Diversity programs are strengthened by establishing a process for tracking progress and change. There is increasing evidence that “what gets measured gets done” (Cukier et al. 2010 p. 10). Furthermore, the case studies suggest that organizations which track diversity metrics are more successful at increasing diversity than organizations that do not track diversity metrics, since tracking progress and change increases awareness and accountability (van Biesen and Rudy 2009, Catalyst and Diversity Institute 2007).

An increasing number of human resources departments are starting to collect diversity metrics, and are analyzing employment trends over time. Leading organizations collect data for four employment equity groups (visible minorities, Aboriginal peoples, women and people with disabilities) and track the following metrics across different departments and locations: recruitment; representation; promotion; succession planning; and turnover (both voluntary and involuntary) (Catalyst and Diversity Institute, 2007). Some organizations, such as BC Hydro, compare current levels of representation across different employment equity groups to overall levels of representation in the labour force to identify a need for future targeted recruitment initiatives (Mediacorp, 2010). Catalyst and the Diversity Institute (2007) recommend that organizations link the metrics to performance appraisals, since creating an inclusive work environment is a key component of leadership performance.

It is important to make a distinction between setting targets and imposing quotas. Setting targets and collecting metrics help to track general trends and rates of change. This information can be used to assess program performance and to identify opportunities for future improvement over time. Metrics are also a critical component of an accountability framework which should be part of any comprehensive business plan for diversity in the workplace. In contrast, setting diversity quotas requires that a certain proportion of positions be filled by people from under-represented groups and does not account for other limitations such as a limited number of applicants and levels of representation within the labour force (Catalyst and the Diversity Institute 2007).

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## Leading Practices for Boards

The following study leading practices can be implemented to improve recruitment and retention of diverse board candidates.

### ***Recommendation 4: Make Recruiting Diverse Board Candidates a Priority***

The first step to building a more diverse board of directors is to make recruiting diverse candidates a priority (Heaps 2010; Bradshaw et al. 2009) that is communicated to search firms, and others responsible for identifying potential board candidates (Canadian Board Diversity Council, 2010).

### ***Recommendation 5: Expand the Pool of Potential Board Candidates***

Some innovative strategies for recruiting diverse board candidates include:

- Create a nominating committee, which can analyze future board needs and develop a diverse slate of qualified candidates before a new Board position becomes available (Vitcom Consulting, n.d.);
- Do not limit the recruitment of Board candidates to CEO's where the number of non-traditional candidates is the smallest, consider recruiting board members who are accomplished senior executives (Heaps, 2010; Vitcom Consulting, n.d);
- Work with the Canadian Board Diversity Council, which is training a talent pool of diverse, highly skilled candidates for not-for-profit and public sector boards (Canadian Board Diversity Council, 2010);
- Work to develop and publicize a reputation for diversity and inclusion, which will help to attract the most qualified diverse candidates (Vitcom Consulting, n.d. ).

### ***Recommendation 6: Create a Rigorous, Unbiased Recruiting Process***

A recruitment process is more likely to result in increased diversity if it is rigorous, documented and transparent. Otherwise, boards are more likely to recruit people they already know, and are less likely to attract new board members with diverse backgrounds and perspectives (Canadian Board Diversity Council 2010, Bradshaw et al. 2009).

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### ***Recommendation 7: Create a Welcoming and Inclusive Board Environment***

In order for boards to be successful at retaining qualified, diverse board members, they need to create a welcoming and inclusive board environment. It is important to ensure that the Board welcomes their new members, encourages diverse perspectives, and innovative thinking (Corporate Knights, 2009, Vitcom, n.d). It may be helpful to educate board members on the business case for board diversity in order to increase their awareness of the benefits of board diversity (Corporate Knights, 2009). One study that explored gender diversity within boards identified that there may need to be at least three board members from diverse backgrounds in order to provide a critical mass of diverse perspectives and to foster an inclusive board culture (Heaps 2010, Corporate Knights, 2009).

### **Leading HR Practices**

The following HR strategies can help organizations create a diverse workforce. This section summarizes some actions that can be undertaken to: recruit diverse, qualified employees; build a welcoming and inclusive work environment; and support emerging leaders from diverse backgrounds.

### ***Recommendation 8: Make Recruiting Diverse Candidates a Priority***

The first step to increasing organizational diversity is to make recruiting more staff from diverse backgrounds a goal, and to identify groups that are currently under-represented. Some organizations, such as BC Hydro, have developed recruitment strategies to increase the number of employees from employee equity groups in business areas/occupational categories where their representation numbers are currently below labour force diversity levels (Mediacorp, 2010).

### ***Recommendation 9: Create an Unbiased Recruitment Process***

It is also important to evaluate the current recruitment, selection process for conscious or unconscious bias. For instance, sometimes Hiring Managers may unintentionally overlook a strong candidate during the interview process due to a cross cultural misunderstanding. Many assumptions about body language, communication styles, and physical appearance and what they indicate about a person are culturally-specific. For instance, in some

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Westernized cultures a person who maintains eye contact appears to be more confident and trustworthy, while in some Asian cultures, a person who maintains eye contact may appear disrespectful (Kwintessential Consulting, n.d). Without proper training in cross-cultural interviewing techniques, it could be difficult for hiring professionals to accurately assess potential candidates and their abilities (van Biesen & Rudy, 2009).

The review of recruitment and selection processes often vary by sector but you can refer to an overview by the Chartered Institute of Personnel Development (2010) for useful general information.

***Recommendation 10: Attract More Candidates from Diverse Backgrounds***

The third recruitment step is to look for ways to expand the pool of qualified applicants from diverse backgrounds. Some potential actions include:

- Conduct outreach to different ethno-cultural groups (i.e., advertise positions in ethno-culturally focused media, establish relationships with ethno-cultural groups, etc.);
- Ensure that recruiting materials reflect diversity in photographs, language and illustrations;
- Target under-represented groups for internships;
- Create workplace incentives such as literacy programs, and child care which may attract more potential hires (Gantz, 2001; HR Council for Voluntary/ Non-Profit Sector, n.d.).

***Recommendation 11: Make Creating a Welcoming and Inclusive Work Environment A Priority***

In order for organizations to be successful at maintaining current levels of diversity, they need to consider how welcoming and inclusive their workplace is for people from diverse backgrounds. Both employee retention and workplace productivity can be enhanced by creating an inclusive workplace where employees from all backgrounds believe they can be successful and have opportunities for advancement (Catalyst and the Diversity Institute, 2007 p. 2).

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There is evidence to suggest that effective diversity programs can minimize employee turnover. A 2007 Corporate Leavers Survey estimated that the cost of employee turnover as a result of failed workplace initiatives in corporate America to be \$64 billion. This estimate only covers the cost of losing and replacing professionals and managers who leave workplaces due to failed diversity management (on the basis of race, gender, or sexual orientation) (Korn Ferry International 2007).

***Recommendation 12: Provide Training Opportunities***

One strategy to help to build a welcoming and inclusive work place is to provide training opportunities for staff. Some examples of potential workshops are drawn from the City of Vancouver's Hastings Institute which offers training to external organizations in the area of diversity. Some of its relevant workshops include:

- **Creating an Inclusive Culture**—this workshop explores a broad definition of diversity including generational differences, ethnicity, income and educational background; examines the impact of assumptions, perceptions and stereotypes; identifies strategies for creating a workplace that values differences.
- **Communicating Across Cultures**—this workshop examines the influence of culture on values, perceptions and behavior; explores strategies for bridging language and cultural differences; and identifies ways to create a welcoming and inclusive environment.
- **Team Building for a Respectful Workplace**—this workshop provides employees with an opportunity to look at how each contributes to workplace culture within the framework of human rights; identifies the kinds of situations that may lead to problems; and assists participants in establishing guidelines for creating working relationships that are respectful and supportive of differences.

These are just a few examples of potential training opportunities. Many organizations with established diversity initiatives have developed training opportunities that are specific to their organization and responsive to organizational needs.

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### ***Recommendation 13: Create Leadership Development Opportunities***

One aspect of creating an accessible, inclusive work environment is supporting leadership development for promising team members. If high potential, talented employees perceive there to be limited opportunities for advancement within their organization, they may be less likely to stay with the organization over time (van Biesen & Rudy, 2009). A national survey conducted by Catalyst and the Diversity Institute (2007) discovered that many visible minority workers in corporate Canada perceive there to be a glass ceiling within their organizations. This is largely due to the current under-representation of people from diverse backgrounds in senior roles and a resulting lack of role models.

Organizations can potentially improve retention of high potential hires by inviting them to participate in a mentoring program which pairs them with senior staff that can provide them with support and guidance (van Biesen & Rudy, 2009). For example, universities can facilitate the development of minority faculty by pairing them with senior faculty who can provide information and assistance regarding departmental expectations and academic activities such as grant writing and teaching. A similar, more general mentoring program is in place at the Sauder School of Business at UBC.

Organizations could go further and engage in succession planning which is targeted at leadership development and specifically identify minority individuals in an organization with the potential to fill key organizational positions. Research suggests that a significant proportion of organizations (up to 45%) including government, Fortune 500 companies and family owned businesses, do not have succession plans, much less those related specifically to diversity (Price Waterhouse Cooper, 2006; Cutting Edge Information, n.d.; Harveston, Davis, & Lyden, 1997).

This type of planning takes a very targeted approach in helping specific minority group individuals move into leadership positions by providing opportunities to develop skills. Organizations can develop visible and clear competencies and capabilities required for these positions, along with training programs which target and develop these skills and then approach those minority individuals that they see as having potential. Diversity succession planning can work. For example, one company, Motorola, in the US, decided to incorporate its diversity objectives into succession planning and increase the representation of women and people of colour in leadership positions (Catalyst, 2007). In 1989, they had two female vice-presidents and by 1997 the organization had 54 female vice presidents, with eleven of these being women from visible minority groups (Catalyst, 1999).

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# Appendix: Lists of Organizations included in Data Analysis

**Elected Officials: Federal MPs & Provincial MLA's in Metro Vancouver;  
School Board Trustees and City Councillors from the 5 Most Diverse  
Communities**

Elected Officials	HR/ Admin Data	Survey Results	Analysis of Photos	< 50% Collected
Federal Members of Parliament*			X	
BC Members of the Legislative Assembly			X	
<b>School Board Trustees</b>				
SD # 39 Vancouver			X	
SD # 36 Surrey			X	
SD # 41 Burnaby			X	
SD # 38 Richmond			X	
SD # 43 Coquitlam			X	
<b>City Councillors</b>				
City of Vancouver			X	
City of Surrey			X	
City of Burnaby			X	
City of Richmond			X	
City of Coquitlam			X	

\* Updated in response to 2011 Federal election results

Senior Public Sector Leaders: Senior Police Leaders and Senior Municipal Executives from the 5 Most Diverse Municipalities in Metro Vancouver and the Metro Vancouver regional government

Senior Public Leaders	HR/ Admin Data	Survey Results	Analysis of Photos	< 50% Collected
<b>Senior Police Leaders</b>				
Vancouver VPD	X			
Surrey RCMP	X			
Burnaby RCMP	X			
Richmond RCMP				X
Coquitlam RCMP	X			
<b>Senior Municipal Executives</b>				
Metro Vancouver			X	
City of Vancouver				X
City of Surrey	X		X	
City of Burnaby	X		X	
City of Richmond				X
City of Coquitlam	X			

Corporate Sector Leaders: 171 of the Largest Public and Private Corporations in Metro Vancouver

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
1	Telus Corp	Public	\$9,653,000	X	X	X	
2	Teck Resources Ltd	Public	\$6,904,000	X		X	
3	Jim Pattison Group*	Private	\$6,700,000	X	X	X	
4	Finning International	Public	\$5,991,425	X	X	X	
5	Best Buy Canada Ltd	Private	\$5,755,021		X	X	
6	HY Louie Co. Ltd	Private	\$4,281,323				X
7	Westcoast Energy	Private	\$3,901,000	X	X	X	
8	Teekay Corp	Public	\$3,404,436	X	X	X	
9	West Fraser Timber Co Ltd	Public	\$3,188,500				X
10	Canfor Corp	Public	\$2,611,600	X	X	X	
11	Goldcorp Inc*	Public	\$2,578,654	X	X	X	
12	Ledcor Group of Companies	Private	\$2,500,000				X
13	HSBC Bank Canada	Private	\$2,481,000	X	X	X	
14	Methanex Corporation	Public	\$2,466,957	X	X	X	
15	First Quantum Minerals	Public	\$1,855,266		X	X	
16	Catalyst Paper Corp	Public	\$1,849,400	X	X	X	
17	Lions Gate Entertainment Corp	Public	\$1,563,155		X	X	
18	Univar Canada Ltd	Private	\$1,529,000				X
19	London Drugs Ltd	Private	\$1,447,296				X
20	The Futura Corporation	Private	\$1,400,000				X
21	CHC Helicopter Corp*	Public	\$1,305,667		X	X	
22	Verascold	Private	\$1,247,083		X	X	

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
23	MacDonald, Dettwiler and Associates*	Public	\$1,168,491	X		X	
24	Pacific Blue Cross*	Private	\$1,144,550		X	X	
25	Mercer International	Public	\$1,123,870				X
26	Mitsubishi Canada Ltd	Private	\$1,001,664				X
27	Taiga Building Products	Public	\$1,000,697				X
28	Boston Pizza Internat'l	Private	\$831,000				X
29	Can Wel Building Materials Income Fund	Public	\$803,927				X
30	Charlwood Pacific Group	Private	\$749,000				X
31	Hub International Canada West	Private	\$749,000		X	X	
32	Canaccord Capital Inc	Public	\$731,539				X
33	A&W Food Services of Canada	Private	\$724,000				X
34	Colliers International	Private	\$689,000		X	X	
35	Industrial Alliance Pacific Insurance and Financial Services Inc	Private	\$630,083				X
36	Providence Health Care	Private	\$613,440	X	X	X	
37	Sierra Wireless Inc	Public	\$604,750	X	X	X	
38	ITC Construction Group	Private	\$568,000				X
39	Inland Group	Private	\$560,621				X
40	Washington Marine Group	Private	\$549,500		X	X	
41	The Oppenheimer Group*	Private	\$533,342		X	X	
42	Quadra Mining Ltd	Public	\$519,676	X	X	X	
43	Northland Properties Corp*	Private	\$509,300		X	X	
44	Keg Restaurants	Private	\$499,443				X

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
45	Northgate Minerals Corp	Public	\$491,413	X	X	X	
46	Polygon Homes	Private	\$471,000		X	X	
47	Premium Brands Income Fund	Public	\$449,363				X
48	Daishowa-Marubeni International Ltd	Private	\$437,915				X
49	Vancouver City Savings Credit Union	Private	\$424,354	X	X	X	
50	Creation Technologies Inc	Private	\$411,950	X	X	X	
51	Mark Anthony Group Inc	Private	\$408,000				X
52	Great Canadian Gaming Corp	Public	\$403,700				X
53	Vancouver Airport Authority	Private	\$390,234	X	X	X	
54	Super Save Group of Companies	Private	\$389,000				X
55	Corix	Private	\$384,400				X
56	Carter Automotive Group	Private	\$380,000				X
57	Ritchie Bros. Auctioneers Inc.	Public	\$378,236	X	X	X	
58	Lululemon Athletica*	Public	\$376,818	X	X	X	
59	Shato Holdings Inc	Private	\$375,000				X
60	Pan American Silver Corp	Public	\$360,948	X	X	X	
61	Ainsworth Lumber	Public	\$359,305				X
62	Tree Island Wire Income Fund	Public	\$322,743				X
63	Openroad Auto Group	Private	\$316,000				X
64	Eldorado Gold Corp	Public	\$307,254				X
65	Angiotech Pharmaceuticals Inc*	Public	\$301,968	X		X	
66	Concert Properties*	Private	\$299,266		X	X	

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
67	Glentel Inc	Public	\$289,333	X	X	X	
68	Coast Capital Savings Credit Union	Private	\$287,827	X	X	X	
69	Coast Hotels & Resorts	Private	\$276,114				X
70	Fred Deeley Imports Ltd/ Harley-Davidson Canada	Private	\$275,348				X
71	Graham Construction and Engineering	Private	\$270,000		X	X	
72	Metro-Can Construction Ltd*	Private	\$270,000		X	X	
73	Westshore Terminals Income Fund	Public	\$265,101				X
74	Sunrise Farms	Private	\$260,808				X
75	Hardwoods Distribution Income Fund*	Public	\$256,301	X	X	X	
76	Teal Jones Group	Private	\$250,000				X
77	Glacier Media Inc*	Public	\$249,093		X	X	
78	Imperial Parking Corp (IMPARK)	Private	\$249,010		X	X	
79	Mountain Equipment Co-op*	Private	\$247,730	X		X	
80	Western Canadian Coal Corp	Public	\$245,373	X	X	X	
81	Red Back Mining Inc	Public	\$238,422				X
82	Dueck Auto Group	Private	\$237,894				X
83	Taseko Mines Ltd	Public	\$231,678		X	X	
84	Imperial Metals Corp	Public	\$229,745				X
85	Sierra Systems	Private	\$225,000		X	X	
86	4REFUEL Canada Ltd	Private	\$223,136		X	X	
87	Sun Gro Horticulture Income Fund	Public	\$221,935				X
88	Scott Construction Group	Private	\$214,700				X

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
89	Gateway Casinos	Private	\$211,973				X
90	Nature's Path Foods Inc.*	Private	\$210,000		X	X	
91	Fortress Paper Ltd	Public	\$189,002				X
92	OK Tire Stores Ltd	Private	\$187,702				X
93	Olympic Industries Inc	Private	\$187,000				X
94	Golden Boy Foods LP	Private	\$180,000				X
95	Silver Wheaton Corp	Public	\$177,722	X	X	X	
94	Golden Boy Foods LP	Private	\$180,000				X
95	Silver Wheaton Corp	Public	\$177,722	X	X	X	
96	uniPHARM Wholesale Drugs	Private	\$177,508				X
97	Aritzia LP	Private	\$170,000				X
98	Finora Inc	Private	\$164,108				X
99	TimberWest Forest Corp*	Public	\$163,700	X	X	X	
100	Dragon Pharmaceuticals Inc	Public	\$161,976				X
101	Travelers Financial Corp	Private	\$157,000		X	X	
102	ABC Recycling Ltd*	Private	\$153,000		X	X	
103	General Paint Corp	Private	\$152,000				X
104	Coast Wholesale Appliances Income Fund	Public	\$146,750				X
105	Lower Mainland Steel	Private	\$144,855		X	X	
106	Aurizon Mines Ltd	Public	\$144,452	X		X	
107	Sinclair Dental	Private	\$135,500				X
108	Pacific Northern Gas Ltd	Public	\$132,839				X
109	QLT Inc	Public	\$132,333	X	X	X	
110	British Columbia Automobile Association*	Private	\$131,129	X	X	X	
111	Capstone Mining Corp*	Public	\$130,945	X		X	

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
112	Sterling Shoes Income Fund	Public	\$130,767	X	X	X	
113	Avcorp Industries	Public	\$128,868				X
114	Coopers Park Corp	Public	\$126,353				X
115	Insight Film Studios	Private	\$125,000				X
116	Flight Centre North America	Private	\$125,000				X
117	Eastern Platinum Ltd*	Public	\$123,867	X		X	
118	Wall Financial Corp	Public	\$122,091				X
119	Stuart Olson Constructors Inc	Private	\$121,500				X
120	Coastal Pacific Xpress Inc	Private	\$120,000				X
121	Coastal Contacts Inc./ Clearly Contacts	Public	\$118,759				X
122	Commonwealth Insurance Company	Private	\$118,400				X
123	Central 1 Credit Union	Private	\$117,359				X
124	Envision Financial	Private	\$115,348	X	X	X	
125	Arrow Transportation Systems	Private	\$115,000				X
126	Wales McLelland Construction*	Private	\$112,000		X	X	
127	B&B Contracting Ltd	Private	\$110,000				X
128	Amerigo Resource Ltd	Public	\$104,071		X	X	
129	Britco Structures LLP	Private	\$99,876				X
130	Hanwei Energy Services Corp	Public	\$96,450				X
131	Peer 1 Network Enterprises Inc	Public	\$95,244		X	X	
132	Mainroad Group	Private	\$92,000				X
133	Silvercorp Metals Inc	Public	\$89,036	X	X	X	

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
134	Horizon Distributors Ltd	Private	\$88,453				X
135	HRA Diamond International	Private	\$87,000				X
136	Dollar Giant	Private	\$83,000				X
137	Day4 Energy Inc	Public	\$76,837				X
138	Ivanhoe Energy Inc*	Public	\$73,731	X		X	
139	Westport Innovations Inc*	Public	\$71,536	X		X	
140	Seacliff Construction Corp	Public	\$68,741				X
141	Westminster Savings Credit Union*	Private	\$67,802	X		X	
142	Canlan Ice Sports Corp*	Public	\$64,669	X	X	X	
143	Ballard Power Systems Inc	Public	\$63,512				X
144	Versatile Systems Inc*	Public	\$63,299		X	X	
145	Navigata Communications Ltd	Private	\$61,000				X
146	Silver Standard Resources Inc*	Public	\$60,278	X		X	
147	Cabo Drilling Corp	Public	\$58,645				X
148	North American Tungsten Corp	Public	\$56,403				X
149	Microserve	Private	\$55,000				X
150	Yukon-Nevada Gold Corp	Public	\$52,214	X	X	X	
151	Amica Mature Lifestyles Inc	Public	\$44,741				X
152	First Majestic Silver Corp*	Public	\$44,325		X	X	
153	Energold Drilling Corp	Public	\$42,262				X
154	Evergreen Gaming Corp	Public	\$41,305				X
155	Absolute Software Corp	Public	\$37,853		X	X	
156	Rainmaker Entertainment Inc*	Public	\$37,723	X	X	X	

	Company	Public / Private	Revenue 2008	Info on Board of Directors	Info on Senior Executive	Analysis of Photos	< 50% identified
157	Uniserve Communications Corp*	Public	\$33,570	X		X	
158	DDS Wireless International Inc	Public	\$33,500	X	X	X	
159	Swiss Water Decaffeinated Coffee Income Fund	Public	\$32,606		X	X	
160	Leading Brands Inc	Public	\$32,498				X
161	CIBT Education Group Inc	Public	\$31,888				X
162	Polaris Minerals Corp	Public	\$31,534	X	X	X	
163	Jinshan Gold Mines Inc. (a.k.a. China Gold International)*	Public	\$31,310	X	X	X	
164	Quest Capital Corp	Public	\$30,425				X
165	Allied Hotel Properties Inc.*	Public	\$30,115		X	X	
166	Intrinsyc Software International	Public	\$26,351	X	X	X	
167	Verb Exchange	Public	\$26,351				X
168	Fortuna Silver Mines Inc	Public	\$26,339	X	X	X	
169	Helijet International	Public	\$25,973				X
170	Radiant Communications Corp	Public	\$24,900	X	X	X	
171	Hillsborough Resources Ltd	Public	\$23,687				X

**Voluntary Sector Leaders: 40 of the Largest Voluntary Sector Organizations in Metro Vancouver**

	Organization	Revenue (2008)	Board of Directors Information	Senior Executive Information	Exec/ HR Count	Survey Data	Analysis of Photographs	< 50% Collected	Ethnocultural, Religious or Aboriginal Organization	Belongs in Other Sector
1	Legal Services Society	\$76,237,707								X
2	British Columbia Children's Hospital Foundation	\$65,214,726	X	X	X					
3	Vancouver Foundation	\$57,509,232	X	X			X			
4	Surrey Community Services Society	\$60,359,288						X		
5	Coast Conservation Endowment Fund Foundation	\$56,783,582							X	
6	VGH & UBC Hospital Foundation	\$53,216,154						X		
7	BC Cancer Foundation	\$49,840,539						X		
8	Michael Smith Foundation for Health Research	\$43,319,370	X				X			
9	United Way of the Lower Mainland	\$38,165,219	X				X			
10	Tides Canada Foundation	\$35,760,327	X	X	X		X			
11	Power to Change Ministries	\$35,753,809							X	
12	Canadian Cancer Society-- BC and Yukon Division	\$33,406,883						X		
13	Vancouver Aquarium Marine Science Centre	\$31,524,845	X	X	X					
14	YMCA of Greater Vancouver	\$29,842,711						X		

	Organization	Revenue (2008)	Board of Directors Information	Senior Executive Information	Exec/ HR Count	Survey Data	Analysis of Photographs	< 50% Collected	Ethnocultural, Religious or Aboriginal Organization	Belongs in Other Sector
15	Mainstream Association for Proactive Community Living	\$26,566,397	X	X	X					
16	Community Home Support Services Association	\$26,297,488		X	X					
17	Greater Vancouver Community Services Society	\$24,425,198						X		
18	BC Society for the Prevention of Cruelty to Animals	\$24,136,453	X	X	X					
19	Hope International Development Agency	\$23,487,625	X	X	X					
20	Heart and Stroke Foundation of British Columbia and Yukon	\$23,105,262						X		
21	Developmental Disabilities Association of Vancouver - Richmond	\$21,986,967	X	X	X					
22	Family Services of Greater Vancouver	\$21,950,336						X		
23	George Derby Long Term Care Society	\$21,904,377	X	X	X					
24	Providence Health Care Research Institute Trust	\$20,092,448						X		
25	British Columbia Centre for Ability Association	\$19,238,470	X	X	X					
26	Community Living Society	\$19,218,097	X	X	X					
27	The New Vista Society	\$18,538,151						X		
28	YWCA Vancouver	\$17,659,878	X	X	X					

	Organization	Revenue (2008)	Board of Directors Information	Senior Executive Information	Exec/ HR Count	Survey Data	Analysis of Photographs	< 50% Collected	Ethnocultural, Religious or Aboriginal Organization	Belongs in Other Sector
29	Vancouver Aboriginal Child and Family Services Society	\$17,643,662							X	
30	Options: Services to Communities Society	\$17,484,713	X	X	X					
31	British Columbia Recreation and Parks Association	\$16,901,251						X		
32	Young Life of Canada	\$15,919,443	X	X	X					
33	Roman Catholic Archbishop of Vancouver	\$15,743,975							X	
34	Rick Hansen Foundation	\$15,171,931						X		
35	Crofton House School	\$15,062,937								X
36	Coast Foundation Society 1974	\$15,058,336						X		
37	S.U.C.C.E.S.S.	\$14,489,499							X	
38	Association of Neighborhood Houses of BC	\$14,398,597	X	X	X					
39	Salvation Army British Columbia Division	\$14,120,969	X	X	X					
40	St James Community Service Society	\$14,110,461	X	X	X	X	X			

Source: Canada Revenue Agency

School Districts Located in the Five Most Diverse Metro Vancouver Municipalities

Senior Public Leaders	HR/ Admin Data	Survey Results	Analysis of Photos	< 50% Collected
Superintendents				
SD #36, Surrey	X			
SD #38, Richmond	X			
SD #39, Vancouver	X			
SD #41, Burnaby				X
SD #43, Coquitlam	X			
Principals and Vice Principals				
SD #36, Surrey			X	
SD #38, Richmond				X
SD #39, Vancouver	X		X	
SD #41, Burnaby	X		X	
SD #43, Coquitlam				X

### Publicly Funded Colleges and Technical Institutes in Metro Vancouver

Colleges and Technical Institutes	HR/ Admin Data	Survey Results	Analysis of Photos	< 50% Collected
Board of Governors				
BC Institute of Technology			X	
Douglas College	X			
Justice Institute of BC	X			
Langara College		X		
Vancouver Community College				X
Senior Executives				
BC Institute of Technology			X	
Douglas College	X			
Justice Institute of BC	X			
Langara College		X		
Vancouver Community College				X

### Publicly Funded Universities in Metro Vancouver

Universities	HR/ Admin Data	Survey Results	Analysis of Photos	< 50% Collected
Board of Governors				
Capilano University	X			
Emily Carr University of Art & Design	X			
Kwantlen Polytechnic University	X			
Simon Fraser University				X
University of British Columbia	X			
Senior Executives				
Capilano University			X	
Emily Carr University of Art & Design				X
Kwantlen Polytechnic University	X		X	
Simon Fraser University	X		X	
University of British Columbia				X

**19 of the Largest Provincial Agencies, Boards, & Commissions with Headquarters in Metro Vancouver**

	Provincial Agencies, Boards and Commissions	Revenue \$ (millions) 2009/ 2010 Fiscal Year	Analysis of Photos	Under 50% Identified
1	Insurance Corporation of British Columbia	4,286	X	
2	British Columbia Hydro and Power Authority	3,822	X	
3	Vancouver Coastal Health	3,052	X	
4	Fraser Health	2,586	X	
5	Community Living British Columbia	718	X	
6	British Columbia Housing Management Commission	621	X	
7	British Columbia Transmission Corporation	236	X	
8	Industry Training Authority	113	X	
9	B.C. Pavilion Corporation*	103	X	
10	Legal Services Society	76	X	
11	British Columbia Railway Company	40	X	
12	British Columbia Securities Commission	32	X	
13	Forestry Innovation Investment Ltd*	29	X	
14	Partnerships British Columbia Inc	13	X	
15	British Columbia Innovation Council	12	X	
16	Knowledge Network Corporation	10	X	
17	Organized Crime Agency of British Columbia Society	7	X	
18	Private Career Training Institutions Agency	4	X	
19	Transportation Investment Corporation	0	X	

DIVERSITY IN LEADERSHIP BRINGS A VARIETY OF PERSPECTIVES TO DISCUSSIONS AFFECTING THE POLITICAL, ECONOMIC, AND SOCIAL LIVES OF CANADIANS. RESEARCH SUGGESTS THAT ORGANIZATIONS WITH DIVERSITY IN THEIR LEADERSHIP AND WORKFORCES HAVE COMPETITIVE ADVANTAGE OVER ORGANIZATIONS WHICH LACK DIVERSITY.

THIS REPORT OUTLINES THE NUMBER OF VISIBLE MINORITIES IN SENIOR LEADERSHIP AND EXECUTIVE POSITIONS IN METRO VANCOUVER IN THE FOLLOWING SECTORS: ELECTED OFFICES, SCHOOL DISTRICTS, POST-SECONDARY INSTITUTIONS, GOVERNMENT AGENCIES, NON-PROFIT ORGANIZATIONS, LOCAL GOVERNMENTS, POLICE DETACHMENTS AND THE CORPORATE SECTOR. IT ALSO IDENTIFIES ACTIONS TO UNDERTAKE TO CREATE MORE WELCOMING AND INCLUSIVE WORKPLACES AND GOVERNANCE STRUCTURES TO ATTRACT AND RETAIN THE BEST TALENT.

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