CAREER ADVANCEMENT IN CORPORATE CANADA:

A Focus on Visible Minorities ~ Diversity & Inclusion Practices

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CAREER ADVANCEMENT IN CORPORATE CANADA:

A Focus on Visible Minorities ~ Diversity & Inclusion Practices

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This report presents many Diversity & Inclusion Practices related to advancing women and visible minorities in the workplace. Those that have won the Catalyst Award are denoted by the ◢. The table below lists the basic details of each practice and where it can be found in the report.

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The Goldman Sachs Group, Inc.	*Securing Talent and Excellence in the Pipeline: The Senior Women's Initiative*	Financial Services/ Banking	Global	2001	12
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Sidley Austin Brown & Wood LLP	*Strategies for Success: An Ongoing Commitment to Diversity*	Law Firm	United States	2001	27

Catalyst has been studying women in business—an important underrepresented group—for nearly 50 years. Since 2000, our research has focused on quantifying and better understanding the experiences of women in business settings around the world, with a particular emphasis on charting the progress of women belonging to various ethnic and racial minority groups.

While women play a critical and growing role in Canada's labour force and economy, the country's top talent continues to diversify in other ways: in 2006, visible minority individuals made up roughly 15 percent of the Canadian labour force, up from 13 percent in 2001.[1] Immigration is expected to account for 100 percent of Canada's net labour force growth by 2011.[2] From 2001 to 2006, three out of four immigrants to Canada identified themselves as belonging to a visible minority group.[3]

As an organization committed to encouraging positive change within companies and firms across Canada and the United States, Catalyst is a significant participant in the growing international dialogue on diversity in business. To further our work, we have conducted a massive, in-depth examination of the experiences of visible minority women and men in Canadian business settings.

The study, entitled *Career Advancement in Corporate Canada: A Focus on Visible Minorities*, was launched in 2006 in partnership with the Diversity Institute of Management and Technology at Ryerson University in Toronto, Ontario. Its goal was to explore the experiences and perceptions of Canadian visible minority managers, professionals, and executives.

The study has focused on the barriers experienced by visible minorities as they try to move up the ladder in corporate settings. Several findings have already been reported:

- Visible minority employees were highly committed to their organizations. Canadian employers have a clear opportunity to leverage this diverse talent pool.
- Visible minority managers, professionals, and executives face a number of barriers to career advancement. These include perceived unfair career advancement processes, lack of access to informal networks, and stereotyping in the workplace.

In this, the fifth and final report, Catalyst provides examples of effective practices and initiatives aimed at increasing diversity and inclusion that are already underway in organizations across Canada, the United States, and other parts of the world.

We hope that the Diversity & Inclusion (D&I) Practices described here—which cover a wide range of organizations and industries—will inspire and assist other business leaders in Canada and around the world to better leverage and engage talent within their organizations.

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[1] Statistics Canada, *Labour Force Survey* (2006) and Statistics Canada, *Population Projections of Visible Minority Groups, Canada, Provinces and Regions, 2001-2017* (2005).
[2] Frank T. Denton and Byron G. Spencer, "Population Change and Economic Growth: The Long-Term Outlook," *QSEP Research Paper*, no. 383 (July 2003).
[3] Statistics Canada, "Ethnic Origin and Visible Minorities," *2006 Census of Population* (catalogue no. 97-562-XCB2006011), 2008.

ABOUT THIS REPORT

This report summarizes findings from the first four reports and contains recommendations to create new and improved career advancement opportunities for visible minorities. It offers concrete examples of Diversity & Inclusion (D&I) Practices that can help companies and businesses implement these recommendations.

- **CHAPTER 1** reviews the major findings from our study and provides evidence that effective D&I Practices can make a difference to the workplace experiences of visible minority employees.
- **CHAPTER 2** offers examples of D&I Practices that integrate diversity and inclusion considerations with talent management to make talent management work more effectively for underrepresented groups.
- **CHAPTERS 3 and 4** highlight D&I Practices that can help increase inclusion within organizational cultures. These include efforts aimed at reducing stereotyping in the workplace and encouraging managers to support inclusion, which improves the "fit" between visible minority employees and their workplaces.
- **CHAPTER 5** looks at various D&I Practices that address barriers which prevent visible minority employees from forming critical relationships in the workplace—for example, relationships with professional networks, mentors, and champions.

HOW TO USE THIS REPORT

For employers
Learn how leading companies and businesses in Canada and the United States are finding ways to more effectively manage diverse talent, which may improve their reputations as an employer-of-choice and positively impact their bottom lines.

For employees
Read about the efforts being made by employers and use these as a benchmark against which you and your colleagues can measure your own employer. For concrete suggestions about how you can improve your own career advancement potential, see Appendix 3.

ABOUT THE FIVE-PART STUDY

In 2006, Catalyst surveyed visible minority and white/Caucasian employees working in 43 organizations, including FP500 companies, the Top 20 Canadian law firms, and various Catalyst member companies. More than 17,000 individuals responded. We also surveyed 39 employers to learn about their existing diversity and inclusion efforts. Finally, Catalyst organized focus groups and interviews with both visible minority and white/Caucasian women and men representing diverse industries and regions to learn more about the experiences of visible minorities in the workplace. The five reports listed below can be accessed and downloaded at http://www.catalyst.org/page/64/browse-research-knowledge:

● *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ An Early Preview*
● *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings*
● *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Critical Relationships*
● *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping*
● *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Diversity & Inclusion Practices*

A Note On Foreign Educational Credentials
Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings found that visible minority employees with foreign educational credentials tended to be the least satisfied with their careers. Although the Diversity & Inclusion Practices showcased in this report are relevant to this population —who shared the same barriers as their visible minority colleagues without foreign educational credentials—Catalyst has also provided a resource guide and important diversity and inclusion steps that relate specifically to foreign educational credential recognition (see Appendix 2).[4]

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[4] Catalyst and The Diversity Institute in Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).

FINDINGS FROM THE *CAREER ADVANCEMENT IN CORPORATE CANADA* SERIES

- While visible minority managers, professionals, and executives were very committed to their organizations,[5] employers have a long way to go in removing certain barriers to career advancement for these employees.

- Visible minority individuals tended to be less satisfied with their careers than their white/Caucasian colleagues were. Visible minority respondents also reported a lack of fairness in talent management practices and fewer career development opportunities.[6]

- Like other groups, visible minority employees need networks, mentors, and champions to advance. However, visible minorities felt disadvantaged when it came to forming and developing connections that could help them advance their careers.[7]

- Some visible minority participants reported that stereotyping posed a barrier to advancement. Others cited less-than-inclusive workplaces that made them feel they had to acculturate or "Canadianize" themselves. They said this seemed to be the only way they could "fit" and better match the image of a leader held by others in their organizations. The survey and focus groups also revealed that the surface politeness which exists within Canadian business organizations (i.e., norms for avoiding sensitive topics) made it hard for organizations to explicitly address stereotyping and other challenging issues.[8]

Who is a "visible minority"?

In Canada, the term "visible minority" refers to a person who is not Aboriginal and who is non-Caucasian in race or "non-white" in colour, as defined under Canada's Employment Equity Act.

Catalyst uses the term "visible minority" as it is widely understood within the Canadian context and as it is now entrenched in Canadian legislation. In our study, visible minority status was determined based solely on self-identification (i.e., individuals assigned themselves to one or more groups on a list). The following population groups comprised the total visible minority group in the study: Arab, Black, East Asian (Chinese, Japanese, Korean), Filipino, Latin American, Middle Eastern, South Asian, Southeast Asian, West Indian, and "multiple visible minority."

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[5] Catalyst and The Diversity Institute in Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).

[6] Ibid.

[7] Christine Silva, Monica Dyer, and Lilly Whitham, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Critical Relationships* Catalyst, 2007).

[8] Katherine Giscombe, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping* (Catalyst, 2008).

DIVERSITY AND INCLUSION PROGRAMS ASSOCIATED WITH IMPROVED WORKPLACE EXPERIENCES FOR VISIBLE MINORITIES

We compared the experiences of visible minority respondents who said diversity and inclusion programs such as mentoring, employee networks, and diversity training existed in their workplaces to the experiences of visible minority respondents who reported no such programs in their organizations. We found that the presence of effective D&I practices was linked to more positive workplace experiences, as indicated by scores on career satisfaction and career advancement processes (perceived fairness) measures: [9]

- Visible minority respondents who reported that their organizations had effective mentoring programs (compared to visible minorities who did not report such programs) experienced:
  - 19.3 percent higher career satisfaction scores.
  - 21.6 percent higher career advancement processes scores.

- Visible minority respondents who reported that their organizations had effective employee networks or resource groups (compared to visible minorities who did not report such programs) experienced:
  - 21.8 percent higher career satisfaction scores.
  - 23.5 percent higher career advancement processes scores.

- Visible minorities who reported that their organizations offered effective diversity training for managers, professionals, or staff (compared to visible minorities who did not report such programs) experienced:
  - 17.7 percent higher career satisfaction scores.
  - 20.1 percent higher career advancement processes scores.

DIVERSITY PRACTICES ARE RELATIVELY UNDERUTILIZED IN CANADA

Data also indicated that employers in corporate Canada who took part in the survey were committed to enhancing D&I in their organizations:
- Nearly two-thirds of responding employers (64.9 percent) had a stated commitment to diversity in their mission statement, vision, and/or business case.
- The same proportion of responding employers (64.9 percent) had a diversity council within their organization; in one-half of these cases, the senior sponsor of the council was the company's Chief Executive Officer (CEO).

However, as Figure 1 depicts, fewer than one-half of responding employers reported the existence of policies and practices that addressed the concerns expressed by visible minority respondents.

[9] For a full description of these composite variables, see Appendix 4.

Figure 1. Percentage of responding employers that...

Reported having practices that supported the advancement of visible minority talent	38.9%
Reported having practices that supported the development of visible minority talent	44.4%
Reported having practices that supported the retention of visible minority talent	37.1%
Had a policy for ensuring that diverse slates of candidates were selected for succession planning	29.4%
Tracked the ethnicity of their top talent or high-potential employees	22.9%
Held managers accountable for tracking the progress of visible minority employees	24.3%

DIVERSITY AND INCLUSION PROGRAMMING REPRESENTS AN IMPORTANT OPPORTUNITY FOR CANADIAN EMPLOYERS

Canadian employers seem poised to leverage the diverse talent within their companies by better utilizing diversity and inclusion programs. In the following chapter, we introduce the first group of D&I Practices currently employed by organizations in Canada and the United States—those that address talent management processes.

VISIBLE MINORITY EMPLOYEES REPORTED DISADVANTAGES IN TALENT MANAGEMENT

Visible minorities working in corporate Canada perceived career advancement processes to be less fair than their white/Caucasian colleagues did, suggesting that talent management processes within their organizations were less than inclusive.[10]

In addition, our survey found that perceptions of fairness predicted levels of career satisfaction and organizational commitment. The less fair career advancement processes were perceived to be, the less satisfied and committed employees said they were. Similarly, recent Catalyst research found that a lack of fairness in organizational decision-making motivated employees' intentions to leave their companies.[11] "Regretted losses" are costly to organizations: companies lose talent before recouping their investment in recruitment and training. Organizations also lose creativity, innovation, and contributions to the bottom line.

Specifically, we found that visible minority respondents were less likely than their white/Caucasian colleagues to report having an equal chance of learning about career advancement opportunities (visible minorities, 64 percent; white/Caucasians, 75 percent). They were also less likely to feel that their organizations' talent identification processes were fair (visible minorities, 38 percent; white/Caucasians, 46 percent), and to report they received developmental opportunities in the prior three years of service with their current employers (visible minorities, 64 percent; white/Caucasians, 73 percent).[12]

> *Visible minorities have to work extra hard to prove themselves. Others will be promoted based on "potential," while visible minorities have to have a track record.*
> —Visible minority woman[13]

In contrast, visible minorities (47 percent) were more likely than their white/Caucasian colleagues (35 percent) to believe they were held to a higher performance standard compared to their peers. They were also more likely to agree with the statement that "who you know" is more important than "what you know" (visible minorities, 69 percent; white/Caucasians, 57 percent).[14]

> *Although the official focus is "equal opportunity" [in my organization], and there are all sorts of programs and information regarding that, the truth always seems to boil down to, "It's who you know."*
> —Visible minority man[15]

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[10] Catalyst and The Diversity Institute in Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).
[11] Nancy M. Carter and Ellen Galinksy, *Leaders in a Global Economy: Talent Management in European Cultures* (Families and Work Institute and Catalyst, 2008).
[12] Catalyst and The Diversity Institute In Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).
[13] Ibid.
[14] Ibid.
[15] Ibid.

RECOMMENDATIONS FOR INTEGRATING DIVERSITY AND INCLUSION CONSIDERATIONS INTO TALENT MANAGEMENT PROCESSES

Talent management systems include performance evaluation and assessment, succession planning, career development, and leadership development. Talent management that explicitly integrates diversity and inclusion considerations creates positive results for minorities, as well as for their employers, who will be better able to recognize and use these employees' talent.

To help ensure that visible minorities are not disadvantaged or overlooked, diversity and inclusion considerations need to be integrated into talent management systems at three critical career phases: recruitment, employee development, and succession planning.

1. Recruit employees with the intention of building an inclusive pipeline of talent.
RBC, a Canadian financial services and banking company, builds diversity and inclusion into its pipeline at both entry level and middle ranks. The practice works by:

- Making diverse slates of candidates for pipeline positions a requirement for the executive search firms that do business with RBC.
- Integrating a number of diversity-focused recruitment strategies, such as targeting diverse candidates, providing them with additional support, and using placement programs for experienced candidates.
- Expecting at least one diverse candidate (i.e., a woman or a visible minority) for mid-level pipeline positions and above, which sometimes necessitates an external search.
- Reporting quarterly about the company's progress against diversity goals (including representation goals) to the Diversity Leadership Council which is chaired by RBC's CEO.

DIVERSITY & INCLUSION PRACTICE

RBC (Royal Bank of Canada)
—*Integrating Diversity and Inclusion into Talent Management*

The Diversity Recruitment strategy at RBC integrates diversity and inclusion into regular recruitment processes and leverages several approaches, including working closely with business partners and providing targeted programming to diverse groups.

Recruitment processes use behavioural-based interview guides that acknowledge international credentials and enhance fairness by focusing on demonstrated competencies and attributes. Supporting this process, the Diversity Recruitment team creates tools for recruiters and hiring mangers to enhance cross-cultural understanding.

Every business unit and functional area has diversity goals. The Diversity Recruitment team helps departments meet these goals by finding and putting forward qualified diverse candidates so that RBC

can maintain its merit-based hiring standards. The recruitment team specifically targets diverse groups in recruiting efforts at campus events. Diverse job applicants can connect with a member of RBC's Diversity Recruitment team via a toll-free line to access tips and information on the application process. At the end of the interview process, candidates are provided with feedback on their strengths and areas for improvement. Unsuccessful candidates may be directed to other opportunities at RBC.

In addition, RBC supports Career Bridge, a community-developed program for newcomers to Canada, by placing qualified professionals in internship positions in various functional areas across the organization. Career Bridge interns work in professional-level roles for about three months. The program is centrally funded so that no business area needs to factor Career Bridge placement costs into its budget. Forty-two interns have participated in this program, and approximately 80 percent of them have joined RBC as full-time employees following their placements.

Additionally, talent discussions occur regularly at the business-unit level for senior manager and above positions to review and discuss candidates for job opportunities. Dialogue focuses on current and expected position openings, the quality of candidate lists, whether there is sufficient diversity, and whether there is a sufficient range of diverse perspectives. At least one diverse candidate is expected on each candidate slate. When a diverse candidate with relevant experience is not internally available, RBC will search externally. Also, contracted executive search firms are required to present a diverse slate of candidates.

Gordon Nixon, President and CEO, chairs the RBC Diversity Leadership Council. The Council establishes diversity strategies and goals and monitors progress on a quarterly basis.

2. Make an ongoing commitment to the equitable distribution of development opportunities within your company.

Sidley Austin Brown & Wood LLP, a global law firm known as Sidley Austin LLP since 2006, ensures fair performance management and equitable distribution of employee development opportunities through its Catalyst Award-winning initiative called *Strategies for Success: An Ongoing Commitment to Diversity*. The practice is effective because it:

- Elevates the firm's diversity-related taskforces to permanent functional status—as committees—to ensure that diversity and inclusion considerations are institutionalized into Sidley's talent management process.
- Mandates constant monitoring of client assignments to ensure that distribution of development opportunities is equitable for all, including women and people of colour.
- Creates an in-depth performance evaluation process that incorporates transparency and consistency.
- Monitors performance ratings by gender—and reports to the Management Committee—to guarantee that women's development needs are addressed and that performance standards are consistently applied.

DIVERSITY & INCLUSION PRACTICE

Sidley Austin Brown & Wood LLP—*Strategies for Success: An Ongoing Commitment to Diversity*

2005 Catalyst Award-winning initiative

In 1998, Sidley & Austin's management team—in an effort to ensure that all attorneys were being developed fully—examined firm-wide processes, such as attorney compensation and evaluation. As part of this effort, the firm formed separate Task Forces on Women and Minority Issues which closely assessed these matters. In 2001, shortly after the merger of Sidley & Austin and Brown & Wood, each Task Force was elevated to permanent committee status.

The Women's Committee and the Diversity Committee are so effective, in part, because they work in conjunction with each other and with other core committees. By working in conjunction with the Associate Evaluation and Compensation Committee, as well as the Recruiting Committee, the suitability and sustainability of diversity efforts is ensured.

Sidley realizes that in order to maintain its client base, diversity is critical. This rationale is reinforced by clients who require the firm to report gender statistics in their Requests for Proposals. In addition, Sidley takes responsibility for regularly reporting who is working on critical client matters, ensuring that the firm is not only providing the diverse candidates, but also including them in key client interactions and cases. The Compensation Committee continually reviews the evaluation and client assignment processes to ensure that all lawyers are gaining the same type of critical experiences, including exposure to clients.

The firm's rigorous, twice-yearly compensation and evaluation process is critical to ensuring that all employees openly discuss developmental needs and any career-related challenges. This process starts with a pre-review interview, during which associates talk to members of the Compensation Committee about their career goals and developmental needs. Subsequently, a review form requires associates to detail their experiences at the firm; developmental opportunities they have taken; desired developmental opportunities; mentoring relationships; and work-related challenges. During the review, associates are asked to name individuals for whom they have worked; the committee then reaches out to those individuals for feedback.

The co-chairs of the Women's Committee, the Diversity Committee, and the Compensation Committee are responsible for reporting to the the Management Committee and Executive Committee about the composition of each class of summer associates and starting associates, and monitoring the performance of associates, by gender. They also review and report attrition rates, rates of promotion to partner, and total percentage of women in the partnership, as well as percentage of women in key positions.

Impact
Sidley's efforts have had a profound impact on the representation of women and people of color within the firm's senior ranks. While 22 percent of the lawyers promoted to partnership in 2002 were women, 43 percent of those promoted in 2004 were women. The representation of attorneys of color within the partnership increased from 6 percent in 2002 to 8 percent in 2004. In 2004, almost 18 percent of the total partnership was comprised of women.

3. Rigorously consider inclusive talent in succession-planning activities.

Goldman Sachs' 2007 Catalyst Award-winning *Senior Women's Initiative* integrates diversity and inclusion into succession planning for executive levels. The initiative is effective because it:

- Restructures D&I and talent management into one function, to displace the treatment of diversity and inclusion as "extracurricular."
- Includes a formal organization-wide process to assess senior female talent, a rigorous cross-evaluation system, and thoughtful follow-up developmental planning for women.
- Critically links the timing of career reviews to regular promotion cycles.
- Embodies a formal, divisional-level process to assess female talent early in women's careers, ensuring a strong pipeline for more senior-level succession planning.

DIVERSITY & INCLUSION PRACTICE

The Goldman Sachs Group, Inc.
—*Securing Talent and Excellence in the Pipeline: The Senior Women's Initiative*

2007 Catalyst Award-winning initiative

The Senior Women's Initiative was an outgrowth of Goldman Sachs' organizational effort to take a more strategic approach to diversity after engaging in diversity efforts for nearly two decades. In 2002, the GLD (Office of Global Leadership and Diversity) merged with Human Capital Management (HCM), in order to synchronize efforts and embed diversity considerations into HCM functions.

GS business leaders complete an annual assessment of promotion opportunities for every woman at the Partner and MD (Managing Director) level globally, as well as high-potential women VPs. These assessments are reviewed by each division head and a committee of senior leaders, consisting of one of the Co-Presidents, the Head of HCM, the Head of GLD, and GS's most senior woman. These leaders engage in thoughtful and timely career-development planning ensuring that decisions are not based upon gender stereotyping.

Many of the names surfaced in the Senior Women's Review are considered for promotion through a thorough and time-consuming cross-evaluation process that engages senior-level evaluators across the firm to conduct independent reviews on each candidate's commercial and leadership contributions. Each division head nominates business leaders to take on the role of cross-evaluators. These individuals are then specifically trained to ensure that expected MD and Partner competencies are displayed—including those that are diversity-specific. The team of up to 100 cross-evaluators is chosen globally and represents multiple dimensions, including gender, race, ethnicity, function, and nationality. The team is coordinated by captains who keep the cross-evaluators moving steadily through the timeline (four-month review process) and present final results to a panel including the Co-Presidents. In 2006, over 9,400 interviews were held, resulting in 377 promotions.

The Senior Women's Review is critically linked through its timing to annual succession planning sessions and semi-annual reviews at various levels. A critical component of the Senior Women's Review is follow-up.

Development plans for women who are not promoted include next steps for development, leadership training, coaching, and mentoring, as well as feedback, increased exposure to key senior individuals, job mobility, and stretch assignments. The Partner selection process happens every two years. The MD selection process occurs annually and follows the same cross-evaluation process. The only difference is that cross-evaluators are chosen from the division itself (not company-wide). At more junior levels, a divisional Career Development Review identifies high-potential women who will eventually be part of the Senior Women's Review.

Impact
The Senior Women's Initiative has evidenced strong results by markedly increasing the number of women MDs and Partners. Globally, the percentage of women Partners has grown from 7.0 percent in 2001 to 14.0 percent in 2006. From 2001 to 2006, the percentage of women MDs has increased from 14.0 percent to 17.0 percent of the global total.

SUMMARY: INTEGRATING DIVERSITY AND INCLUSION CONSIDERATIONS INTO TALENT MANAGEMENT PROCESSES

The D&I Practices highlighted in this chapter illustrate how leading companies have integrated positive diversity values into talent goals, cycles, and processes. These actions serve as structural safeguards against disadvantage by identifying and considering the best talent.

Companies and firms that do not currently have such practices should consider implementing similar practices to fully include visible minorities in the leadership pipeline. In this way, businesses benefit from a fully leveraged talent base, enhanced creativity, innovation, and contributions to the bottom line.

Creating a senior-level resource for diversity and inclusion activities
Catalyst recommends that business organizations create a senior-level position responsible for overall diversity and inclusion (D&I) activities. Such a resource helps ensure that those responsible for driving diversity and inclusion goals can influence the business partners who implement talent management practices on a daily basis.

What does a senior-level diversity role look like?
A senior-level diversity official:
- Contributes to the development and implementation of strategic diversity and inclusion goals and targets.
- Monitors progress and buy-in among managers and executives.
- Attends human resources planning sessions and reviews which employees are being identified as succession candidates.
- Encourages and monitors employee development efforts.
- Ensures manager follow-through on succession planning and employee development.
- Drives accountability mechanisms for achieving diversity and inclusion goals.

DIVERSITY & INCLUSION PRACTICE

Deloitte & Touche LLP, Canada—*The Role of Chief Diversity Officer*

In January 2008, Deloitte & Touche LLP, Canada, announced the creation of a Chief Diversity Officer (CDO) role and the appointment of a senior woman partner to this position.

Reporting directly to the CEO, the CDO is responsible for coordinating the efforts of firm leadership, human resources, and service lines—and providing necessary support and tools—to successfully achieve diversity goals. The position was formed at the recommendation of the firm's Diversity Council after a thorough environmental analysis was completed. The 18-member council advised the firm's executive leadership to dedicate a resource to implement the diversity strategy, and the leadership responded by creating and staffing the CDO role.

The CDO's primary responsibilities are to:
- Oversee the implementation of Deloitte's diversity strategy.
- Ensure that the diversity strategy remains relevant to and representative of the firm's broader business goals.

Specifically, the CDO must:
- Roll out education and awareness programs for leaders and employees.
- Ensure that policies and practices in the organization are aligned with diversity goals.
- Encourage the creation of employee networks and supporting existing networks.
- Ensure talent-related activities are viewed through a diversity lens.
- Track and report on progress through scorecards developed by the diversity team.

Currently, 60 percent of the CDO's time is devoted to her responsibilities as CDO, with the remaining 40 percent devoted to her role as a senior partner.

While the CDO is responsible for implementing the diversity strategy, all parts of the business are needed to effectively implement diversity goals. To this end, ensuring talent management processes are consistent with diversity goals is critical. The diversity team has worked with recruitment, performance management, and employee development teams to integrate diversity into their work. In addition to influencing talent management, the CDO engages in biweekly meetings with a subset of the firm's leadership, including the national leaders of each service line. These leaders have diversity goals that are critical to Deloitte's strategy in Canada. In these meetings, progress toward diversity goals is reviewed, and issues related to diversity and inclusion are discussed. Importantly, the CDO uses these meetings to better understand the business challenges faced by each area.

NEGATIVE STEREOTYPING REPORTED BY VISIBLE MINORITIES HAS AN ADVERSE IMPACT ON CAREER ADVANCEMENT OPPORTUNITIES

Some visible minority managers, professionals, and executives reported encountering negative stereotyping in their workplaces.[16] At the individual level, stereotypes often adversely impact career development among underrepresented groups by misrepresenting their skills and abilities. At the organizational level, negative, often unconscious stereotypes hinder the recognition of talent and create barriers to the successful implementation of talent management programs.

> *I struggle with my…manager…He was so engrossed in his perception, his image, of me, that I don't think he really was listening to what I was saying.*
> —East Asian woman[17]

Some East Asian respondents felt they were seen as "hard-working, but not sociable;" some South Asians reported being stereotyped as "outsiders" and treated as "foreigners," even though many were born in Canada; and some black respondents reported that they were sometimes perceived as lacking in skill or motivation to work.[18] Such negative stereotypes are a barrier to career advancement.

STEREOTYPING IS HARD TO ADDRESS WHEN SENSITIVE ISSUES ARE AVOIDED IN THE WORKPLACE

We also found that a superficial politeness in communication which exists within Canadian business organizations (i.e., norms concerning the avoidance of sensitive topics), coupled with a lack of basic language to discuss sensitive topics such as ethnicity/race and gender, made it hard for employees to explicitly address stereotyping and other challenging issues.[19]

> *To be considered as an executive candidate, minority employees must be twice as good with outstanding track records compared to our white/Caucasian candidates. We would never openly talk about it as it would be deemed as "rocking the boat" or "being non-corporate," which is not an acceptable behaviour in the eyes of senior management.*
> —Visible minority woman [20]

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[16] Katherine Giscombe, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping* (Catalyst, 2008).
[17] Ibid.
[18] Ibid.
[19] Ibid.
[20] Catalyst and The Diversity Institute in Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).

RECOMMENDATIONS TO REDUCE STEREOTYPING IN THE WORKPLACE

If individual employees are educated about stereotyping and taught the skills needed to avoid it, organizations can reduce bias at its source.[21] People can learn to override automatic tendencies to use stereotypes by becoming more aware of them.[22] However, for awareness-raising programs to be effective, they must include a way for employees to apply what they have learned.

1. Broaden the awareness of stereotyping and support behavioural change.

AB Volvo's practice entitled *Walk the Talk* encourages men to reduce stereotypical thinking about women and to include rather than exclude women. The initiative, launched in the company's European and North American locations, is effective because it:

- Engages participants in critical thinking and role-playing.
- Gives male managers an opportunity to be coached by those different from themselves (i.e., women).
- Provides complementary programming such as "homework" assignments and the provision of positive role models.
- Encourages managers to put new insights to use within their divisions, supporting the real-life application of changed attitudes.

DIVERSITY & INCLUSION PRACTICE

AB Volvo—*Walk the Talk*

Volvo focuses its training and development efforts in *Walk the Talk* on senior male managers. The head of each of Volvo's 12 divisions selects a senior male manager and pays for him to participate in *Walk the Talk.* Over time, at least two members of each management team complete the program, with the underlying assumption that two managers are better poised to influence the team than one manager alone. Selected managers gather at an offsite location about six times over the course of one year. They assemble for a yearly total of 15 days, with a minimum of two full days at each meeting.

The program itself is process-oriented and features both practical and theoretical components in six areas:

- Leadership development
- Personal reflections and discussions
- Theory and research
- Directed literature studies (fiction)
- Meetings and discussions with courageous male role models
- Reverse mentoring with women managers

Essentially, *Walk the Talk* is about values and how managers unknowingly include and exclude people. The program addresses stereotyping directly by asking participants to reflect on how gender is discussed in the press, in relation to child rearing, in religion, and the like. It also encourages alternate role models through a session called "Meeting Men with Power," in which powerful men are defined as those with

[21] Catalyst, *Women "Take Care," Men "Take Charge:" Stereotyping of U.S. Business Leaders Exposed* (2005).
[22] Stuart Oskamp, *Reducing Prejudice and Discrimination* (New Jersey: Lawrence Ehrlbaum Associates, 2000): p. 9

power over themselves, which gives them the ability to go against the mainstream, demonstrate courage, and think in unconventional ways. The program explores cross-cultural leadership issues and requires contemplation—managers keep journals over the course of the program to encourage self-examination and to reflect on how their attitudes have changed over time. Finally, the program requires active participation. Discussions are an important aspect of the program, as are role plays designed to stimulate discussion.

In addition to the activities that occur while participants are gathered at the offsite meetings, participants receive "homework." One assignment might be to discover the attitudes of the "good old boys" and attempt to stop their negative behaviors. These activities put senior managers' new insights to use within their divisions and management teams. Another crucial aspect of *Walk the Talk* is reverse mentoring. Each participant selects a woman mentor who has received training on leadership and gender issues who will follow her mentee's progress throughout the program.

After the conclusion of each *Walk the Talk* class, Volvo provides support to men in the form of a *Walk the Talk* network, which includes almost 50 graduates of the program who meet formally twice a year.

2. Promote authentic dialogue to facilitate the discussion of sensitive subjects such as race, ethnicity, and gender.

BP p.l.c.'s 2006 Catalyst Award-winning initiative, *Global Path to Diversity and Inclusion*, raises awareness and promotes dialogue concerning diversity issues. The initiative is effective because it:

- Strategically selects a group of "thought leaders" to disseminate their learning across the organization.
- Complements awareness-raising sessions with toolkits that allow participants to continue dialogues in their business units.
- Addresses regionally relevant topics associated with culture and race by customizing communication devices to business units located in different parts of the world.

DIVERSITY & INCLUSION PRACTICE

BP p.l.c.—*Global Path to Diversity and Inclusion*

2006 Catalyst Award-winning initiative

BP employs a sophisticated communication strategy that includes both company-wide D&I messages, as well as those intended for individual business segments and functional areas. Tailored communications are developed and delivered by managers in specific areas. In addition, brochures, speeches, films, DVDs, and videos developed by the D&I and Communications teams are used widely across the organization. The D&I team developed and released communications tailored to each region, including:

Race Dialogue: This DVD grew out of the U.S. Race Summits, and highlights nine BP employees discussing issues of race in and out of the workplace. It also provides tools to assist local leadership in facilitating workplace dialogue on these issues.

Cultural Perceptions: This DVD contains clips from BP employees, external consultants, and academics on the importance of understanding cultural nuances for business success. It is focused on the Asia-Pacific region.

Regional Case Studies: This video series explores diversity issues specific to seven of the regions (Azerbaijan, Angola, South Houston, Spain, Germany, the United Kingdom, China) in which BP operates.

Global Path to Diversity and Inclusion features a myriad of components, a selection of which includes:

Race Summits: These discussions, which took place in the United States (Chicago, Houston, Los Angeles), were introduced in 2002, and took place largely in 2003 and 2004. The goal of the Summits was to facilitate open dialogue about race and racial issues. Employees who are considered "thought leaders" were invited to the Summits—employees from hourly to executive levels, across races, genders, and ethnicities, who are opinion leaders on diversity issues. Summit attendees also received toolkits to continue the dialogues in their businesses and functions.

Let's Talk: This program, which grew out of the Race Summits, was designed to stimulate conversation about race and racism using a mutual mentoring model that brings together pairs of employees (pairs are comprised of individuals of different races/ethnicities). Pairs are selected to meet at least once a month for six months, and are provided a detailed program guide to facilitate meaningful conversations around racism.

Impact

The result of BP's focus on diversity and inclusion includes a marked increase in the number and percentage of women and Most of World (non-UK/U.S.) nationals in senior leadership positions throughout the company. Women's representation among the 600 most senior leaders increased from 9.2 percent to 17.3 percent between 2000 and 2005, while Most of World representation increased from 14.0 percent to 20.3 percent. During the same period, the percentage of women of color in senior leadership globally almost doubled, from 1.3 percent to 2.5 percent. By the end of 2003, an estimated 10,000 BP employees reported engaging in conversations about race.

SUMMARY: REDUCING STEREOTYPING IN THE WORKPLACE

The D&I Practices discussed in this chapter are extensive and multifaceted. AB Volvo's *Walk the Talk* offers both awareness-building and practical application to overcome potential managerial bias towards women. Elements can be applied to different populations including visible minorities and other underrepresented groups.

BP's practice, which has been customized for employees in different parts of the world, serves as an example to other global organizations.

Organizations that intend to address stereotyping must be ready and willing to commit significant resources. Such efforts represent a good investment, since stereotyping undermines recognition of diverse talent. Companies and firms that fail to address stereotyping stand to lose by overlooking and/or underutilizing their talent.

SOME VISIBLE MINORITIES REPORT A "LESS-THAN-IDEAL" FIT WITHIN THEIR WORKPLACES, WHICH IMPACTS SATISFACTION AND PRODUCTIVITY

An important aspect of career advancement is how well employees feel they fit into their organizations. "Fit" is defined as the correspondence between an employee's beliefs, perceptions, and/or personality and the culture of the employing organization. A good fit between employees and employers has been linked to low turnover, high satisfaction, and high productivity.[23]

While all new employees are expected to adjust to the norms of their employing organizations, those from underrepresented groups may have more difficulty. Some managers, professionals, and executives we surveyed reported a less-than-ideal fit.[24]

> *People are selected perhaps for their first or second promotion based on technical and functional competence, but the higher that you move up in an organization, the less objective the criteria become. And there's a very large component that has to do with fit and social cohesion...And so—to me—more powerful than hiring and promotion goals is to have the majority community say, "You know what? I'm just as comfortable with this group as I am my own group."*
> —Visible minority man

Some visible minority employees expressed a need to acculturate (or "Canadianize") to fit in and to better match the image of a leader held by others in their organizations. In acculturating, they lessened attachments with their ethnic/racial groups and intentionally adopted the mannerisms of the Canadian "mainstream."[25] Those who actively sought to acculturate sometimes found it challenging to maintain a degree of ethnic/racial identity while still adapting to the dominant work culture. Indeed, this approach appeared to have only limited success.[26]

> *You embrace the Canadian culture as much as you can, but at the same time you don't want to let go of your own values. But you're trying to change yourself and you're reaching out, trying to integrate... I think the same kind of effort is not coming from the other party, other class. I think they really want you to totally Canadianize yourself.*
> —South Asian man [27]

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[23] Charles A. O'Reilly III, Jennifer Chatman, and David F. Caldwell, "People And Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit," *Academy of Management Journal*, vol. 34, no. 3 (September 1991): p. 487–516.

[24] Katherine Giscombe, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping* (Catalyst, 2008).

[25] Ibid.

[26] Ibid.

[27] Ibid.

RECOMMENDATIONS FOR SUPPORTING INCLUSION AT THE MANGER-EMPLOYEE LEVEL

Workplace cultures that embrace a variety of styles and do not have rigid behavioural norms are particularly welcoming to underrepresented groups such as visible minorities. An inclusive organization allows people from varied backgrounds to bring their unique perspectives, styles, and skills to work. Reducing the need to acculturate by making the work culture more inclusive should improve fit for members of underrepresented groups.[28]

Employees experience their organizational culture most directly through their managers. For inclusivity to exist, managers must understand the components of an inclusive culture.[29] Managers act as gatekeepers to their staff's career development; they can also facilitate their employees' careers by acting as coaches or mentors.

> *I'd say my current manager [is my mentor]...We all love her...She has an open door policy... She helps [me in] thinking about my career, even thinking about what I should be doing.*
> *—Visible minority woman[30]*

On the other hand, discomfort with unfamiliar cultures or personal biases held by managers could easily derail a visible minority employee's career advancement.

1. Provide training that gives managers a basic knowledge and understanding of inclusion.

IBM Canada's practice entitled *Enhancing Inclusion Through Critical Relationships and Cultural Awareness* is effective because it:

● Sets consistent, company-wide expectations concerning inclusion behaviours.
● Provides managers with helpful follow-up tools and information to encourage the application of training in real time.

DIVERSITY & INCLUSION PRACTICE

IBM Canada—*Enhancing Inclusion Through Critical Relationships and Cultural Awareness*

IBM has diversity training—called Mindsets—in all of its offices worldwide; however, only in Canada is it required for all managers and project leaders. To date, more than 3,000 IBM Canada managers from across the country, including senior executives, have been trained.

The first day of the program aims to reveal each employee's frame of reference. Participants learn about their pre-conceived biases toward others and move closer to understanding the "why" behind judgments and discrimination. The second day is geared toward understanding how frames of reference play out in the workplace and how to remove the biases and notions of "insiders and outsiders." Managers learn how

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[28] Katherine Giscombe, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping* (Catalyst, 2008).
[29] Frederick A. Miller, "Strategic Culture Change: The Door to Achieving High Performance and Inclusion," *Public Personnel Management*, vol. 27, no. 2 (Summer 1998): p. 151–160.
[30] Christine Silva, Monica Dyer, and Lilly Whitham, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Critical Relationships* (Catalyst, 2007).

to put aside the frames of reference that may predispose them to pre-judging others. The training uses case studies, videos, role play, and dialogue to help managers see their colleagues in an inclusive way.

IBM Canada complements the mandatory manager training with *Fit for You*, a booklet available from the intranet that helps managers enact what they have learned. *Fit for You* gives managers strategies for having dialogues about what their employees need, as well as for setting goals for the relationship. For example, if employees make the manager aware of any requirements they have—from being vegetarian to needing a flexible work schedule—or if employees lay out their career goals and aspirations, managers will have strategies to help them avoid making biased assumptions about employee capabilities or goals. Use of these strategies will clarify expectations so that a productive conversation will ensue. After such a conversation, *Fit for You* can be filled out and used as an informal contract between manager and employee. Other diversity content and information posted to the intranet, blogs, and podcasts helps managers and employees keep updated on diversity information and continue their learning beyond Mindsets.

2. Create a culture of authenticity by focusing on manager-employee relationships.
PepsiCo, Inc.'s Catalyst Award-winning initiative, *Women of Color (WoC) Multicultural Alliance,* creates a culture of authenticity and honesty that permeates relationships among women of colour and peers and managers. The practice is effective because it:

- Promotes authentic relationships between women of colour and their managers through structured dialogue during which career goals, personal style, and expectations are openly discussed.
- Includes multiple programmatic efforts, such as a national conference and regional networking, which reinforce the importance of women of colour to the PepsiCo business.

DIVERSITY & INCLUSION PRACTICE

PepsiCo, Inc.—*Women of Color (WoC) Multicultural Alliance*

2007 Catalyst Award-winning initiative

PepsiCo's Award-winning initiative, *Women of Color (WoC) Multicultural Alliance* (the "Alliance") is a strategic support and resource group closely aligned with the business. The Alliance is a business imperative that focuses on the attraction, retention, and development of women of color within PepsiCo and specifically targets women of color in middle and senior management ranks.

Early on, the Alliance wanted to address the feedback it had received about the challenges women of color faced in developing authentic relationships with their managers, and it recognized the importance of providing women of color with meaningful development experiences. One of the first elements put into place was a program called Power Pairs®. This customized coaching program for women of color, their immediate managers, and their "skip-level" managers (second-level managers) uses facilitated dialogue to build personal and professional relationships, help participants better understand others' work styles,

professional interests, and career goals, and foster more authentic and honest relationships. Conversations should convey mutual expectations, identify gaps, and help participants collaboratively develop action plans for working together more effectively.

PepsiCo also holds three large regional meetings for women of color at their headquarters in Dallas, Chicago, and Purchase, N.Y., that focus on engaging all manager-level and above employees. At the regional meetings, which have an experiential learning component, women of color and their managers come together to learn about the experiences and challenges of women of color at PepsiCo. After the meetings, all Alliance members must share their new knowledge with their divisional groups and develop recommendations for improvement.

All leaders and managers at different levels are held accountable for the success of the initiative, including representation and promotion data, success and implementation of Alliance events and activities, and satisfaction data for women of color. Hiring, promotion, and turnover rates are tracked specifically by gender, race/ethnicity, and the intersection of both. All managers of women of color are held accountable for their involvement through Power Pairs,® as well as their encouragement of Alliance activities.

Impact

Survey data have shown significant positive changes in women-of-color's perceptions at PepsiCo. In 2004, 32.0 percent of women of color saw diversity reflected in the management of the company. In 2006, the percentage has increased to 62.1 percent. In 2002, 50.8 percent of women of color believed that PepsiCo was committed to their long-term growth and development. In 2006, that number has increased to 70.0 percent. The tangible success of PepsiCo's *WoC Multicultural Alliance* is clear: Representation for women of color at the senior manager/director/VP level has increased from 4.0 percent in 2002 to 6.7 percent in 2006. In addition, turnover for women of color who have participated in Power Pairs® is at one-half the rate of those who have not participated.

SUMMARY: SUPPORTING INCLUSION AT THE MANAGER-EMPLOYEE LEVEL

IBM Canada's practice *Enhancing Inclusion Through Critical Relationships and Cultural Awareness* is useful because it goes beyond instilling basic awareness about diversity and inclusion issues. It outlines inclusive manager behaviours and helps get managers "on the same page" as senior leaders in supporting inclusion. It is a useful model for other organizations that want to lay the groundwork for improving the workplace fit of visible minorities and those from other underrepresented groups.

PepsiCo's *Women of Color (WoC) Multicultural Alliance* is a broad initiative; it would be most useful for organizations that are ready to undertake a major change effort aimed at improving workplace inclusion for visible minorities and others. It works best for companies with established D&I initiatives and a workplace culture in which employees are already familiar with basic diversity and inclusion issues.

LACK OF ACCESS TO CRITICAL WORKPLACE RELATIONSHIPS, INCLUDING MENTORS, IS A CAREER BARRIER FOR VISIBLE MINORITIES

Visible minority managers, executives, and professionals reported they had problems forming and developing workplace connections that could help them advance their careers. Such connections included informal networks, champions, and mentors. Compared to their male counterparts, visible minority women appeared to have more difficulty gaining mentors and taking part in informal networking.[31]

Lack of access to these types of critical relationships is a career barrier for visible minorities. Mentoring is often cited as an essential strategy for career advancement. Individuals who are mentored have better career outcomes than those who are not, as reflected by compensation levels, promotions, career satisfaction, and commitment.[32]

> *The first time somebody told me that I could do anything that I set my mind to, I was 28 years old and it was in this organization….It was the leader of my practice…And he said, you can do anything you set your mind to. And so, just having that support, somebody who believed in you, when you then go out to walk onto a plant floor and you're talking to 50 unionized guys…You need that.*
> —Visible minority woman

Having access to networks provides employees with opportunities to acquire essential resources for career advancement, such as inside information, recommendations for promotions, access to clients, and social support. Involvement in networks can increase an employee's visibility to senior leaders in the organization, which can build trust and may also increase the likelihood of the employee being tapped for high-profile assignments.

> *I think the most important thing for advancement, no matter where you work, is sponsorship. If you have the right sponsor, your career will advance… And the best way to get the right sponsor is through networking.*
> —Visible minority woman [33]

> *The most powerful thing a woman can do is have a male champion who is in the club, sits there smoking a cigar and says, "You know that girl, she's the one."*
> —Visible minority woman [34]

[31] Christine Silva, Monica Dyer, and Lilly Whitham, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Critical Relationships* (Catalyst, 2007).

[32] Katherine Giscombe, "Advancing Women Through the Glass Ceiling With Formal Mentoring," in Belle Rose Ragins and Kathy Kram, ed., *The Handbook of Mentoring at Work: Theory, Research and Practice* (Thousand Oaks, CA: Sage, 2007): p. 549-572.

[33] Christine Silva, Monica Dyer, and Lilly Whitham, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Critical Relationships* (Catalyst, 2007).

[34] Ibid.

HAVING A VARIETY OF MENTORS IS HELPFUL FOR VISIBLE MINORITY EMPLOYEES

Besides suffering from a lack of mentors in general, visible minority employees said they also lacked a variety of mentors who could provide them with diverse perspectives.

> *Oftentimes, some visible minorities like to find another visible minority as a mentor and some [purposely] don't want a visible minority as a mentor. I think they need both. For someone like me, if I have [an] Asian woman, I would know exactly what she's struggling with and what she needs to do to get there; not just about her career but just for personal self-development. But you do also need a non-visible minority mentor that gives you different things.*
> —Visible minority woman

RECOMMENDATIONS FOR FOSTERING THE DEVELOPMENT OF CRITICAL RELATIONSHIPS

Organizations should create opportunities to support the development and advancement of a diverse workforce—including visible minorities—by facilitating employees' access to critical relationships. They can achieve this by developing formal mentoring programs and creating networking and other forums through which visible minority women and men can gain exposure to more senior employees who may become mentors or champions.

1. Increase opportunities for networking and visibility among visible minorities.
IBM Canada's Diversity Network Groups (DNGs) provide a forum for employees to connect with a variety of people, including senior leaders. The DNGs, which were revamped in 2001, are effective because they:

- Facilitate networking opportunities among people with different functions, who work at different levels, and who come from different backgrounds.
- Promote the visibility of Diversity Network Group co-chairs and members to executive sponsors by establishing formal Diversity Network Group structures which are integrated into the organization.
- Give Diversity Network Group co-chairs an opportunity to showcase their business acumen to the president of the company.

DIVERSITY & INCLUSION PRACTICE

IBM Canada—*Enhancing Inclusion Through Critical Relationships and Cultural Awareness*

Diversity Network Groups (DNGs) are coordinated by the IBM Canada Diversity and Inclusion Office. There are nine DNGs at IBM Canada: Aboriginal, Black, East Asian, GLBT, Latin American, Men, People's Enablement Networking Group (for people with disabilities), South Asian, and Women. In general, each DNG has two co-chairs, typically a woman and a man. Co-chairs are on staggered two-year volunteer rotations, so there is always one experienced co-chair who can provide guidance and stability. Each quarter, there is an operations review, an HR update, and a meeting between the co-chairs and IBM Canada's president. The DNGs also typically organize three to four events a year.

Through DNGs, IBM strives to: foster a climate of inclusion by connecting employees and enhancing cross-cultural dialogue; connect people from diverse groups with people similar to them, people different from them, and people in other functions; and leverage diversity for the business by using DNGs to keep a pulse on the needs and potential business development opportunities associated with different communities.

There are a number of ways the DNGs support IBM Canada and its diverse employees. In order to streamline DNG activities, DNG events are increasingly open to all IBM Canada employees, allowing for a range of networking opportunities for diverse employees. DNGs frequently organize events that raise awareness about their group's culture or interests. Additionally, DNGs support IBM Canada's biannual Diversity Gala, which began in 2003 and is attended by hundreds of people, including clients.

DNGs also provide an opportunity for employees to have conversations with those outside of their function, facilitate informal networking and mentoring, and encourage learning and exposure to career possibilities at IBM Canada through events focused on employee development. Additionally, DNGs make efforts to expose their members to role models.

The Diversity and Inclusion Office provides each DNG with an executive sponsor who is typically of a different background than the DNG's members. Executive sponsors help the co-chairs plan the year—including developing a mandate and prioritizing major deliverables. Often, executive sponsors become informal mentors to the co-chairs. DNG co-chairs also meet with IBM Canada's president quarterly to represent their groups and discuss the business and constituency opportunities their groups are pursuing.

During their meetings with the president, co-chairs discuss business issues related to their membership. For example, the South Asian DNG recently encouraged the president to utilize employees of South Asian descent in IBM Canada's dealings in India. DNGs are often invited to assist with recruiting at university campuses.

2. Ensure the availability of a diverse pool of mentors for visible minorities.
RBC's reciprocal mentoring program *Diversity Dialogues* is effective because it:

- Partners diverse employees with senior leaders to provide an opportunity for high-visibility face-time.
- Provides senior leaders and diverse employees with the support of internal and external diversity experts who can assist in the development of the mentoring relationship.
- Provides a toolkit and framework for mentoring discussions.
- Allows mentoring pairs to shape the program to suit their needs.

DIVERSITY & INCLUSION PRACTICE

RBC (Royal Bank of Canada)—*Diversity Dialogues*

Diversity Dialogues is a reciprocal mentoring model that positions mentors and mentees as partners in learning about diversity. The program matches mid-level women and visible minority employees with senior leaders and executives from across the organization. Participants in *Diversity Dialogue*s partner for one year, meeting about once a month, or at least six times.

Goals of the program include accelerating the diversity and inclusion learning of senior leaders, ensuring that leaders know their diverse talent, and helping diverse employees gain visibility and insight into the organization and their careers.

Matching pairs for *Diversity Dialogues* is a thoughtful process involving the senior leader, human resources (HR) business partners, and the Diversity group. HR business partners have discussions with senior leaders about their diversity learning goals and work with the Diversity group to identify talented diverse employees who might benefit from the program. Determining whether a match stays within a line of business or crosses lines of business depends on the goals of the partnership. Once all of the necessary factors are accounted for, appropriate matches are confirmed through HR.

Each matched pair is provided with the *Diversity Dialogues* toolkit, which outlines a number of required and optional "steps" or actions for the relationship. All pairs begin with sessions to get to know each other, and the remainder of the program consists of thought-starters that stimulate dialogue. Through the toolkit, pairs talk about a variety of diversity-related topics—such as myths related to diversity and inclusion, cross-cultural competencies, and stereotypes in the workplace—by reviewing and discussing articles, statistics, and books. After the initial discussions, pairs can tailor the program to better meet their needs—by adding specific topics, meeting more frequently than once a month, or participating in other events and activities outside the office. The open nature of the *Diversity Dialogues* framework is critical to its success and has allowed for innovative modifications by the participants to enhance their learning. For example, one pair visited a temple for the first time based on a client recommendation.

If participants—together or independently—want assistance or information about how to talk through a sensitive topic, they are provided with two resources. Internally, they are welcome to reach out to the Diversity group or designated representative in their region. They may also contact an external partner with expertise in diversity if they are more comfortable communicating with someone outside of RBC.

After one year in the program, mentors and mentees graduate, or formally complete the program. A number of graduates have since become champions of diversity and seek out other ways to become involved in diversity efforts at RBC. Many leaders remain involved in the program by taking on a new partner.

3. Create senior champions in the organization.

Sidley Austin's diversity effort, *Strategies for Success: An Ongoing Commitment to Diversity,* provides an array of mentoring opportunities that promote the development and enhance the retention of diverse groups. The initiative is effective because it:

- Promotes a culture of mentoring by assigning associate mentors and partner mentors to all new associates, including women and people of colour.
- Develops "mentoring circles" that allow women to connect with other women across the firm.
- Creates events that promote informal mentoring relationships among diverse populations.
- Exposes diverse associates to senior members.
- Incorporates expectations of mentoring behaviour into partner evaluations; clarifies the expectations of senior firm leaders; and demonstrates the organization's commitment to mentoring behaviours.

DIVERSITY & INCLUSION PRACTICE

Sidley Austin Brown & Wood LLP—*Strategies for Success: An Ongoing Commitment to Diversity*

2005 Catalyst Award-winning initiative

Sidley's diversity effort, *Strategies for Success: An Ongoing Commitment to Diversity*, is embedded in a strong, inclusive culture founded on a powerful business case for diversity. The goal of Sidley's overall diversity effort is three-fold: to increase the firm's success in retaining women attorneys and attorneys of color; to promote a greater number of women associates and associates of color to partnership; and to promote a greater number of these partners to positions of power within the firm.

Firm-wide mentoring is provided to every associate (both men and women). Upon arrival at the firm, all associates are assigned an associate mentor and a partner mentor. Summer associates also are assigned an associate mentor and a partner (or near-partner) mentor.

Mentoring Circles, which are coordinated by the Women's Committee, allow women attorneys to share experiences across levels, practice areas, and office locations. In addition to being assigned a firm-wide mentor, each incoming woman associate is assigned to a mentoring circle comprised of three to five women partners and eight to 12 women associates. Each circle includes women from a cross-section of practice areas and levels at the firm. The mentoring circles allow each woman associate immediate access to several women partners outside her working group, offering a wide variety of personalities and perspectives. Each of the circles (which exist in many of the different office regions) meets from several times per year to monthly.

Cocktail parties and receptions are held several times per year. These women-only events, which bring together attorneys from all areas of the firm, provide critical networking opportunities. In addition, before the annual all-partners meeting, the women partners host a cocktail party or special dinner in order to network and build relationships across offices.

Sidley's partners also express a strong commitment to increasing the diversity of the firm. Annually, partners are reviewed by the Management Committee using a 30-item assessment that gauges various aspects of performance. A question on diversity requires partners to detail their personal efforts to strengthen the firm's diversity. Several other areas of the assessment are related to diversity efforts, including contributions to the "life of the firm" (e.g., participation in the summer associate program, development of associates and junior partners) and sponsorship of policies or programs. Ultimately, these assessments contribute to partner compensation decisions and, in some cases, impact bonus pay.

Impact

Sidley's efforts have had a profound impact on the representation of women and people of color within the firm's senior ranks. While 22 percent of the lawyers promoted to partnership in 2002 were women, 43 percent of those promoted in 2004 were women. The representation of attorneys of color within the partnership increased from 6 percent in 2002 to 8 percent in 2004. In 2004, almost 18 percent of the total partnership was comprised of women.

SUMMARY: FOSTERING THE DEVELOPMENT OF CRITICAL RELATIONSHIPS

Rather than taking a "one size fits all" approach, the relationship-building D&I Practices illustrated in this chapter suit the complexity of needs reported by visible minority participants in the Catalyst study: IBM Canada's *Enhancing Inclusion Through Critical Relationships and Cultural Awareness* provides networking opportunities across a variety of constituencies; RBC's *Diversity Dialogues'* reciprocal mentoring practice allows participants to tailor the program to suit their own needs; and Sidley Austin's *Strategies for Success: An Ongoing Commitment to Diversity* enables mentoring opportunities.

Several Diversity & Inclusion (D&I) Practices highlighted in this report have won the Catalyst Award. Evaluating nominees for this annual award is a rigorous, year-long process.

Each year, companies and firms self-nominate for either comprehensive or discrete initiatives, which the Catalyst Award Evaluation Committee assesses through screening and telephone interviews. The Committee determines a select number of finalists, which it studies during intensive on-site reviews. Through interviews and focus groups with executive management, high-level women, human resources professionals, and other employees at various levels, the Committee gauges each initiative's effectiveness and the ways in which it permeates the organization. Subsequent to these site visits, Catalyst chooses the winners of the Catalyst Award.

The Catalyst Award Evaluation Committee measures each nominated initiative against the following seven criteria: [35]

- **Business Rationale:** There must be an explicit connection between the initiative and the organization's business strategy.
- **Senior Leadership Support:** Upper management must demonstrate commitment to the initiative.
- **Accountability:** Formal monitoring mechanisms must support the initiative and measure its impact.
- **Communication:** There must be mechanisms for engaging and informing employees of the initiative and its business rationale.
- **Replicability:** All or parts of the initiative must be able to be implemented by other organizations and thus used as a model for change.
- **Originality:** Initiatives are compared against previous winners and must include elements that are innovative and provide new knowledge to the business community.
- **Measurable Results:** There must be documented evidence to demonstrate the impact of the initiative; data must show improvement since the start of the initiative.

[35] For details on the Catalyst Award criteria, go to: http://catalyst.org/page/54/catalyst-award.

By 2011, 100 percent of Canada's net labour force growth will be attributed to immigration.[36] As Canada becomes more diverse, effective credential recognition practices are critical to leveraging internationally trained talent.

International credential recognition involves verifying that educational degrees and job experience obtained in another country are equal to Canadian standards.[37] Regulated professions such as medicine and accounting often impose additional requirements on those with international degrees. Such requirements, which vary by province and profession, often include passing specific exams, meeting language competency standards, and working for a certain period of time with approved Canadian employers.[38] (For a complete listing of professional regulatory bodies by province, visit: http://www.cicic.ca/en/profess.aspx?sortcode=2.19.21.21.)

Catalyst's study *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* found that nearly one-half (47 percent) of visible minority respondents with foreign educational credentials felt their employers did not recognize these as being "on par" with equivalent Canadian degrees, diplomas, or certificates.[39]

WHAT DOES AN EFFECTIVE EDUCATIONAL CREDENTIAL RECOGNITION PRACTICE LOOK LIKE?

Employers must learn how to effectively assess the skills of an increasingly diversified base of talent in order to meet organizational goals. This can be achieved by taking the following steps:[40]

- **Enhance recruitment processes to ensure international credentials are recognized.** Policies should ensure that recruiters assess international educational credentials as a routine aspect of their own jobs. This includes developing a familiarity with international institutions—including those from which the organization has drawn candidates—and targeting recruitment to internationally trained candidates. Additionally, recruiters should use consistent, behavioural-based interview processes.
- **Utilize credential recognition services.** Employers can source and utilize international educational credential assessment resources on a province-by-province basis. Some of these resources are listed in Table 1 (see next page).
- **Bridge careers during credential recognition.** Employers should provide internationally trained employees with the tools to bridge their careers during protracted credential recognition and upgrading processes. Tools include paid time off to take required exams and certain types of financial support. Employers may also make a special effort to provide internationally trained staff with tasks that help them fulfill Canadian work experience requirements (as expected by the relevant regulatory body).

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[36] Frank T. Denton and Byron G. Spencer, "Population Change and Economic Growth: The Long-Term Outlook," *QSEP Research Paper*, no. 383 (July 2003).

[37] Foreign Credential Recognition Program, Human Resources and Social Development Canada: http://www.hrsdc.gc.ca/en/workplaceskills/credential_recognition/index.shtml.

[38] The Canadian Information Centre for International Credentials, FACT SHEET No. 2, http://www.cicic.ca/en/page.aspx?sortcode=2.17.20#2.

[39] Catalyst and The Diversity Institute In Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).

[40] This list is based on information from hireimmagrants.ca (http://www.hireimmigrants.ca); further details and a range of company practices can also be found there.

● **Implement monitoring systems to ensure long-term results.** Companies and firms should track their internationally trained employees to ensure that they are effectively leveraged throughout their careers and that they progress at a pace similar to that of their equivalently credentialed colleagues.

Table 1: International Credential Assessment Resources in Canada*		
SERVICE	**WEBSITE**	**PROVINCE(s)**
International Qualifications Assessments Service (IQAS)	http://employment.alberta.ca/cps/rde/xchg/HRE/hs.xsl/4512.html	Alberta, Saskatchewan, Northwest Territories
International Credentials Evaluation Services (ICES)	http://www.bcit.ca/ices	British Columbia
Academic Credentials Assessment Service - Manitoba (ACAS)	http://www.gov.mb.ca/labour/immigrate/work/recognition/acas.html	Manitoba
University of Toronto Comparative Education Service (CES)	http://www.adm.utoronto.ca/ces/	Ontario
International Credential Assessment Service of Canada (ICAS)	http://www.icascanada.ca/	Ontario
World Education Services - Canada (WES Canada)	http://www.wes.org/ca/	Ontario
Centre d'expertise sur les formations acquises hors du Québec (CEFAHQ)	http://www.immigration-quebec.gouv.qc.ca/en/education/comparative-evaluation/index.html	Quebec

* While the services listed here are not located in every province, employers in New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island, Nunavut, and the Yukon can contact any of the organizations listed in Table 1 above. These organizations may be able to provide equivalencies used to evaluate an employee's international educational credentials. These organizations are suggested by the Canadian Information Centre for International Credentials (http://www.cicic.ca/2/home.canada). Employers may also use resources such as SkillsInternational.ca, a free, on-line, searchable database dedicated exclusively to profiling the skills of immigrant job-seekers in Ontario (http://skillsinternational.ca/index-en.php).

APPENDIX 3: NOTE TO INDIVIDUALS

Employees from underrepresented groups who want more information about diversity and inclusion (D&I) in the workplace should check with their Human Resources departments about whether the organization has established D&I programs. If such programs do exist, employees should query a supervisor about the possibility of participating in relevant training or mentoring programs.

However, many visible minority employees will find themselves working at businesses that do not support D&I practices such as those outlined here. In the absence of such programs, the following suggestions may help maximize chances for career advancement and satisfaction:[41]

Choose your employer with care.
If you are applying for jobs, consider the culture and values of each potential employer. Investigate the representation of women and ethnic minorities in senior positions within the organization. If possible, speak with women and men who work there to learn whether the organization's culture supports inclusion.

Develop political astuteness and learn the norms of your organization.
Many successful women interviewed by Catalyst in prior studies reported that a high level of political astuteness was vital for them in successfully navigating traditional corporate cultures.[42] Pick up on your organization's norms by watching those around you. Political astuteness also involves knowing when and how to resolve job-related conflicts that may include being a target of discrimination. This may require carefully balancing immediate interpersonal conflicts with your long-term aspirations for career advancement.

Develop emotional resilience in overcoming bias.
Those from traditionally marginalized groups who have risen to senior levels typically possess a high degree of emotional resilience or "toughness." This resilience allows them to feel confident taking risks and to achieve outstanding results without internalizing biased attitudes within the work environment that might serve to exclude them. Tactics include leveraging stereotypes or what were initially adverse circumstances into positive learning experiences—for example, turning around an extremely challenging assignment in which failure was assumed.

Visible minority individuals who want to balance a connection to their ethnic/racial communities with the efforts they make to navigate the corporate environment may need to shift back and forth between cultures. Becoming "bicultural" means that a person can engage in two places: within the daily work environment and in contexts outside the workplace. There is evidence that people with bicultural backgrounds adopt different styles to help them cope with different norms at work and in the outside community.[43]

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[41] Katherine Giscombe, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping* (Catalyst, 2008).
[42] Catalyst, *Women of Color Executives: Their Voices, Their Journeys* (2001).
[43] Ella L.J. Edmondson Bell and Stella Nkomo, *Our Separate Ways: Black and White Women and the Struggle for Professional Identity* (Boston: Harvard Business School Press, 2001): p. 230 – 233.

Career Satisfaction [44]

Cronbach's Alpha=0.85

Included items:

- I am satisfied with the progress I have made toward meeting my overall career goals.

- I am satisfied with the progress I have made toward meeting my goals for income.

- I am satisfied with the progress I have made toward meeting my goals for advancement.

- I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

Perceptions of Career Advancement Processes[45]

Cronbach's Alpha=0.83

Included items:

- I believe my organization does a good job of promoting/admitting into partnership the most competent people.

- I believe I have the opportunity for personal development and growth in my organization.

- I believe I have as equal a chance of finding out about career advancement opportunities as my colleagues do.

- I believe "who you know" (or "who knows you") is more important than "what you know" when deciding who gets career development opportunities in my organization.

- I am aware of how talent is identified in my organization.

- I believe my organization's talent identification process is fair.

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[44] Modified from Jeffrey H. Greenhaus, Saroj Parasuraman, and Wayne M. Wormley, "Effects of Race on Organizational Experiences, Job Performance Evaluations, and Career Outcomes," *Academy of Management Journal*, vol. 33, no. 1 (March 1990): 64-86. All perceptual measures used a one-to-five scale from "strongly disagree" to "strongly agree."

[45] Created by Catalyst/Ryerson research team. All perceptual measures used a one-to-five scale from "strongly disagree" to "strongly agree."

Following the release of *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings*, Catalyst contacted a subset of the 43 organizations based on an examination of the number of visible minority and white/Caucasian survey respondents in each organization. Those organizations with higher numbers of visible minority respondents were selected for focus group recruitment. Data from the focus groups formed the basis of two subsequent reports: *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Critical Relationships* and *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Workplace Fit and Stereotyping*. In addition, Catalyst arranged interviews with visible minority and white/Caucasian senior executives and human resources professionals in these organizations.

Organizations were asked to email potential interviewees, requesting participation. Interviews took place with senior executives on-site in a private conference room to protect individual confidentiality. Interviews lasted one to two hours and were digitally recorded for transcription purposes. Confidentiality was promised to all participants, and no individual participant was identified.

QUALITATIVE DATA ANALYSIS

To analyze qualitative research, the research team first developed a list of relevant themes. The list was informed by issues that emerged from the original survey findings[46] as well as by a review of past Catalyst qualitative research on the experiences of women of colour in the United States.[47]

The researchers created a codebook based on these themes for the analysis of the focus group transcripts. The researchers then listened to two entire focus group recordings, making note of additional recurring topics that required coding, and modified the codebook accordingly. The codebook for interviews was created from the focus group codebook. All the coding and analysis of the interview transcripts was conducted in NVIVO 7, a software analysis program that provides tools for organizing and sorting qualitative data. This allowed researchers to identify patterns, uncover themes, and develop meaningful conclusions about the data.

The researchers analyzed patterns in the frequency of discussions of specific topics by gender and visible minority status (i.e., for visible minority women, visible minority men, white/Caucasian women, and white/Caucasian men). They then pulled relevant quotations from within relationship, workplace "fit," and stereotyping themes—topics of importance to the visible minority participants in the focus groups. The experiences of senior executives in participating organizations were incorporated to complement the employee-based data.

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[46] Catalyst and The Diversity Institute in Management & Technology at Ryerson University, *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings* (2007).

[47] For example: Catalyst, *Advancing African-American Women in the Workplace: What Managers Need to Know* (2004); Catalyst, *Connections That Count: The Informal Networks of Women of Color in the United States* (2006).

SAMPLE DESCRIPTION

The term "visible minority" refers to a person who is not an Aboriginal person, who is non-Caucasian in race and non-white in colour.

Seventeen interviews with senior executives and human resource professionals were conducted to complement the survey findings. Twelve interviewees were visible minority individuals, and five were white/Caucasian.

A standard protocol was used as the primary guide for each interview. Although the protocols covered the same topics, they were modified slightly for individuals in different functional areas and at different levels. The interview protocol is detailed below:

1. Current Position and Career History

2. Workplace Environment
- Unspoken rules
- Workplace culture
- Employees' "cultural fit"
- Stereotypes
- Areas in the organization where visible minorities are more/less successful

3. Relationships
- Social interaction
- Respect
- Authority

4. Manager and Managing
- Qualities of managers
- Differences among managers of different backgrounds
- Experiences as managers of diverse employees

5. Career Advancement: Barriers and Success Strategies
- Promotion processes and performance expectations
- The role of networking, assignments, mentors, and cultural fit to career advancement
- Strategies that contributed to success
- The role of role models and mentors
- Important developmental opportunities
- Diversity and inclusion
- Organization's commitment to diversity and inclusion
- Existence of company practices for development and advancement
- Work-life challenges

6. Recommendations
- Factors for successful relationships between white/Caucasians and visible minorities
- Factors for successful relationships between women and men
- Suggestions for how to improve company policies for career development and the advancement of women and visible minorities

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The following organizations participated in *Career Advancement in Corporate Canada: A Focus on Visible Minorities ~ Survey Findings.* A subset of these organizations was contacted to participate in focus groups and interviews based on a rigorous analysis of their visible minority numbers.

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