

Consultation on systemic racism
and discrimination

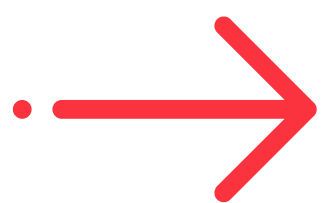
THEMATIC SESSION: EMPLOYMENT

May 28, 2019



A proactive administration

**Montréal,
standing firm
against racism
and discrimination**



The City unequivocally rejects all forms of racism and discrimination.

The City has taken up the fight over the last three decades:
Taking more and more action to ease integration, battle discrimination, and be a model of diversity.

This consultation is an opportunity to hold discussions that will help the City improve its practices, and identify the obstacles that bar the way to the greater inclusion of all Montrealers.



The City of Montréal as an employer

The City is working with all of the actors in Montréal to meet current challenges in employment

25,000

employees serving citizens' needs

2,000 +

different job categories

Centralized recruitment for

19

boroughs

24

services

2,500

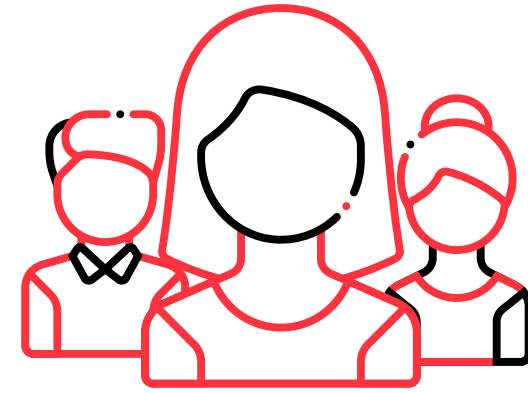
hires per year, on average

250,000 +

job applications received each year



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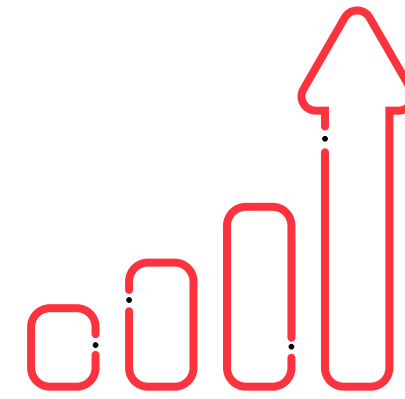
When it comes to inclusiveness and diversity,

The City of Montréal has taken on a mission to contribute to **respect for diversity**, to **social inclusion**, and to the **integration** of newcomers. It acts to promote **harmonious cohabitation** throughout Montréal, including at the neighbourhood level.



In working to integrate newcomers to Montréal, the City collaborates with community groups, the business sector, and institutional partners.

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When it comes to economic development,

The City of Montréal aims to be a leader in the sectors of activity of the future and a touchstone in terms of sustainable and inclusive economic development, acting in tandem with key stakeholders. Most notably, the objectives are :

- To stimulate both private and collective entrepreneurship, and promote the development of Montréal businesses run by entrepreneurs representing the city's diversity

- Develop the Metropolis's human capital by drawing on the strengths of its network of institutions of higher learning, and on the potential of a qualified workforce of individuals representing the city's diversity

- Support non-profit organizations and major events that aim to facilitate the socioeconomic integration of entrepreneurs, or future entrepreneurs, representing the city's diversity

- Promote the attraction and retention of foreign students via the network of incubators in our universities and by increasing awareness of entrepreneurship

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When it comes to human resources,

The City of Montréal is determined to be an inclusive employer, drawing on a diversified workforce that reflects its population.

In order to do so, our Human Resources service:

- Manages the City's employment equity plan, and its action plan for diversity in employment
- Establishes performance indicators and publishes results for those indicators
 - Implements structured staffing processes
 - Offers professional internships with mentors
 - Carries out targeted recruitment activities
- Trains recruiters and employees on diversity and inclusiveness
- Promotes dialogue and partnership with experts in intercultural dynamics

Inclusiveness and diversity: a priority

“ To instill a culture of enhancement of diversity and inclusiveness, in order to contribute to a more open and respectful society ”

Managers' accountability :

Organizational targets are applied as objectives in the program that governs the performance of the City's managers.
This is a concrete way of contributing to making Montréal's workforce as diversified as the city's population.

Inclusiveness and diversity: a priority

Key indicators and results

Hiring rates for the 5 target groups by employment category and by unit *(gender data)*

Representation levels for the target groups by employment categories *(gender data)*

Rates of promotion and nomination for the target groups, either permanent or temporary

Rates of application among the target groups for City jobs posted

Success rates for the target groups at particular stages of the recruitment process, and on specified tests

Under-representation of the target groups by employment category

Selected indicators

Workforce distribution as of December 31, 2018

Women	→	9 911	→	38,7 %
Men	→	15 727	→	61,3 %
Total	→	25 638	→	100 %
Indigenous peoples	→	84	→	0,3 %
Visible minorities	→	3 538	→	13,8 %
Ethnic minorities	→	1 154	→	6,1 %

Selected indicators

An evolving workforce (visible and ethnic minorities)

Categories with 500+ employees		2013	2018
White collar	→	24,1 %	31,4 %
Blue collar	→	14,6 %	17,3 %
Police force: officers, sergeants, lieutenants	→	10,8 %	11,7 %
Firefighters	→	2,4 %	3,0 %
General professional categories	→	19,2 %	21,1 %
Administrative senior management	→	8,9 %	12,8 %
School crossing guards	→	13,9 %	13,9 %
Professionals in the sciences	→	30,1 %	38,8 %

Selected indicators

Hiring overview (visible and ethnic minorities)

		2017		2018
City of Montréal overall	→	28 %	→	33,3 %
White collar	→	36,9 %	→	40,6 %
Blue collar	→	24,8 %	→	30,4 %
General professional categories	→	19,6 %	→	28,4 %
Managers	→	9,5 %	→	16 %
Professionals in the sciences	→	43,4 %	→	50 %

The City's staffing process and employment equity: myth versus reality



An equitable and impartial staffing process

1. Standardized competency profiles for each job

2. Transparency in job postings, with targeted and varied means of publicizing them :

- All postings published on the Careers site (no hidden job market)
- All postings also placed on social media and on specialized sites (Emploi-Québec, Québec municipal, etc.)
- The City offers a subscription to its job offers feed to organizations specializing in employability
- Facebook page: "diversité dans la ville"

3. Pre-screening based on objective criteria

- Criteria for evaluating CVs are identified in our job postings; and CV analysis is carried out in an objective fashion, considering the requirements and the profile being sought
- Experience acquired abroad is taken into account
 - Degrees obtained abroad are accepted with the presentation of a comparative evaluation of studies (MIDI)
- Priority given to targeted groups in the jobs in which they are under-represented

An equitable and impartial staffing process

4. Evaluation processes that are structured and free of bias

- Structured interview questionnaires
 - Questions that touch on behaviour and expertise are set in advance
 - Predetermine in-depth questions (STAR model)
 - Assessing answers based on pre-established behavioural models
 - Predetermined markers for success
- Assessment by committees so as to ensure impartiality
 - Training for recruiters on assessment methods, and on bias

5. Hiring and nomination rules established in the Staffing Process Policy and in collective agreements

6. Monitoring and analysis of results to allow for adjustments to testing based on results obtained by the target groups.

Self-identification



The City of Montréal is governed by an Act respecting equal access to employment in public bodies.

5 groups are covered by the Act:

Women

Indigenous peoples

That is, Canadian Indians, Inuits and Métis.

Visible minorities

That is, individuals other than indigenous peoples who are not of white race or colour.

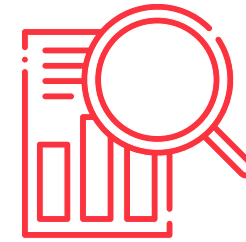
Ethic minorities

That is, individuals, other than indigenous peoples, and individuals who are from a visible minority and whose mother tongue is neither French nor English.

Handicapped persons

Self-identification is voluntary. It is up to an employee or a candidate to read the definitions of groups and identify themselves when applying.
Self-identification allows the City to give priority to under-represented groups.

Equal access to employment • Hiring goals



**Based on a recommendation by the Commission
for human rights and the rights of youth,**

**The City applies a preferential appointment rate for targeted groups
when they are under-represented in a given hiring category.**

This measure will be kept in place as long as under-representation exists.



This is not a quota system.

Some best practices

Professional internships with mentors

Professional mentorship program:

- Paid 6 month internships
- 500+ participants since 2006
- 80% of participants self-identify as being from an ethnic or visible minority
 - Financial partnership with Services Québec
- Placement rate of 55% after internship



Some best practices

- Salon de l'immigration (SIIQ): booths, workshop and conference
 - Information session for women on entry-level blue collar jobs
- Recruiters' participation in targeted job fairs and networking events
 - Les filles ont le feu sacré acts as an introduction to the career of female firefighter
 - Participation in the Cercle de l'éducation et de l'employabilité du Réseau pour la stratégie urbaine de la communauté autochtone de Montréal
- MAMU annual aboriginal employment fair, reference materials, toolkit, etc.
- Expo Entrepreneurs | January 2018 and 2019 | Place Bonaventure
 - Salon des Jeunes Entrepreneurs International | October 2018 | Place Bonaventure
- Forum "Un écosystème collaboratif pour le succès entrepreneurial des immigrants" | October 2018 | Collège de Maisonneuve



Some best practices

Train employees on diversity and inclusiveness

A new mode of diversity and inclusiveness training is gradually being implemented :

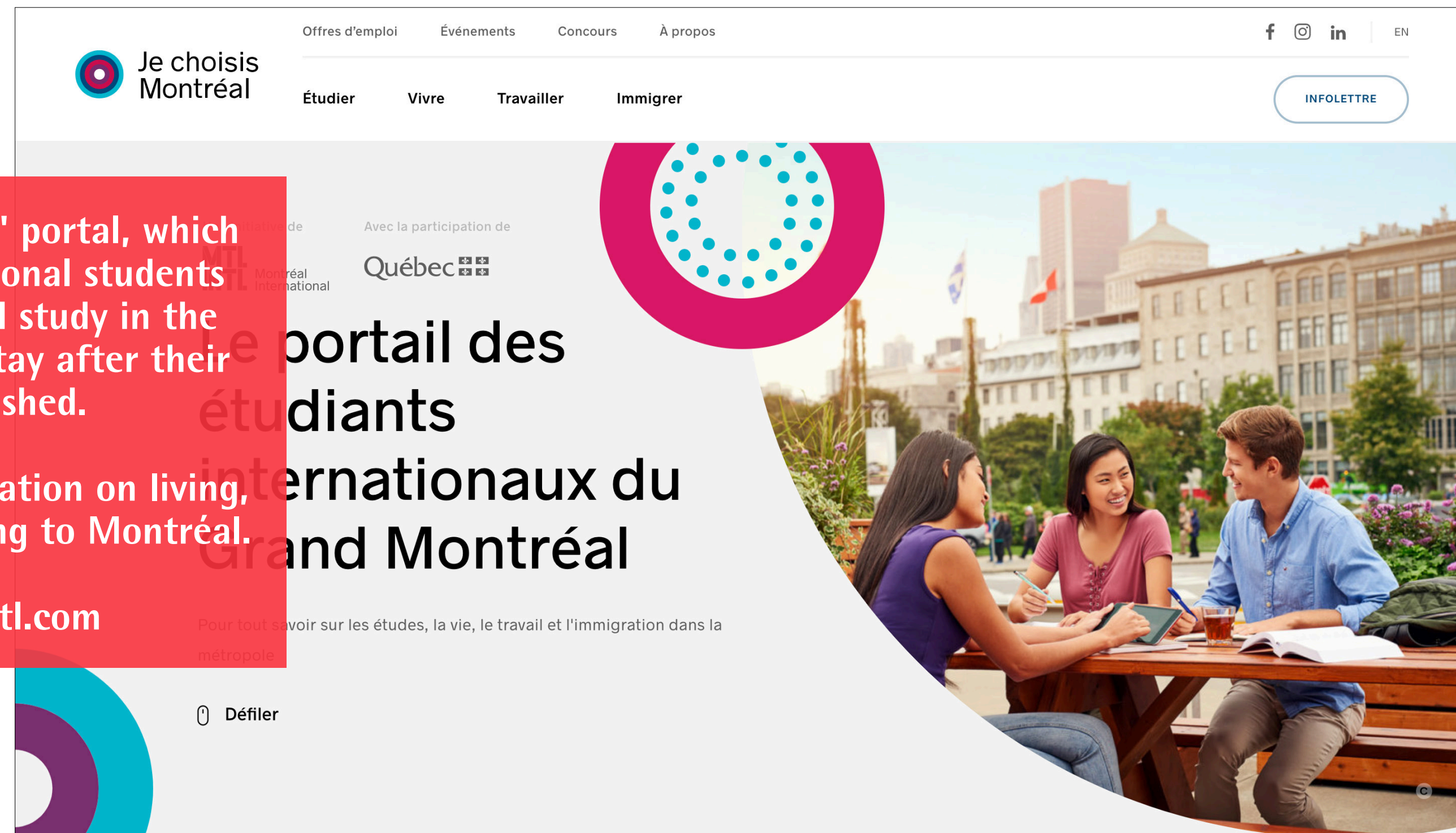
- Online training in the form of serious games will be offered in 2019 as part of the process of reconciliation with indigenous peoples.
 - The development of a module on unconscious biases started in May.
 - Employee training on intercultural communication in the workplace, aiming to equip City employees with a better awareness of the ethnocultural reality of Montréal's population
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Internationally-oriented initiatives

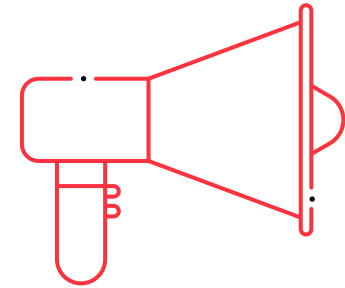
The "I choose Montréal" portal, which aims to equip international students who want to come and study in the metropolis or wish to stay after their studies are finished.

The portal offers information on living, studying, and immigrating to Montréal.

www.jechoisismtl.com



Initiatives that will stimulate talent development



Goals of the call for project proposals

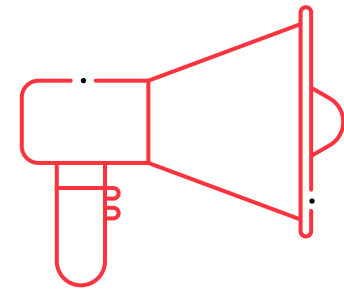
- Meet the challenges and needs of Montréal businesses in recruiting, integrating and developing talent and gaining access to the skillsets of the future
 - Facilitate the integration of culturally diverse, and differently-gendered, populations into the workforce.
- Collaborative ecosystems made up of organizations and businesses are invited to submit proposals.

Budget : 3,6 M\$ | 2019-2022

accelererlestalents.com



Initiatives that will stimulate talent development



Goals of the call for project proposals

- Support the creation, growth and next generation of business in Montréal
 - Stimulate entrepreneurship among priority groups: culturally diverse populations, indigenous communities, women and youth.

Target audience : Montréal non-profit entities
Budget : 2 M\$ | 2018-2022

Ville.montreal.qc.ca/affaires



Initiatives that will minimize impediments to the hiring of newcomers in Montréal organizations

The City of Montréal is working proactively to integrate newcomers, especially with regard to their employment rate, lower than that of non-immigrants

Montréal inclusive au travail Strategy

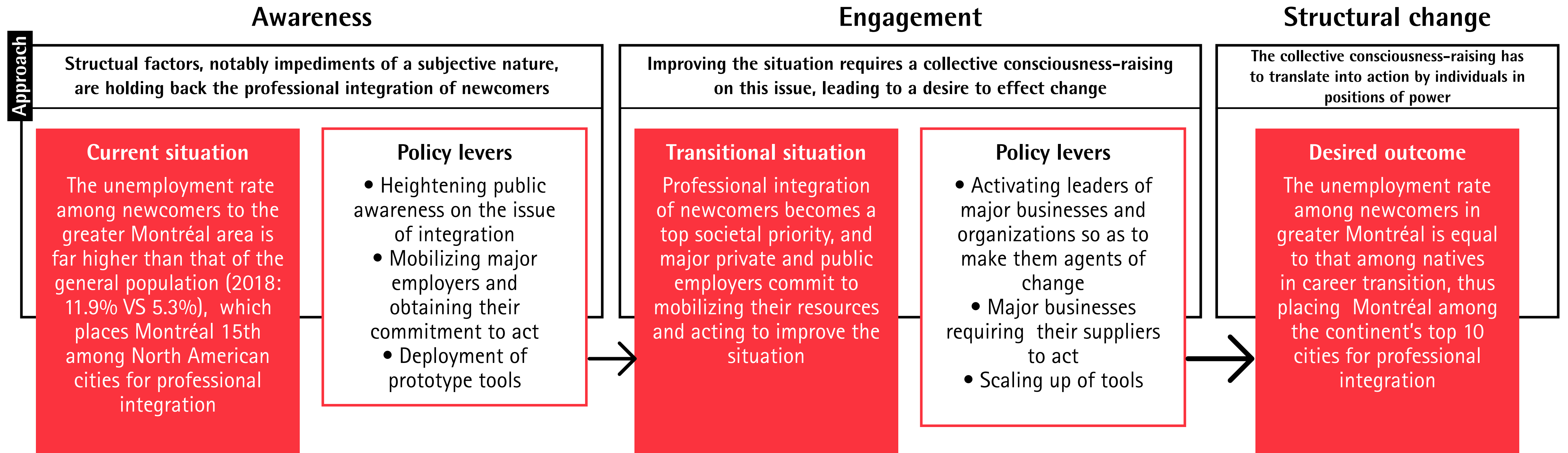
A wide-ranging strategy to build awareness, aiming to boost Montréal's performance in integrating newcomers and immigrants into professional contexts

→ On February 18, 2019, a consultative event bringing together more than 60 economic leaders mobilized key players and laid the groundwork for the Strategy

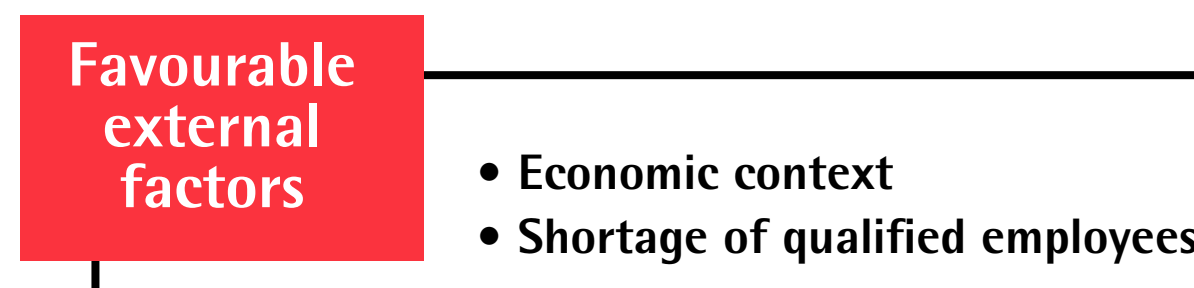
→ The Strategy will be launched on June 10, 2019.



Stratégie Montréal inclusive au travail



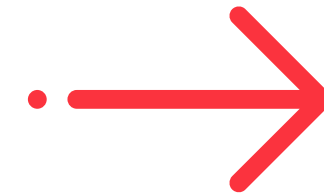
Key participants



Initiatives that will minimize impediments to the hiring of newcomers in Montréal organizations

The Intégration-travail-formation (PITF) program

Program that aims to support employers and other key actors as they try out innovative staffing processes, better suited to immigrants and newcomers.



Also aims to link major Montréal employers with cohorts of 12 to 15 qualified immigrants who benefit from a workplace experience lasting anywhere from 30 to 52 weeks, along with a well thought-out integration plan.

Highlights

5

Major employers

60

Newcomers

10

Human resource practices modified to make them more inclusive, for example the abolition of psychometric tests that might be discriminatory

Out of 35 subsidized positions

26 participants continued their employment with the same employer

Employment retention rate of 80%

Overall for subsidized positions

Towards a dynamic partnership

Promoting dialogue and partnerships with experts in cross-cultural issues

Exchanges with the Table de concertation des organismes au service des personnes réfugiées et immigrantes, TCRI (ROSINI)



8 meetings since 2017

Organized a speed interviewing activity during the 2019 SACR (Semaine d'actions contre le racisme) bringing together recruiters and counsellors

127 participants, 11 City recruiters and 15 employment counsellors

Towards a dynamic partnership

Partnership agreements

The PME MTL network | Financing and coaching entrepreneurs

- 6 service hubs and nearly 120 experts dedicated to coaching Montréal entrepreneurs
www.pmentl.com
- Information sessions to support entrepreneurs in their efforts, services that help optimize business plans, help with financial structuring, support for business development, advice on managing human resources and help with the search for financing.
- Loans and subsidies to support the financing of businesses that are launching or growing, so as to ensure that jobs stay within Montréal.
- An employment placement service offered to Montréal job seekers

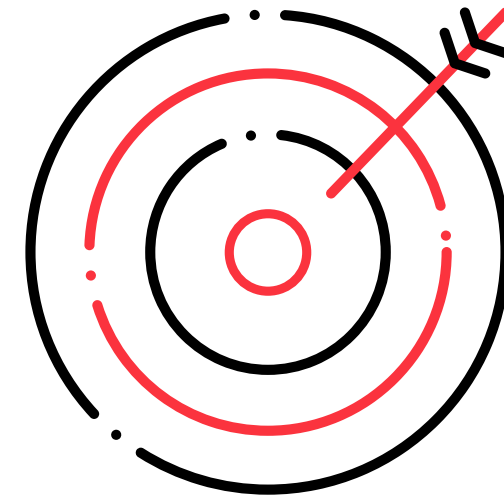
L'École des Entrepreneurs du Québec à Montréal | Parcours Immigraffaires

- 1,000 immigrants introduced to entrepreneurship and 180 immigrant entrepreneurs trained - 2018-2019
www.eequbec.com/parcours/immigraffaires

Réseau M de la Fondation de l'Entrepreneurship | Mentoring for entrepreneurs from cultural diversity and immigrants

- 4 mentoring cohorts established for Diversity entrepreneurs - 2018-2019
www.reseaum.com

Perspectives • Upcoming Action

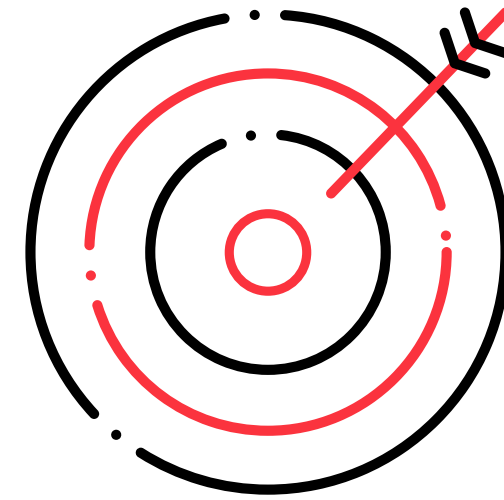


A new interactive communications tool to facilitate access to resources in the entrepreneurial ecosystem for immigrant entrepreneurs

Financial and technical support for events and organizations dedicated to the socio-economic integration of entrepreneurs from culturally diverse backgrounds

Enhanced services and increased visibility for Indigenous and Inuit entrepreneurs; New partnerships with indigenous groups developing services culturally tailored to Montréal entrepreneurs from Indigenous and Inuit backgrounds.

Perspectives • Upcoming Action



Improved indicators for following and coaching entrepreneurs from culturally diverse backgrounds with the PME MTL networks; Provide PME MTL with indicators that will help measure the impact of funding and services for entrepreneurs from diverse backgrounds (number of entrepreneurs attending training sessions, number of Diversity entrepreneurs supported financially, etc.)

Develop a program that aims to improve the retention of international students through integration in the cultural, economic and entrepreneurial life of Montréal. Access to entrepreneurial activities and to mentors, as well as the creation of new sources of funding, will be prioritized. Content and approaches used in the gradual implementation of intersectional sex-differentiated analysis will be made available.

Updating of PAEE (programme d'accès à l'égalité en emploi) and of the action plan for diversity in employment 2016-2019, with a special focus on cross-sectional issues

Upgrade of the professional mentoring program in 2019, with 11 internships for Indigenous candidates.

The public consultation on racism and systemic discrimination offers an excellent opportunity to **identify the obstacles to inclusiveness in employment, and find appropriate solutions to these problems.**

The City of Montréal will take into account all elements that come out of this consultation process.

The City wishes to reaffirm its attachment to the **following values:** respect for human dignity, equality, inclusiveness, tolerance and justice. It will continue to be true to these values in all of its actions.

