



**2003-2004
Diversity Report Card**

Table of Contents

Message from the Chief Administrative Officer	1
Message from the Co-Chairperson, Citizen Equity Committee	3
Action Plan for Creating a Diverse Workforce.....	5
Opportunities for Achieving a Dynamic and Diverse Workforce	6
Defining Parameters.....	7
Report Card	
Organizational support.....	8
Increase representation of specific groups	9
Accountability.....	14
Creating a Diversity friendly environment	15
Diversity as a core competency	17
Bias-free recruitment and inclusive selection process	19
Workforce Profile	21
Appendix A	
City job titles within the employment equity occupational groups	31
Appendix B	
Recruitment and Outreach Activities.....	33
Appendix C	
2003-2004 Diversity Training and Education.....	37
Appendix D	
Aboriginal HR Intern - Civic Pulse Article	41

Message from Annitta Stenning, Chief Administrative Officer

I am very pleased to present the City's report card on diversity. More now than ever, diversity is playing a major role at the City of Winnipeg. As an employer, we know that the future depends on our ability to attract and retain qualified employees who are committed to delivering excellent service to the community of Winnipeg. We also know having a workforce that reflects the community will allow us to better understand the needs of the community which in turn will result in more responsive, affordable and innovative services.

As the CAO, I am very passionate about the work that is occurring to help create a workplace that embraces diversity. Implementing diversity within the City of Winnipeg requires an approach that clearly defines what respecting and managing diversity means on a day to day basis. Respecting diversity means that the City must look to improve the quality of relationships between people. This is motivated by the commitment to understand all the ways in which people are different within each employee's work unit. It is focused on understanding the cultural similarities and differences of people within the organization. Managing diversity means the City must improve the way in which it values employees and create an environment that will allow all employees to reach their full potential in pursuit of organizational goals. This is motivated by each supervisor's commitment to provide excellent service to the community of Winnipeg. Creating a respectful working environment will open the organization to change, to better serve the diverse population of the community.

As City staff, we embraced Council's strategic document, First Steps: Municipal Aboriginal Pathways that was adopted in September 2003. We are very proud of the projects and activities that have been implemented this past year. They include: the Youth in Community Services Program, Aboriginal Awareness training, Aboriginal internships and building stronger partnerships with the Aboriginal community. Other projects helping change our workplace are Bias Free Selection Training and Universal Design

City staff are committed to creating a more diverse workforce that better reflects the citizens that we serve. We look forward to working with the Citizen Equity Committee to make that vision a reality.

Annitta Stenning, Chief Administrative Officer

Message from the Co-Chairperson, Citizen Equity Committee, Lucy Cummings

On behalf of the members of the Citizen Equity Committee [CEC] City of Winnipeg, I am pleased to convey our sincere thanks to all the Departments and the Chief Administrative Officer of the City of Winnipeg, for the tremendous job they are doing to ensure a dynamic workforce is created, and for working alongside the members of the Citizen Equity Committee to promote equity and diversity in the City of Winnipeg with respect to its policies, hiring practices and services.

Since the Action plan for creating a Diverse Workforce was endorsed in 2002, many initiatives have been undertaken to implement the recommendations outlined in the Mayor's Taskforce on Diversity. Although there is much more work to be done, I applaud the Departments for the steps taken thus far.

It is critically important that in our increasingly diverse City, all people feel welcome, included and valued as equal contributors in the workforce of the City. As Canadians they should be given the same rights, freedoms and responsibilities, regardless of their background or beliefs.

The Citizen Equity Committee will continue to work together with Corporate Services and all departments of the City to promote objectives that recognize the City's diversity in its workforce.

Since we cannot underestimate the visions of the people of various backgrounds, we will ensure all recommendations are taken into consideration as we strive to participate fully in the removal of discrimination within the workforce of the City.

May the employees in all the Departments and the Chief Administrative Officer have complete success in all their endeavors to bring about equality within the City's workforce.

Lucy Cummings, Co-Chairperson, Citizen Equity Committee, City of Winnipeg

Action Plan for Creating a Diverse Workforce

Diversity is currently one of the top priorities in creating the workplace of the future for the City of Winnipeg. Diversity is a corporate value of the organization. Just recently, “respecting diversity” was identified as one of only four core competencies that all employees must demonstrate. Senior Management endorsed the Action Plan for Creating a Diverse Workforce in September 2002. It was developed following an employment systems review that included a workforce analysis to identify under-representation of designated group members.

The Action Plan reflects initiatives that address how the City will effectively value and manage diversity. The City of Winnipeg defines diversity as recognizing that people are different in many ways (race, gender, family status, sexual orientation, education, age, etc.).

The Action Plan outlines “Six Steps to Success” to creating a dynamic and diverse workforce. These commitments also respond directly or indirectly to recommendations made in the Mayor’s Task Force on Diversity Report.

- ✓ **Organizational Support**
- ✓ **Increased representation of designated groups**
- ✓ **Accountability**
- ✓ **Promote a respectful environment**
- ✓ **Diversity as a Core Competency**
- ✓ **Bias free recruitment and inclusive selection process**

This document is a report card of the activities that the City of Winnipeg has accomplished in 2003 and 2004 regarding the Action Plan and the Task Force Recommendations. It also includes a specific section on the progress made with respect to designated group representation (2005 Workforce Profile).

HR Vision

A dynamic and diverse workforce of highly skilled people working together to deliver excellent service to the community of Winnipeg.



... So that we achieve our mission of being responsive, affordable and innovative.

Opportunities for Achieving a Dynamic and Diverse Workforce

From a diversity perspective, opportunity to increase workforce diversity depends in part on the number of exits from and hiring into an organization. As of January 2005, there were just over 8000 employees in 14 Departments. Due to size and staff turnover, some departments have much more opportunity to hire new employees than others (i.e. Police Services, Transit, Community Services and Fire Paramedic Service. The opportunity to hire is likely to increase over the next years since corporate information indicates that the number of employees eligible for retirement will increase to a peak during the years 2005 to 2007 and then gradually decline for the following seven or eight years. For example, retirements currently constitute 25-30% of all exits (excluding students and casual employees). However in the peak years retirements may constitute over 40% of exits.

In some departments, there isn't an opportunity to hire externally because the recruitment source or feeder pool is actually the internal or existing workforce. (e.g. Staff Sergeants in Police; senior clerical positions). In those situations, the City must ensure that those hired into the feeder group are representative.

Whether the gaps are significant or small, the City recognizes that every new employee hired can make a difference. Building a diverse workforce cannot be accomplished overnight. The City is committed to stay the course and make use of opportunities for both external and internal recruitment. These include increased retirement rates, as well as ongoing succession planning.

There are many issues and opportunities that are driving the Action Plan for Diversity.

- Increasing numbers of Aboriginal people qualified for jobs requiring post-secondary education
- Prediction that by 2016 one quarter of new entrants to the City workforce will be Aboriginal.
- With 36% of the City workforce eligible to retire by the end of 2009 and 56% by the end of 2014 based on age or service, there is an opportunity to ensure City employees continue to reflect the community it services.
- An estimated 18% of Winnipeg's workforce aged 15-64 years of age has a disability and experts estimate there is an 80% chance that an average person will experience some kind of disability in the course of a lifetime.
- More immigrants are entering Manitoba and the workforce.

One of the main challenges for the future is to create a workplace of choice. It is important to foster a positive environment which is capable of recruiting and retaining competent personnel. The Action Plan for creating a diverse workplace will prepare the City for its future workforce.

Defining Parameters

For the purposes of this report, the following terms have been defined as follows:

Equity

Treating people fairly. In order to create equity, differences need to be recognized, respected and accommodated when reasonably possible.

Diversity

Recognizing that people are different in many ways (race, gender, family status, education, sexual orientation etc.). Diversity focuses on valuing, seeking out and capitalizing on employee differences in order to meet the organization's objectives.

Designated Groups

- Women
- Aboriginal People
- Visible Minorities
- Persons with Disabilities

Workforce Profile

A workforce profile is a “big” picture at a specific point in time of the employees who work for the City of Winnipeg.

The City of Winnipeg / The City

The report will sometimes use “the City” in reference to the City of Winnipeg organization.

Representative

Determining whether or not we have achieved a representative workforce is measured by comparing the city's workforce profile against the profile of Winnipeg's labour market availability statistics.

Labour Market Availability (LMA)

For diversity purposes, the term labour market availability refers to people in the labour market that have the necessary qualifications to occupy a particular position within a given organization. The current labour market workforce availability for women, Aboriginal peoples and visible minorities is derived from the 2001 Census and looked at the population aged 15 and over who worked anytime between January 1, 2000 and May 15, 2001. The labour market workforce data of persons with disabilities were derived from the population aged between 15 and 64 who worked anytime between 1996 and 2001. This is the most current data provided by Statistics Canada on Winnipeg's labour market.

Organizational support...

Organizational/Administrative support for creating a diverse workforce is evident.

Relevant Task Force Recommendations	Accomplishments in 2003-2004	Future Plans
<p># 8 - That the City and its workforce focus on equity and diversity issues in the development of all policies. A statement of commitment should be included in the business plan of each department.</p>	<p>Importance of Diversity</p> <ul style="list-style-type: none"> ▪ Chief Administrative Officer's 2003 Annual Report includes reference to the importance of a diverse workforce in delivery of service. <p>New Policy</p> <ul style="list-style-type: none"> ▪ On September 2, 2003, City Council endorsed First Steps: Municipal Aboriginal Pathways (MAP), a policy document that addresses urban Aboriginal issues. <ul style="list-style-type: none"> ○ Includes establishing an employment network; creating internships; implementing cultural training. (Addressed in other sections of this report). <p>Universal Design</p> <ul style="list-style-type: none"> ▪ Established a Universal Design Consultant position in 2003. <ul style="list-style-type: none"> ○ Works collaboratively with Departments to implement Universal Design in all services <p>Business Plans</p> <ul style="list-style-type: none"> ▪ All 2003-2005 Department Business Plans include a statement of commitment regarding diversity. <p>Competencies</p> <ul style="list-style-type: none"> ▪ The CAO identified respecting diversity as a core competency for all employees. 	<p>The employment network, internships and cultural training remain priorities in 2005.</p> <p>Departments will continue integrate universal design principles into all services (e.g. building plans; training).</p> <p>Departments will continue to develop their department specific plans and will be held accountable for implementing activities that demonstrate commitment to diversity.</p> <p>Departments will incorporate respecting diversity as a core competency in their recruiting processes.</p>

Increase representation of specific groups...

Effective outreach recruitment programs and initiatives that target members of designated groups.

Relevant Task Force Recommendations	Accomplishments in 2003-2004	Future Plans
<p># 3 – That Departments in the City of Winnipeg reallocate advertising monies used in disseminating public information to include ethnic/community media outlets.</p> <p># 9 - That the CAO and Department Heads working in cooperation with HR counterparts, continually set benchmarks that reflect the changing diversity of the City and recognize the potential of the Aboriginal workforce.</p> <p>#10 - That the City of Winnipeg improve the opportunity for advancement of the target groups by implementing catch-up and equalization principles and by developing a mentorship program from within its workforce. It is further recommended that those who act as mentors receive special recognition for their efforts.</p>	<p>Advertising</p> <ul style="list-style-type: none"> ▪ Faxed all job opportunities on a weekly basis to a list of 55 agencies and organizations. ▪ Placed corporate ads in community newspapers. See e.g. in appendix. ▪ Winnipeg Police Service and Transit continued to use a variety of recruitment and outreach including radio, TV and bus ads (inside & out), prominently featuring Bus Operators and Constables who belong to designated groups. ▪ Transit runs an “Employee Referral Program” which generates many new applications, including designated group members. ▪ Drafted new employment brochures for summer and entry level positions at the City of Winnipeg. <p>Workforce Analysis</p> <ul style="list-style-type: none"> ▪ Workforce analysis to identify under-representation was completed for January 2004 and 2005 using 2001 labour market information (LMA) <ul style="list-style-type: none"> ○ Analysis resulted in revised benchmarks for all designated groups. ○ Benchmark (or goal) established is to be at or above the labour market availability (based on the occupations at the City of Winnipeg). 	<p>Will begin using WorkinfoNET in March 2005 to distribute all job opportunities. WorkinfoNET distributes job bulletins electronically to over 700 registered members within Manitoba.</p> <p>Beginning in 2005, all photographs of people on hiring advertisements, posters, brochures, etc will reflect the diversity of the City of Winnipeg.</p> <p>Using feedback received from the community, will finalize brochures for 2005.</p> <p>The Workforce Analysis is a snap shot in time. Several departments have significantly more part-time, casual and student employees in July. Therefore an analysis will be done in July 2005 for those departments that have peak hiring in the summer months. Starting in 2006, will be producing quarterly reports.</p>

<p>Increase representation of specific groups... continued</p>	<p>Benchmarks for 2005</p> <p>Women</p> <ul style="list-style-type: none"> ▪ Goal is for the percentage of women in the workforce to be at or above 31.1%. Currently at 28.3%. <p>Aboriginal People</p> <ul style="list-style-type: none"> ▪ Goal is for the percentage of Aboriginal people in the workforce to be at or above 7.8%. Currently at 5.8%. <p>Visible Minorities</p> <ul style="list-style-type: none"> ▪ Goal is for the percentage of visible minorities in the workforce to be at or above 6.7%. Currently at 5.0%. <p>Persons with Disabilities</p> <ul style="list-style-type: none"> ▪ Goal is for the percentage of persons with disabilities in the workforce to be at or above 4.7%. Currently at 3.6%. <p>Voluntary Declarations</p> <ul style="list-style-type: none"> ▪ Representation is based on employees who complete a voluntary declaration. Just over 30 % of employees have completed the declaration. ▪ Several departments have established a process to encourage new hires to complete the voluntary declaration. <p>See Section “2005 Workforce Profile” for more information about representation including hiring.</p> <p>Diversity of Applicant Pools</p> <ul style="list-style-type: none"> ▪ Where hiring has been below labour market availability, Departments are expected to identify the barriers and take steps to increase the pool of qualified designated group applicants. 	<p>The benchmarks are moving targets and will be adjusted when necessary. As the composition of the workforce, labour force and the population changes, so to will the benchmark. E.g. It is anticipated that by 2016, the benchmark for Aboriginal representation at the City of Winnipeg might be close to 25%.</p> <p>Will target specific occupations with low declaration rates and develop strategies in collaboration with Departments and community agencies to increase the declaration rate.</p> <p>Will review/monitor applicant pools in 2005 to determine if recruitment and advertising plans resulted in more diverse applicant pools.</p>
--	--	---

<p>Increase representation of specific groups... continued</p>	<p>Special Measures to Address Gaps</p> <ul style="list-style-type: none"> ▪ Obtained funding to re-establish the Youth in Community Services Program in June 2004. Forty Aboriginal youth are receiving training and work experience in recreation that leads to employment with the City. ▪ Workforce (Succession) Planning document identifies diversity as a factor that must be considered when developing succession plans. <p>Outreach Efforts</p> <ul style="list-style-type: none"> ▪ Planning Property and Development in partnership with the Aboriginal Employees Network group and the Seven Oaks School Division held an Aboriginal youth Career Awareness Summer Day Camp in August 2004. <ul style="list-style-type: none"> ○ Exposed youth to careers with a key message of stay in school. ▪ Increased our participation in career fairs and presentations. See appendix for list. <p>Partnerships</p> <ul style="list-style-type: none"> ▪ Established partnerships with the Manitoba Metis Federation and the Assembly of Manitoba Chiefs to improve employment opportunities for Aboriginal people. <ul style="list-style-type: none"> ○ Meet monthly to identify, develop and implement activities aimed at increasing the number of Aboriginal employees at the City ▪ Female Instructor at Transit participated in the Junior Achievement "A World of Choices Career Conference". Encourages female high school students to consider careers in the transportation industry. 	<p>Working with Manitoba Metis Federation and the Assembly of Manitoba Chiefs to offer similar camps in the summer of 2005.</p>
--	---	---

<p>Increase representation of specific groups... continued</p>	<p>Mentoring</p> <ul style="list-style-type: none"> ▪ Transit has established a mentoring program for all new employees ▪ Some departments offer mentoring informally to interested employees. ▪ Winnipeg Police Service Diversity Unit works with aboriginal and other diverse groups within the province and city to provide mentorship to persons interested in a Police Career <p>Internships</p> <ul style="list-style-type: none"> ▪ As a direct result of First Steps: MAP - created two paid internships for Aboriginal people in 2004 (Human Resources and Engineering). Goal of the internship was to provide work to individuals who had academic credentials but lacked experience. ▪ Winnipeg Police Service was partners in a Law Enforcement Internship Program - a career developmental program aimed at persons interested in a career in law enforcement. ▪ Community Services participated in the Manitoba Aboriginal Youth Internship Program by providing five Aboriginal youth with placements. One individual successfully acquired a summer job following this experience. <p>Networking</p> <ul style="list-style-type: none"> ▪ Hired an Aboriginal HR Intern to help establish an Aboriginal Networking group (this was another activity identified in First Step: MAP). The main goal of the network is to identify and remove barriers in order to attract and hire more Aboriginal people. 	<p>Will conduct research on best practices for mentoring.</p> <p>Will offer more paid internships in 2005. See article in Appendix D.</p> <p>Winnipeg Police Service currently reviewing this program and hope to offer it again.</p> <p>Plans are underway to partner with both the Manitoba Aboriginal Youth Internship Program and Manitoba Black Youth Internship Program to offer several Aboriginal and Black youth work experience that will lead to summer jobs.</p> <p>The HR Networking Group will begin meeting in 2005.</p>
--	--	---

<p>Increase representation of specific groups... continued</p>	<p>Unpaid Work Experiences and Job Shadow Requests</p> <ul style="list-style-type: none"> ▪ Many Departments provided unpaid work and job shadow experiences for several organizations (eg. Society for Manitobans with Disabilities; Occupational Rehabilitation Group of Canada; High Schools). 	<p>Library Services is developing plans to support unpaid work experience or job shadow opportunities to Aboriginal youth for 2005/06. Aboriginal people are under-represented in Library Service jobs.</p>
--	---	---

Accountability...

Clearly identified roles and responsibilities for creating a diverse workforce.

Relevant Task Force Recommendations	Accomplishments in 2003-2004	Future Plans
<p>#9 - Previously stated #10 - Previously stated #16- That a standard reporting mechanism with regard to Equity & Diversity objectives and benchmarks be required by all City of Winnipeg Departments, to be completed by the Department heads, and to be reviewed by the CAO, and CEC on an annual basis.</p> <p># 17 That the Chief Administrative Officer produce an annual consolidation of equity and diversity measures in a “Report Card” format on an annual basis, to be presented to the Citizen Equity Committee for review and response. It is further recommended that said “Report Card” and the Citizen Equity Committee response are released to the public. Further, that an annual public forum on Equity and Diversity Issues be held, to be facilitated by the Citizen Equity Committee, to allow the citizens of Winnipeg to respond to the “Report Card” information as released.</p>	<ul style="list-style-type: none"> ▪ In 2002, the CAO advised Departments that performance measurement in the area of E&D was a requirement. This was strengthened when the CAO made diversity a core competency for all employees. ▪ A standard reporting mechanism for benchmarks has been established. ▪ An annual report card has been developed based on the six key components of the “Action Plan”. ▪ A Staffing Directive has been drafted that incorporates diversity into all HR recruiting, hiring and promotion practices. ▪ In December 2004, the City conducted a city wide Cultural Research Survey. The survey will help us to better understand and measure employee values, beliefs, satisfaction and commitment. 	<p>Anticipate the Staffing Directive will be approved by the CAO in 2005.</p> <p>Will be analyzing the results based on designated group status to determine if there are differences for designated group members.</p>

Creating a Diversity friendly environment...

Promote an environment that capitalizes on employee differences allowing everyone to reach their full potential.

Relevant Task Force Recommendations	Accomplishments in 2003-2004	Future Plans
<p># 4 - That the City of Winnipeg acts to recognize support and celebrate with diverse community celebrations, holidays and festivals.</p> <p># 8 - Previously stated</p>	<p>Reasonable Accommodation</p> <ul style="list-style-type: none"> ▪ Developed and delivered Reasonable Accommodation training to foremen and supervisors in several departments ▪ A large number of employees who could no longer perform the tasks/duties of their job due to a disability were accommodated by rebundling tasks or moving them to other positions, some in other unions. ▪ One Department approved an employee's request to work from home due to a chronic disability. ▪ Several Departments approved requests to either reduce work hours or to alter their working hours to better balance work and home demands. <p>Networking Groups</p> <ul style="list-style-type: none"> ▪ An employee initiated Aboriginal Employee Networking Group meets regularly and identifies ways to support Aboriginal culture and create understanding and awareness of Aboriginal culture. ▪ Winnipeg Police Service has established a Policewomen's Network. The Service also developed a web site designed to encourage women to consider policing as a career. Go to www.winnipeg.ca/police (then click on Women in Policing.) 	<p>Will continue to education supervisors on reasonable accommodation issues</p>

<p>Creating a Diversity friendly environment...continued</p>	<p>Celebrating Diversity</p> <ul style="list-style-type: none">▪ The Aboriginal Employee Networking group organized a celebration in 2003 and 2004 for June 21, National Aboriginal Day.▪ Aboriginal Networking group organized and held a one day forum for Aboriginal employees to develop strategies for the future that will help attract and retain Aboriginal employees.▪ The CAO attended the Aboriginal Forum to express her commitment and support to Aboriginal issues.▪ Sponsored and participated in numerous community events. They included:<ul style="list-style-type: none">○ Manitoba Employment Access Awareness Breakfast; Persons Day Breakfast; Aboriginal Youth Achievement Awards; Human Rights award luncheon; Helen Betty Osborne Fundraising Gala; Ugandan-Canadian Association Panel Discussion, March 21 Tri-level government events.▪ Regularly used Civic Pulse to communicate and celebrate diversity efforts.	
--	--	--

Diversity as a core competency...

Respecting Diversity is a core competency for all employees.

Relevant Task Force Recommendations	Accomplishments in 2003-2004	Future Plans
<p># 12 - That all City of Winnipeg employees from entry level to senior management be required to attend workshops/training with regard to the equity and diversity benchmarks and objectives.</p> <p># 13 - That the City of Winnipeg continues to evaluate and improve upon existing training programs regarding Respectful Workplace and no harassment policy. Further, that new workshops and internal expertise be developed to include accessibility awareness, cultural sensitivity, conflict resolution and gender-based analysis.</p>	<p>Diversity as a competency</p> <ul style="list-style-type: none"> ▪ As previously noted, diversity has been identified as a core competency for all employees. <p>Aboriginal Awareness Training</p> <ul style="list-style-type: none"> ▪ Following pilot training in the spring of 2004, external consultants were selected and a two day workshop has been offered on an ongoing basis since September 2004. <p>Other Diversity Training</p> <ul style="list-style-type: none"> ▪ Winnipeg Police Services provides Aboriginal and multi-cultural training to all new recruits and on-going cultural training for Officers. ▪ Community Services offers a one day course on culture. Focus is on understanding the immigrant population. ▪ New firefighter and paramedic recruits and senior officers receive two days of training on diversity and respectful workplace. ▪ Universal Design Awareness training was initiated in 2004. ▪ All employees in the Fire Paramedic Service attended Respectful Workplace training. 	<p>Will define specific behaviour-based activities that demonstrate competency at all levels of the organization. This will assist supervisors in linking behaviors that support or detract from diversity to performance feedback.</p> <p>Aboriginal Awareness training will be a priority in 2005. About 30-40 sessions will be offered in 2005. It is anticipated that this training will continue to be offered for the next several years to ensure that all employees can attend.</p> <p>Respectful Workplace and Universal Design training will continue to be a priority.</p>

Diversity Report Card

<p>Diversity as a core competency... continued</p>	<ul style="list-style-type: none">▪ Other courses such as Respectful Workplace and Addressing Workplace Conflict were offered to all employees through the Corporate Education calendar. Courses that employees attended in 2003 and 2004 are listed in the appendix. <p>Memberships</p> <ul style="list-style-type: none">▪ Actively participate in the Interprovincial Association for Native Employment (IANE) and the Manitoba Employment Equity Practitioners Association (MEEPA).	
--	--	--

Bias-free recruitment and inclusive selection process...

Staffing processes that are bias-free and inclusive of all, resulting in a more diverse workforce.

Relevant Task Force Recommendations	Accomplishments in 2003-2004	Future Plans
<p># 11 - That the City enter into ongoing dialogue with the unions re Employment Equity policy and practice with a view to having wording supporting equity programs included in future collective agreements.</p> <p># 12 - That all City of Winnipeg employees from entry level to senior management be required to attend workshops/training with regard to the equity and diversity benchmarks and objectives.</p>	<p>Bias Free Selection</p> <ul style="list-style-type: none"> ▪ Following a pilot training in October 2003, Departments chose key individuals to be trained in Bias Free Selection. ▪ These individuals were trained in 2004 and will train managers and supervisors in bias free selection. ▪ They will also act as consultants for the managers and supervisors regarding interviewing. <p>Seniority Issues</p> <ul style="list-style-type: none"> ▪ In 2004, under the sponsorship of the Joint CITY/CUPE Training, Education and Staff Development, a one year internship was established to provide an Aboriginal employee with hands on experience in human resources. ▪ Dedicating this opportunity to an Aboriginal employee was a milestone as seniority would not be the deciding factor. <p>Foreign Credentials</p> <ul style="list-style-type: none"> ▪ Continue to participate in provincial led project to address barriers for foreign trained immigrants. 	<p>Department training to begin in 2005.</p>

<p>Bias-free recruitment...continued</p>	<p>Intern position established</p> <ul style="list-style-type: none">▪ Successfully negotiated the creation an internship position within the Winnipeg Association of Public Service Officers (WAPSO) that allows for the creation of entry level internships for designated group members. <p>Immigrant Issues</p> <ul style="list-style-type: none">▪ Community Services coordinated and facilitated two panel presentations of recent immigrants for community agencies and City staff to increase their awareness of the challenges faced by newcomers in seeking services and employment	
--	---	--

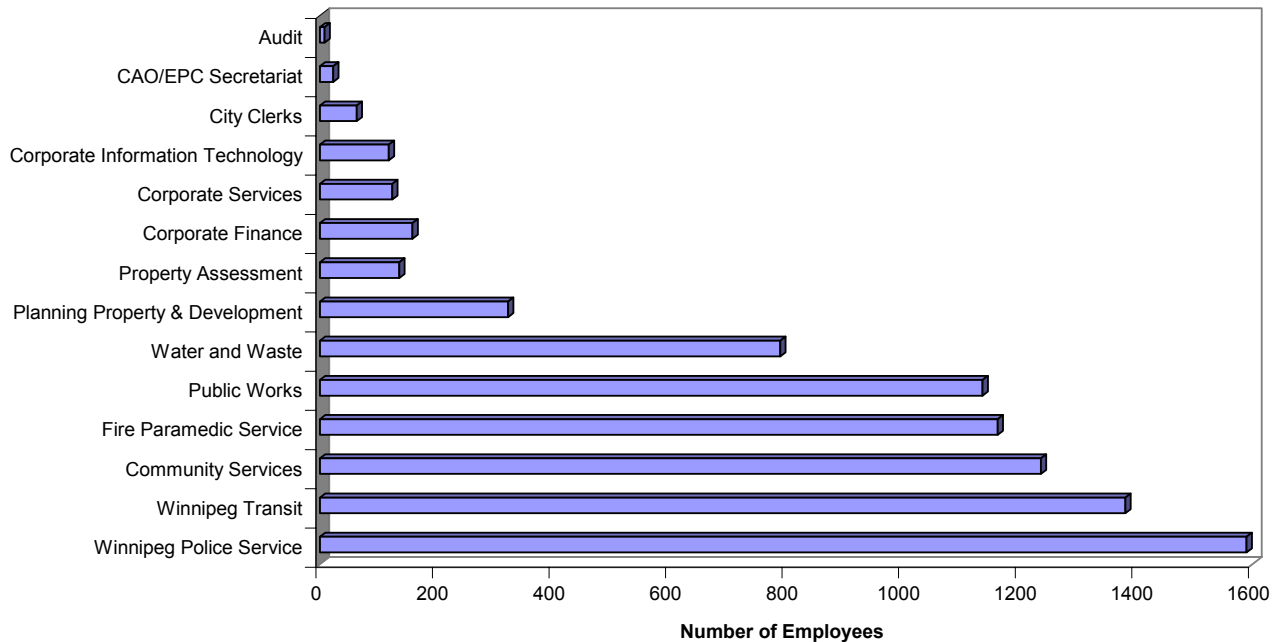
Workforce Profile - January 2005

Number of Employees

At the beginning of 2005, the City of Winnipeg had just over 8200 paid employees (includes permanent, temporary, casual and students). This is a slight increase from the previous year. Until this year, the number of employees had been decreasing each year for the last fourteen years.

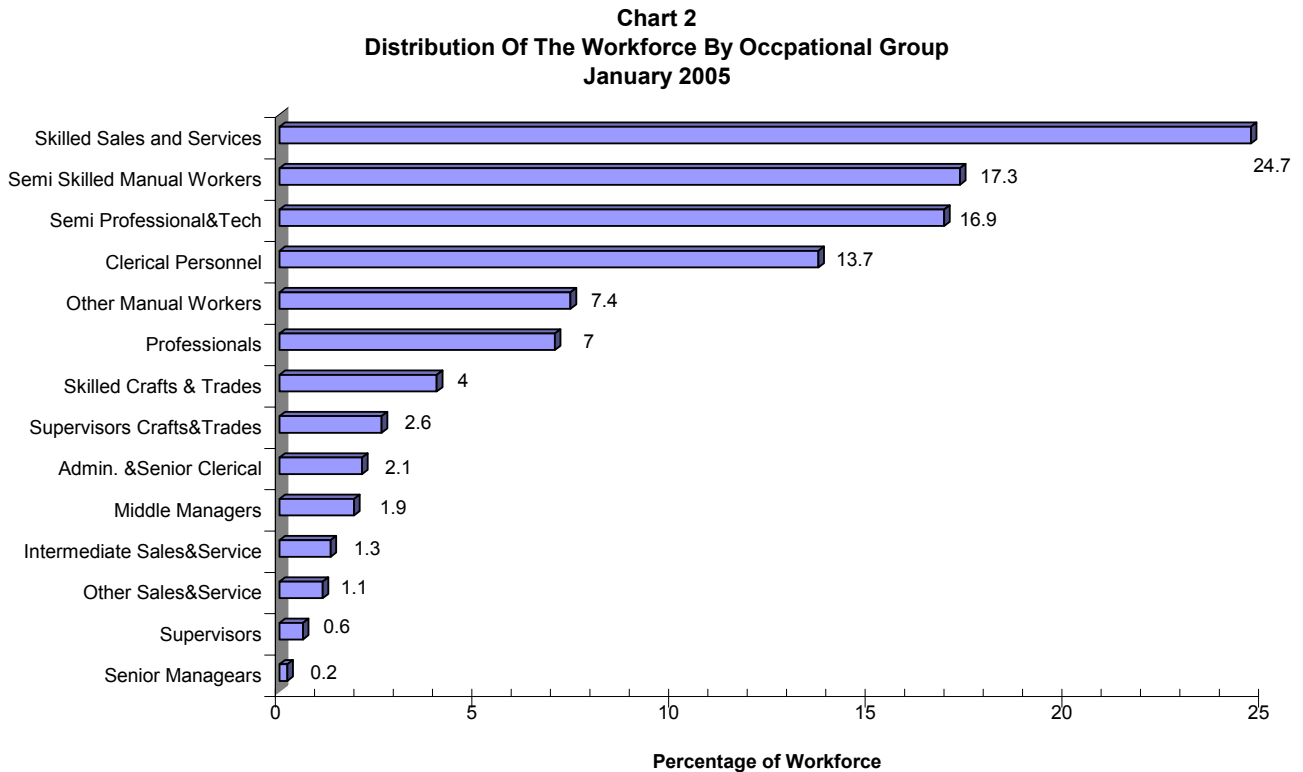
More than seventy-five percent of our employees work in five of the fourteen departments (Police, Transit, Community Services, Fire Paramedic Service and Public Works). Chart 1 shows the distribution of employees by Department.

Chart 1
Distribution of Employees By Department
January 2005



Occupations

Just under seventy-five percent of the workforce is concentrated in four occupational groups. Chart 2 shows the distribution of employees by occupational group.



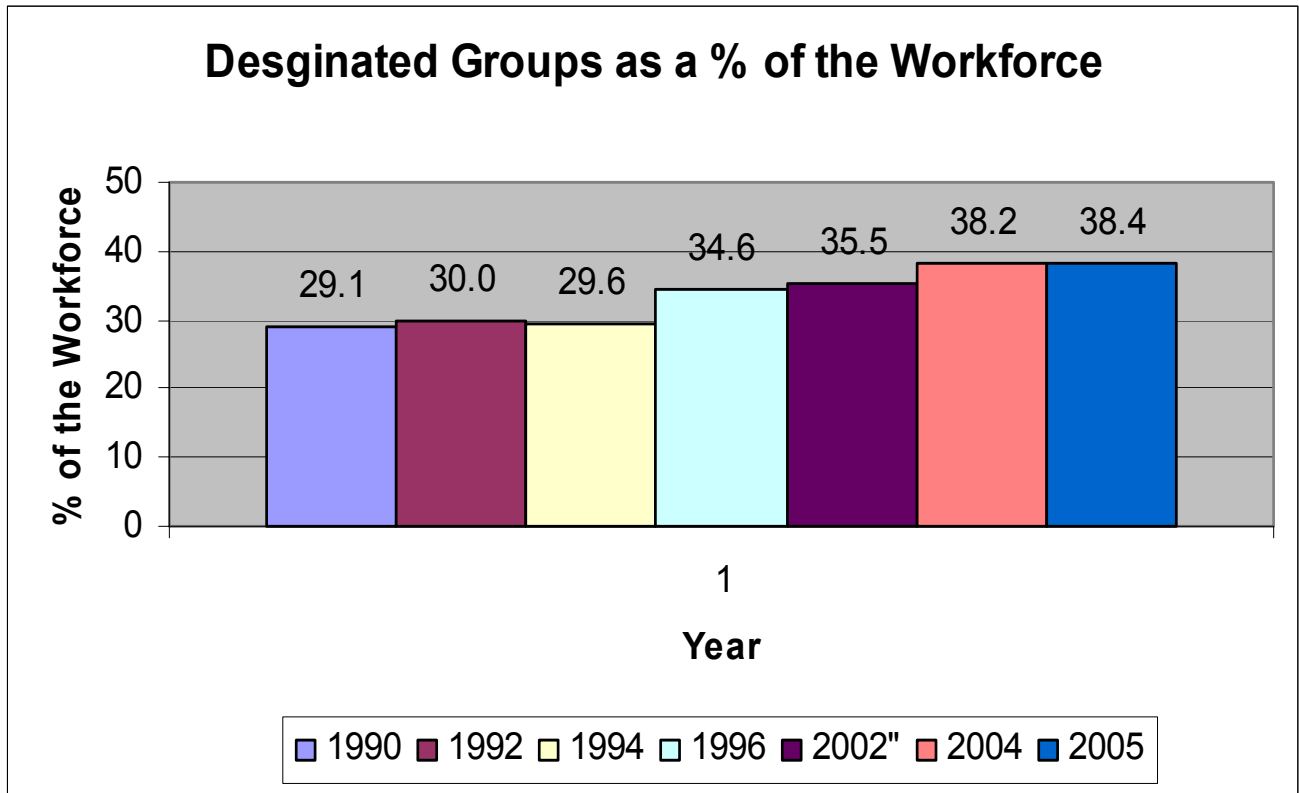
The specific occupations within the four largest occupational groups are:

- Police Officers and Firefighters (Skilled Sales & Service);
- Bus Operators and Equipment Operators (Semi-Skilled Manual)
- Technologists; Technicians; Paramedics; Recreation Technicians; Instructor guards; Library Service Assistants; (Semi-Professional & Technical)
- Clerical workers and Communication Dispatchers (Clerical Personnel).

Designated Groups as a Percentage of the Workforce

Designated groups made up just over 38 percent of the civic workforce as of January 2005 (all employment types / active employees only). As you can see from the bar graph below, the overall representation of designated group members has been steadily increasing over the years.

Designated group members include all women and men who have declared they are Aboriginal, belong to a visible minority group or have a disability. Any employees who do not declare their ethnicity are assigned the ethnic category of Caucasian. This is a standard practice for all organizations.



Representation of Each Designated Group (as of January 2005)

Women

- 28.3 % of the workforce were female (LMA is 31.1%).
- This is a decrease from 2004 (28.6%) and 2003 (28.8%).
- The decrease appears to be related to the number of women in permanent positions who have retired or resigned their position. Further investigation is required.
- Women are the most under-represented group when compared to LMA (31.1%).
- This remains unchanged from previous years.

Aboriginal People

- 5.8% of the workforce had declared they were Aboriginal. (LMA is 7.8%)
- This is an increase of 0.2 % from the previous year.
- Representation of Aboriginal people has been slowly increasing each year.

Visible Minorities

- 5.0% of the workforce had declared they belonged to a visible minority group (LMA is 6.7%).
- This is an increase of 0.3 % from last year.
- Representation has slowly increased most years.

Persons with Disabilities

- 3.6 % of the workforce has a disability (LMA is 4.7%)
- This is a decrease of 0.3%
- Each year the number of existing employees with a disability that requires accommodation is increasing. These employees are not reflected in these statistics as they have not completed a voluntary declaration.

Representation by Occupational Group

Representation refers to the percentage of all employees in a particular occupation who are members of a designated group. For example, if 45% of all employees in the middle manager occupation are women, their representation in that occupation is 45%.

Our workforce profile categorizes occupations into 14 occupational groups referred to as Employment Equity Occupational Groups (EEOG). These groups are related to the new National Occupational Classification (NOC) that Statistics Canada uses in collecting labour force data. Within the 14 occupational groups, there are 934 occupational codes at the City of Winnipeg. Appendix A lists the various job titles found within each of the 14 occupational groups.

Many factors contribute to changes in the representation designated groups in the workforce from one year to another. For example, the number of employees hired or promoted can vary from one year to another. Changes in the rate of self-identification of members of designated groups can also affect the statistical profile of the designated groups.

The table on the following page reflects representation of the designated groups in each of the 14 occupational groups. The table tells you if we are representative (at or above the labour market), within an acceptable range of the labour market or below the labour market.

Representation of Designated Groups

All Employment Types / Active Only

January 2005

- ↑ At or Above Labour Market Availability (LMA)
- ↔ Within acceptable range of LMA (gap between 1-5%)
- ↓ Below LMA

Note: Based on employees who have declared.

Source: PeopleSoft Systems; 2001 Census; 2001 Participation and Activity Limitation Survey

Employment Equity Occupational Groups	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
Senior Managers	↑	↑	↓	↔
Middle Managers	↓	↑	↓	↔
Professionals	↑	↔	↔	↔
Semi Prof & Technical	↔	↔	↔	↑
Supervisors	↓	↔	↔	↔
Craft & Trades Supervisors	↔	↔	↔	↑
Admin/Senior Clerical	↓	↔	↑	↔
Skilled Sales & Service	↔	↑	↑	↔
Skilled Craft & Trades	↔	↔	↓	↔
Clerical	↔	↔	↔	↔
Intermediate Sales & Service	↓	↔	↔	↔
Semi-Skilled Manual	↓	↔	↑	↔
Other Sales & Service	↓	↓	↔	↑
Other Manual	↓	↓	↔	↑
Overall Representation	↔	↔	↔	↔

Diversity Report Card

This section provides additional information about specific occupations where the City of Winnipeg is below the labour market.

Occupations Below Labour Market Availability

<p>Women</p> <ul style="list-style-type: none"> ▪ Middle Managers <ul style="list-style-type: none"> ○ Inspector; Staff Sergeant in Police ▪ Semi-Professional/Technical <ul style="list-style-type: none"> ○ Technician/Technologist ▪ Supervisors <ul style="list-style-type: none"> ○ Payroll, Timekeeping etc. ▪ Administrative <ul style="list-style-type: none"> ○ Administrative Officer ▪ Intermediate Sales/Service <ul style="list-style-type: none"> ○ Zoo Keeper ▪ Semi-Skilled Manual <ul style="list-style-type: none"> ○ Bus Operator ▪ Other Sales/Service <ul style="list-style-type: none"> ○ Arena Attendant ▪ Other Manual <ul style="list-style-type: none"> ○ General Helper; Utility Worker 	<p>Aboriginal People</p> <ul style="list-style-type: none"> ▪ Semi-Professional & Technical <ul style="list-style-type: none"> ○ Library Service Assistant ○ Instructor Guard ○ Recreation Technician ▪ Craft & Trades Supervisors <ul style="list-style-type: none"> ○ Building Maintenance, Mechanic ▪ Semi-Skilled Manual <ul style="list-style-type: none"> ○ Equipment Operator; Building Servicer ▪ Other Sales & Service <ul style="list-style-type: none"> ○ Arena Attendant; Farebox Handler ▪ Other Manual <ul style="list-style-type: none"> ○ Maintenance Worker; Refuse Helper; Utility Worker
<p>Visible Minorities</p> <ul style="list-style-type: none"> ▪ Senior Managers <ul style="list-style-type: none"> ○ Department Director ▪ Middle Managers <ul style="list-style-type: none"> ○ Inspector; Staff Sergeant in Police ▪ Semi-Professional & Technical <ul style="list-style-type: none"> ○ Instructor Guard ○ Recreation Technician ▪ Skilled Craft & Trades <ul style="list-style-type: none"> ○ Mechanic; Machinist; Welder 	<p>Persons with Disabilities: Nil</p>

New Hires

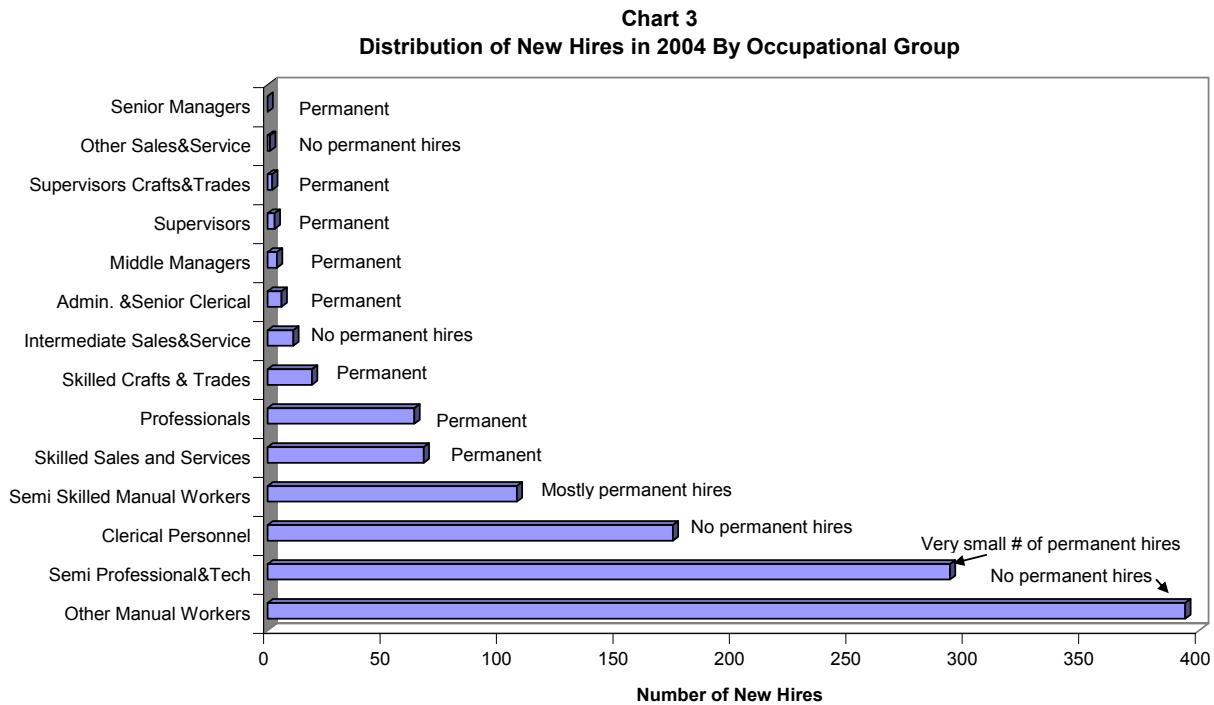
The designated group member information for the 2004 hires is preliminary. In April 2004, the City of Winnipeg switched to a new human resource information system called PeopleSoft. Later in 2004 it was discovered that the system would not be able to easily identify new hires who had not declared. In past years letters were sent to new hires who had not declared. Each year, a small but significant number of designated group members replied to the letter by sending in a completed declaration. This did not occur in 2004 as it was not possible to clearly identify who had not declared. This problem has been resolved for new hires in 2005. Attempts are being made to identify new hires who have not declared in 2004.

There were 1142 new hires in 2004, compared to 919 in 2003 and 917 in 2002. The increase in hiring occurred in the clerical and manual occupations and they were seasonal and summer student positions.

In both years, over 85 % of the new hires occurred in the following five occupational groups.

- Manual (mainly student labourers)
- Semi-Professional & Technical (recreation technicians; instructor guards; technician assistants)
- Clerical
- Semi-Skilled Manual (Bus Operators)

Of these five groups, only the bus operators in the semi-skilled manual group were permanent positions. All the other employees were hired into student, seasonal or part time positions. Chart 3 shows the distribution of new hires across all occupational groups.



Hiring and Labour Market Availability

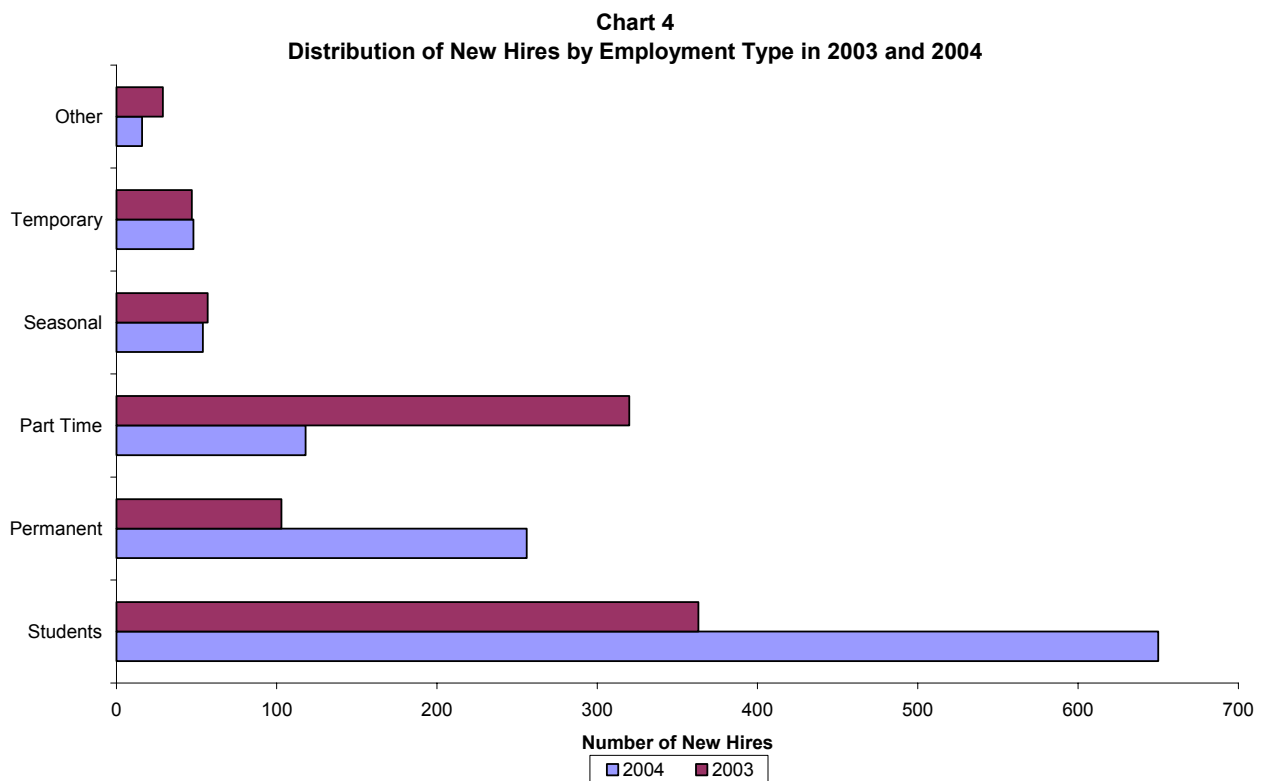
In 2003, the rate of hiring exceeded the labour market in all designated groups except persons with disabilities. Based on the preliminary information for 2004, it appears that the percentage of new hires for Aboriginal people, visible minorities and person with disabilities has decreased and is slightly below the labour market. However, as previously explained, this may be due to the fact that new hires who had not declared were not asked to complete the voluntary declaration by way of a letter.

Women had the largest share of hiring in both 2003 (42.6%) and 2004 (33.5%). Most of these new hires were in part time, student and temporary positions. See tables on next two pages for specific number of new hires in each occupational group for both 2003 and 2004.

Permanent Positions

Most new hires at the City of Winnipeg are students, part time or seasonal in nature. In 2003, only 11.2 % of new employees were hired into permanent positions. This doubled however to 22.4 % in 2004. See chart 4 below for a comparison of hiring and employment type in 2003 and 2004.

Regarding permanent positions, women made up 22.3 % of the new hires in 2003 and saw a decrease to 18.4 % in 2004. Just over 11 % of the permanent new hires in 2004 were filled by Aboriginal people. This was an increase from 7.8% the previous year. The percentage of visible minorities hired into permanent positions also increased from 6.8% in 2003 to 7.8% in 2004. The percentage of persons with disabilities decreased from 3.9% in 2003 to just 1% in 2004.



2004 Hires

Representation of Designated Groups

Legend **Green indicates that hiring at or above LMA**
Blue indicates close to LMA
Red indicates below LMA

Note: Preliminary Results. Not all designated group information available.
Source: Corporate and Department Applicant Tracking Systems
(January-March 2004 and PeopleSoft Systems April-December 2004)

Employment Equity Occupational Groups	Total # Hired	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
Senior Managers	0	0	0	0	0
Middle Managers	4	0	0	0	0
Professionals	63	18	2	3	0
Semi Prof & Technical	293	141	23	4	1
Supervisors	3	0	0	0	0
Craft & Trades Supervisors	2	1	0	0	0
Admin/Senior Clerical	6	4	0	2	0
Skilled Sales & Service	67	8	4	3	0
Skilled Craft & Trades	19	0	1	0	0
Clerical	174	122	9	10	3
Intermediate Sales & Service	11	4	1	0	0
Semi-Skilled Manual	107	27	16	15	2
Other Sales & Service	1	0	0	0	0
Other Manual	394	58	11	6	2
TOTAL NEW HIRES	1142	383	67	43	8

2003 Hires Representation of Designated Groups

Legend **Green indicates hiring at or above LMA**
 Blue indicates hiring close to LMA
 Red indicates hiring below LMA

Note: Based on employees who have declared. Twenty percent of the new hires did not declare.

Source: Corporate and Department Applicant Tracking Systems

Employment Equity Occupational Groups	Total # Hired	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
Senior Managers	2	2	0	0	0
Middle Managers	8	4	0	0	0
Professionals	15	9	0	1	0
Semi Prof & Technical	288	211	15	16	3
Supervisors	1	1	0	0	0
Craft & Trades Supervisors	1	1	0	0	0
Admin/Senior Clerical	1	0	0	0	0
Skilled Sales & Service	41	5	18	5	0
Skilled Craft & Trades	12	0	0	1	0
Clerical	110	81	6	9	1
Intermediate Sales & Service	5	2	0	0	1
Semi-Skilled Manual	53	17	8	9	1
Other Sales & Service	21	17	2	0	0
Other Manual	268	41	22	26	5
TOTAL NEW HIRES	919	391	71	67	11

City Job Titles Within Employment Equity Occupational Groups (EEOG)

Employment Equity Occupational Group	Examples of City of Winnipeg Job Titles
Senior Manager jobs include:	Chief Administrative Officer, Chief of Police, Chief Operating Office, Directors of Departments
Middle & Other Manager jobs include:	Deputy Chiefs, Assistant Director, Inspector, Manager, Platoon Chief
Professional jobs include:	Accountant, Administrator, Analyst, HR Consultant, Engineer, Librarian, Planner, Solicitor, Social Worker
Semi-professional & Technical jobs include:	Program Coordinator, Paramedic, Library Service Assistant, Programmer, Technical Assistant, Technician, Technologist, Recreation Technician, Instructor Guard
Supervisor jobs include:	Superintendent, Supervisor, Foremen
Trade Supervisor jobs include	Inspector (Water & Waste, Transit), Superintendent and Supervisor of Trades and Crafts positions
Admin & Senior Clerical jobs include:	Administrative Assistant, Appraiser, Assessor, Buyer, Legal Steno
Skilled Sales & Service jobs include:	Constable, Sergeant, Captain and Firefighter
Skilled Crafts & Trades jobs include:	Electrician, Carpenter, Machinist, Mechanic, Operator, Painter, Repairer, Welder
Clerical jobs include:	Clerk, Complaint Handler, Meter Reader, Communications Operator, Storekeeper, Library Page
Intermediate Sales & Service jobs include:	Inspector (Building Trades, Health, Housing, other By-Law), Zoo Keeper
Semi-Skilled Manual jobs include:	Truck Driver, Gardener, Equipment Operator, Bus Operator, Water Supply Worker
Other Sales & Service jobs include:	Caretaker, Janitor
Other Manual jobs include:	Helper, Labourer, Maintenance Worker, Trades Helper, Utility

Recruitment and Outreach Activities

Listed below career fairs the City of Winnipeg participated in and employment presentations provided to various schools and other community groups and agencies.

2003

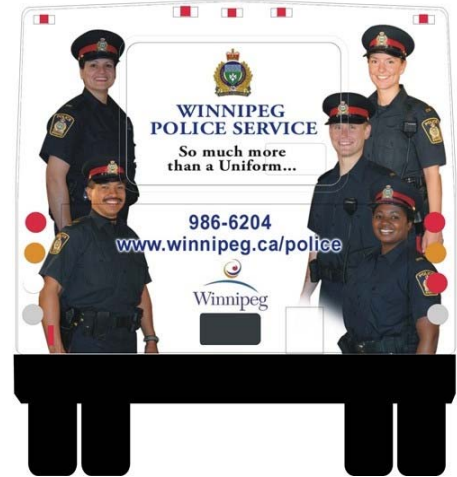
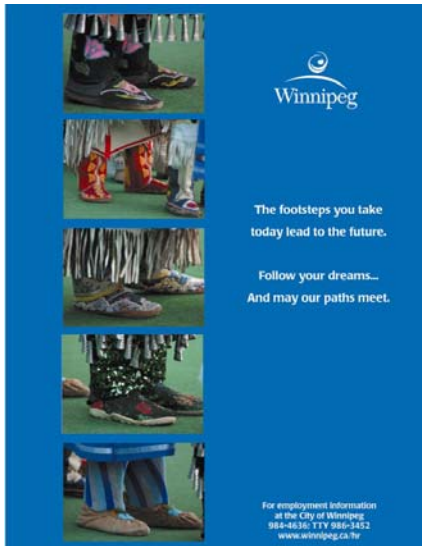
Name Of Career Fair	People Attending the Event	Participating Departments
Winnipeg Transit Career Open house	Various	Winnipeg Transit
Winnipeg Police Service Career Open House	Various	Winnipeg Police
St. Boniface College Job Fair	Students	Winnipeg Police Service
Winnipeg Chamber of Commerce Aboriginal Job Fair	Aboriginal People	Community Services ,Corporate Services, Public Works, Winnipeg Transit, Winnipeg Police Service
Pequis Central School	Students	Winnipeg Police Service
University of Manitoba Dept. of Sociology	Students	Winnipeg Police Service
Parkland Career Fair, Dauphin, MB	Various	Winnipeg Police Service
Afro-Caribbean Job Fair	Afro-Caribbean community	Corporate Services, Winnipeg Police Service
University of Manitoba, Criminology and Sociology	Students	Winnipeg Police Service
University of Winnipeg Career Fair	Students	Winnipeg Police Service
Rotary Career Symposium	High School Students	Community Services, Corporate Services, Fire Paramedic Service, Winnipeg Transit, Winnipeg Police Service,
Red River College Aboriginal Students' Association	Aboriginal Students	Corporate Services
Red River College Winnipeg's Job Fair	Students	Winnipeg Police Service
Winnipeg Adult Education Centre	Adult ESL Students	Corporate Services and Winnipeg Transit
Aboriginal Vision Quest	Aboriginal People	Community Services, Water & Waste, Citizen Equity Committee
Aboriginal Law Enforcement	Students	Winnipeg Police Service
Parkland RCMP Career Symposium	Various	Winnipeg Police Service
A World of Choices	Young Women	Winnipeg Transit
MB Multicultural Symposium	All	Corporate Services, Citizen Equity Committee
Ugandan-Canadian Association	All	Corporate Services
MB Business Leadership Network	Person with Disabilities	Corporate Services
Blue Print for the Future Aboriginal Career Exploration Fair	Aboriginal Committee	Community Services ,Corporate Services, Winnipeg Transit, Citizen Equity Committee
Employment Fair 2003	Persons with Disabilities	Corporate Services

Appendix B

2004

Name Of Career Fair	People Attending the Event	Participating Departments
Summer Job Fair University of Manitoba	University Students	Community Services, Corporate Services, Public Works
Winnipeg Transit Career Open house	Various	Winnipeg Transit
Winnipeg Police Service Career Open House	Various	Winnipeg Police
3 rd Annual Aboriginal Job Fair	Aboriginal People	Community Services, Citizen Equity Committee, Winnipeg Transit, Winnipeg Police Service
Afro-Caribbean Association Job Fair	Afro-Caribbean community	Corporate Services, Winnipeg Transit, Winnipeg Police Service
First Employer Symposium, Manitoba Metis Federation	Aboriginal People	Citizen Equity Office
Rotary Clubs of Winnipeg	High School Students	Community Services, Corporate Services, Public Works, Winnipeg Transit, Winnipeg Police Service
Red River Students' Association	Students	Corporate Services, Winnipeg Police Service
Vision Quest Conference	Aboriginal Community	Corporate Services, Citizen Equity Committee
Jewish Federation of Winnipeg	New Immigrants; Youth	Corporate Services, Transit
Manitoba Leadership Network (Manitoba Chamber of Commerce)	Persons with Disabilities	Corporate Services
Verna-Kirkness Institute for Higher Learning	Students	Winnipeg Police Service
Brandon Career Symposium	Students	Winnipeg Police Service
University of College of the North (The Pas)	Students	Winnipeg Police Service
Presentations to six different high schools in Winnipeg	Students	Winnipeg Police Service


Examples of advertisements/marketing materials in 2003 and 2004



APPLY YOURSELF

Welcome to the
Transit Bus Operator
Career Open House

10 a.m. to 2 p.m.
Saturday, June 5, 2004
421 Osborne Street



Winnipeg
Endeavour the spirit • Vivez l'esprit!

**“Committed To A Dynamic and Diverse Workforce of Highly Skilled Employees.”
All qualified Individuals Are Encouraged To Apply.**

For more information on available positions call 984-4636; 986-3452-TTY
Or visit our Web site www.winnipeg.ca/hr

2003-2004 Diversity Training and Education

The City of Winnipeg is committed to creating a dynamic and diverse workforce of highly skilled employees delivering excellent service to the citizens of Winnipeg. Workshops on a variety of topics are offered to support this goal. Customized workshops are also available to all Departments. As well as the courses listed here, there are a number of other courses offered through the Corporate Education Branch that support diversity. (E.g. Workforce (Succession) Planning; Foundations of Supervisory Development).

Creating a Dynamic and Diverse Workforce

Target Audience: All employees, union/association representatives.

Duration: 1 day

Description: This workshop provides an overview of why the City of Winnipeg is committed to creating a diverse workforce. Through instruction, discussion and activities, participants will develop an understanding of the business case for diversity and why diversity is a key component of the City's values and human resource planning. Participants will understand how recognizing, valuing, managing and leveraging diversity helps employees deliver excellent service to the citizens of Winnipeg.

Managing and Leveraging Diversity

Target Audience: Managers, Supervisors and all Human Resources staff

Description: This workshop is offered one-on-one but can also be delivered in a group setting. The workshop is designed to help you assess what needs to be done in your area to manage diversity. Using a number of different tools, you will identify key activities that support your business needs, can be included in your HR planning and how to measure your progress.

Respectful Workplace Training

Target Audience: Intact work groups (all levels of supervisors and the employees they supervise).

Duration: ½ day

Description: Workshop discusses roles, rights and responsibilities in creating and maintaining a respectful workplace. Through discussion and small group work participants learn about the laws and policies/directives governing behaviour in the workplace. Participants are also given the opportunity to discuss the issues in their workplace and possible strategies for resolving them. Upon completion, participants will have an increased understanding of the part they play in building a positive and respectful work environment.

Aboriginal Awareness

Target Audience: Employees at all levels.

Duration: 2 days

Description: This program gives employees an opportunity to increase their awareness and understanding of Aboriginal peoples. Participants will be introduced to the historical, cultural and contemporary issues faced by Aboriginal people throughout Canada. They will have the opportunity to experience a smudge. Participation in the smudge is not mandatory and participants are free to absent themselves for this portion of the training.

Bias Free Selection

Target Audience: Human Resource staff, managers and supervisors responsible for recruitment and selection

Duration: 2 days

Description: Participants will learn through lecture, group discussions, exercises and videos to become more culturally aware and inclusive in recruitment and selection. Particular emphasis will be placed upon gaining self-awareness and understanding of cultural, language and disability considerations at short-listing and interviews.

Communication Skills

Target Audience: Intact work groups (all levels of supervisors and the employees they supervise).

Duration: 1-2 days (varies depending on issues)

Pre-requisite: Respectful Workplace

Description: This workshop builds on the understanding and awareness developed in the Respectful Workplace training by developing and enhancing communication skills. The focus of this workshop is to improve communication within the work group by becoming aware of communication patterns and establishing a framework for effective, positive communication within the group. Participants will leave the workshop with skills and tools they can use in the workplace.

Addressing Workplace Conflict

Target Audience: All employees, union/association representatives.

Duration: 2 days

Description: This course gives participants the opportunity to learn and practice the skills needed to deal with difficult situations. Participants learn anger intervention and conflict resolution skills. This workshop also gives participants the opportunity to receive coaching on their intervention and resolution styles.

Cultural Awareness

Target Audience: All employees, union/association representatives.

Duration: 1 day

Description: Our workplace and the communities we work in are becoming increasingly diverse. Employees who understand cultural diversity - where differences are respected and valued - are best equipped to meet the needs within the community. Participants will develop an understanding of how culture affects personal values, attitudes and behaviours, and how to communicate more effectively in a diverse community/workplace.

Disability Awareness

Target Audience: All employees, union/association representatives.

Duration: ½ day

Description: This workshop will give participants the opportunity to increase their understanding of disabilities and to learn to communicate more effectively with people with disabilities in the workplace and the community.

Reasonable Accommodation in the Workplace

Target Audience: Managers, supervisors, foremen, HR staff, union/association representatives

* Participants are encouraged to take the Disability Awareness workshop prior to this course but it is not a requirement.

Duration: 1/2 day

Description: Participants will receive an overview of the legal issues concerning the hiring and employment of people who may require an accommodation related to a disability, religion, family status etc. Participants will examine recent case law and legal concepts that affect compliance with the City of Winnipeg's Reasonable Accommodation Directive and the Manitoba Human Rights Code.

Universal Design Awareness

Target Audience: All employees, union/association representatives

Duration: ½ day

Description: Participants will develop an understanding of universal design and how it affects every employee at the City of Winnipeg. Through discussion and hands on activities, you will explore how to apply universal design principles to ensure that new programs, services and facility developed by City of Winnipeg staff respond to the needs of the widest range of the population to the greatest extent possible.

Goldie Locks and the Three Bears re-visited

When Shaun Green tells his story, it sounds a bit like Goldie Locks and the Three Bears – only instead of porridge, he’s been getting a taste for different work environments.

After graduating in business administration from the University of North Dakota, Green got a job managing the club house at a golf course in Buffalo Point First Nation.

One thing led to another, and he soon found himself doing trade shows for the Buffalo Point Development Corporation. A newspaper clipping would again alter his course, encouraging him to check out life in Winnipeg.

In September, the 26 year old was hired by the City as an Aboriginal intern to assist in developing the Aboriginal Employment Network, an initiative under the City’s urban Aboriginal strategy (First Steps: Municipal Aboriginal Pathways).

“I didn’t understand how large the City was as an organization and I had no idea it had so many initiatives,” Green says, adding it’s been fun learning the ropes.

He first became aware of the Aboriginal Internship Program through the Winnipeg Free Press and thought it would be a “cool opportunity” to get involved with government.

“It’s something I’m passionate about. My father is involved in self-government, so I’ve always been aware of public policy.”

He says he’s been given a lot of freedom to look at ways of enhancing Aboriginal participation in the civic workforce.

For the first two months, he set about making connections with City departments and existing organizations, both private and public sector. “There are all kinds of things going on under the radar screen. For example, Manitoba Work InfoNet sends job postings to 800 organizations – 227 are specifically Aboriginal.”

There’s a lot out there that we don’t know about, he says, adding he wants to avoid unnecessary

overlap and to build on the good ideas that already exist.

Manitoba Public Insurance, Manitoba Hydro, the Royal Bank and Arnold Bros. Transport are doing really good things, he says. They have Aboriginal employment strategies that include outreach programs, such as youth camps, which attempt to establish relationships with Aboriginal kids at an early age.

Planning, Property and Development is also doing something similar - inviting kids to take part in a summer camp, he says.

“These types of things, that introduce kids to what’s available, are good because a lot of Aboriginal people don’t have the networks to understand employment opportunities in big organizations like the City.

“It’s important if you want to get qualified Aboriginal people higher up than entry level.” His job has been to be a “guiding force” – to connect all these things, he says.

In late January, he made a presentation to Human Resources managers across the City, in which he put forward his recommendations, for further discussion, on the role of the Aboriginal Employment Network.

He hopes some of his recommendations will be acted upon, even though he is again changing jobs – having accepted a position working with postsecondary students as an education counsellor with Berens River First Nation.

“Being an intern with the City definitely helped get the job, especially since I was finding ways to employ students with the City,” he says.

“It’s been fun working at the City. What I’ve liked the most is the opportunity to have people like Linda Yaworski and Jackie Halliburton mentoring me.”

Not only has he gained a first-hand understanding of government, he’s also made a lot of personal contacts.

