



# Saskatoon is R.E.D.I.

Reconciliation, Equity, Diversity, Inclusion

Saskatchewan  
Assessment  
Appraisers' Association  
Presentation

**Stryker Calvez, PhD**  
Director, REDI  
Strategy and Transformation  
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# My Land Acknowledgement

*Underneath a living sky, the City of Saskatoon is situated on lands and rivers that have nurtured and nourished my Michif and Cree ancestors for millennia. I honour the spiritual connection to this place that we now call Treaty 6 Territory and the Homeland of the Metis/Michif. **I invite everyone to share in this connection and the strength it provides as we journey towards (re)conciliation.***

# My Positionality ...Why?

- Metis/Michif (St. Boniface, St. Laurent & St. Pierre-Jolys, MB; Pembina/Turtle Mountain, ND)
  - Plus French, Scottish
  - I identify as Michif-Francais
- Husband and father to 3 little children
- PhD, Applied Social Psychology
- Power and Privilege
  - Yes, but earned
  - White Passing & Racism



My family: Amable Nault (Born 1798); Josephte (Josette) "La Cypress" Nault (Born 1812) with 2 of 13 children



# Saskatchewan is Diverse

*... So is Saskatoon*



# Established a City Council Priority

## City Council's Priorities 2022 - 2025

- ***Reconciliation, Equity, Diversity and Inclusion***
- Economic Development
- Community Safety and Well-Being
- Engagement on Infill and Growth
- Recreation, Culture and Leisure
- Regional Planning
- Downtown Development
- Environmental Sustainability
- Transportation
- Smart City

### **Commitment:**

To address reconciliation, eliminate systemic racism and creating an inclusive, equitable, and diverse organization in order to be a leader in community.

REDI Stewardship Committee

REDI Department

A One City  
Approach

# Reconciliation and E.D.I.

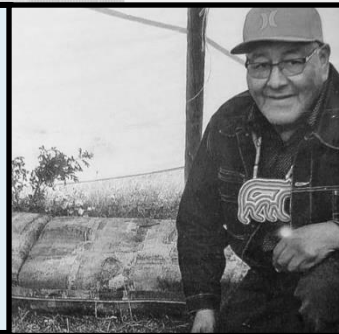
**Truth and Reconciliation Commission of Canada (TRC)** defines reconciliation as an ongoing process of establishing and maintaining respectful relationships between Indigenous and non-Indigenous Peoples.

***Reconciliation is a place-based process that incorporates local Indigenous laws, values, and circumstances as a core starting point for genuine and meaningful healing and relationship building.***

When EDI is combined with a place-based approach to reconciliation, Indigenous worldviews are embedded appropriately into the way we understand, define, and use policies and practices that support equity, diversity, and inclusion at the city of Saskatoon.

**Wahkotowin** - a Cree word - the key responsibility of all people to honour the interconnectedness we share with the world and the future. Our choices and actions impact everything around us, and we must own our responsibility for how we treat other people, animals, plants, land, water, and sky. Wahkotowin teaches us that we are not above anything, that we are equal to all parts of the whole

~ Clarence Whitstone, Onion Lake



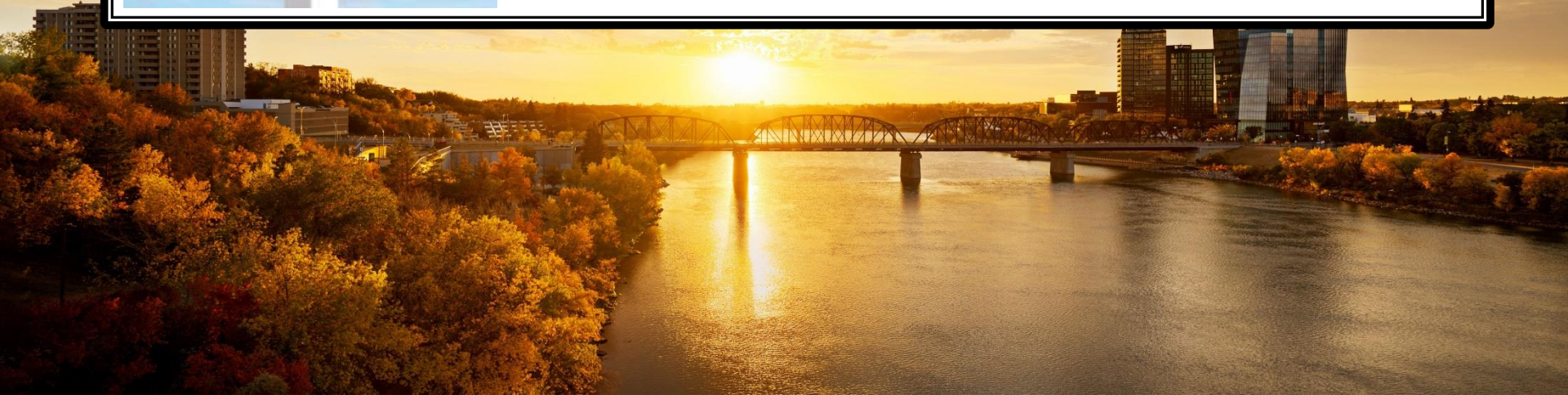
# Reconciliation, Equity, Diversity, Inclusion

- **Reconciliation**, the daily act of continuously learning how to live in positive relations with others and the world around you – also known as wahkotahisowin (Cree Dictionary, 1938).
- **Diversity**, recognizing the gifts and teachable moments that differences give each of us in learning more about the world and our workplace. Difference exists visibly and invisibly everywhere around us, and we are fortunate to have colleagues with different racial, ethnic, gender, gender identity, sexual orientation, age, and socioeconomic backgrounds to provide learning opportunities.
- **Equity**, the act of honouring differences and the lessons they provide by ensuring that our processes and programs are impartial, fair, and provide everyone with equitable outcomes.
- **Inclusion**, embracing of our role and responsibilities in being a part of a nurturing community that actively engages in the practice of honouring and respecting everyone. In doing so, we ensure that everyone feels a sense of belonging at work and in our communities.





# IS YOUR ORGANIZATION R.E.D.I.?





# The Impact of Not Being REDI

**60%**

Employees Who Have Experienced/ Witnessed Discrimination at Work

**42%**

Women Who Have Faced Gender Discrimination at Work

**40%**

Indigenous Employees Who Experience Discrimination Due to Indigenous Identity

**50%**

First Nations Employees Who Experience Discrimination

**50%**

Employees With Disabilities Who Experience Discrimination in the Office

**50%**

Black Employees Who Experience Discrimination in the Workforce

**40%**

Racialized Employees Who Experience Discrimination at Work

**50%**

Women Who Report Experiencing Microaggressions

**34%**

Employees Leave a Job Due to Unresolved Harassment Issues

**77%**

Ethnic Employees Believe They Will Face Discrimination at Work

**2X**

Men Are More Likely to Be Hired, Regardless of Hiring Manager's Gender

**93%**

Women Who Think Reporting Non-inclusive Behaviors Will Negatively Impact Their Careers

# The Impact When You Are REDI



**>50%**

Employees who are part of an underrepresented group



**20%**

Workforce willing to put more effort in due to equitable practices



**x2**

Employees recommend their company when treated equitably



**83%**

Millennials engagement when they believe their company is inclusive



**20%**

Increase in innovation when a culture embraces diversity and inclusivity



**75%**

Inclusive and diverse decision-making teams exceed financial targets



**89%**

Employees who want their company to be inclusive of individuals with intellectual disabilities



**46% to 58%**

Organizations with above-average gender diversity outperform their peers



**35%**

Diverse and inclusive workforces are more likely to outperform their competitors



**>75%**

Job applicants valuing a diverse workforce when deciding about work



**50%**

A strong sense of belonging resulted in a lower risk of turnover



**56%**

A strong sense of belonging resulted increase in job performance.

# Challenges of Being REDI

1. **Resistance to Change:** Many people resist EDI efforts due to fear of change, discomfort with addressing sensitive issues, or the belief that it will negatively impact them personally or professionally.
2. **Unconscious Bias:** Unconscious biases influence hiring, promotions, and decision-making, creating barriers for underrepresented groups. Identifying and mitigating these biases is a significant challenge.
3. **Lack of Diversity at Leadership Levels:** Achieving diversity and inclusion throughout all levels of an organization, especially at the leadership level, can be difficult. The "glass ceiling" real.
4. **Retention and Belonging:** It's not enough to hire a diverse workforce; companies must also ensure that employees from underrepresented backgrounds feel a sense of belonging and are retained.
5. **Data Collection and Analysis:** Companies often struggle to collect and analyze data related to diversity and inclusion effectively. Without accurate data, it's challenging to create measureable improvements and success.
6. **Creating Inclusive Policies and Practices:** Sustainable change comes from revising policies, practices, and workplace culture to be more inclusive.



# Culture in Organizations is Important

- A set of beliefs used by a group of people to understand the world and to interact with each other
- Manifested in society as symbols, objects, rituals, ideas, and practices.
- Filled with many subcultures that share similar values but meet specific needs
- Stable over time and generations of people, needing enormous action to change or alter it

# Culture in Organizations



## Organizational Culture is Complex

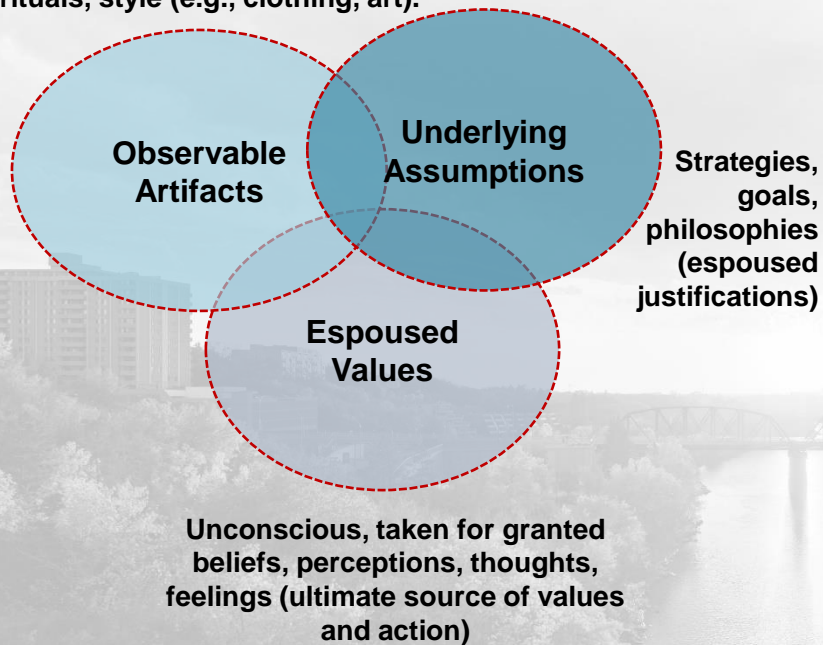
Societal culture is a hypothetical latent, normative value system that underlies, justifies, and mediates the functionality of all societal institutions.

Organizations are based on societal culture but shaped to meet a specific purpose by:

- the corporate structure,
- the lived experiences of employees,
- external forces of industry, and
- the opportunities found in society

# Inclusive Cultures

Organizational structures, processes, myths, stories, rituals, style (e.g., clothing, art).



## Inclusive cultures are made, not found

- Inclusive corporate cultures are environments that learn to embrace, value, and respect the unique qualities of every employee.
- Inclusive cultures:
  1. Increase employee satisfaction, engagement, & retention
  2. Increase attraction of talent
  3. Reduce hiring costs due to lower attrition



**ARE YOU and YOUR  
EMPLOYEES R.E.D.I.?**



# Fears?

**Making  
Mistakes**

**Personal  
Harm**

**Tokenism**

**Where To  
Start**

**Too  
Difficult**

**Wasting  
Time**

**No  
Benefits**

**Insulting  
Another  
Culture**

# Employees Resistance Can Inhibit Change

## Research shows:

1. A quarter of the global workforce resists changing its behavior automatically
2. Leaders are more likely to resist change than frontline employees

### Common and expected barriers

- Low tolerance for change; benefit from status quo
- Misinformation & misunderstanding
- Self-interest or perceived poor cultural fit
- Different personal assessment of the situation

### Difficult for some to see outside their reality

- Confronts unconscious view (i.e., cultural bias)
- Disrupts view of self or emotional investments
- Disturbs current value attached to assumptions
- Lack of awareness of defensive positioning

**Change Management is the most successful way to manage and overcome this challenge to change.**



# Employees Embrace Change When ...

## Let employees lead from where they are

Understand and meet people where they are at to engage them in change!

- Make sense of the change
- Respect all effort to change
- Explain What's In It For the Employee
- Create excitement and enjoyment



# Start ... With Yourself – Know Your Positionality

1. Develop awareness of your personal cultural identity
2. Anticipate, acknowledge and accept different types of diversity
3. Understanding perspective and perspective taking
4. Approaching difference non-judgmentally
5. Engaging people experiencing culture shock and lack of belonging through empathy and understanding



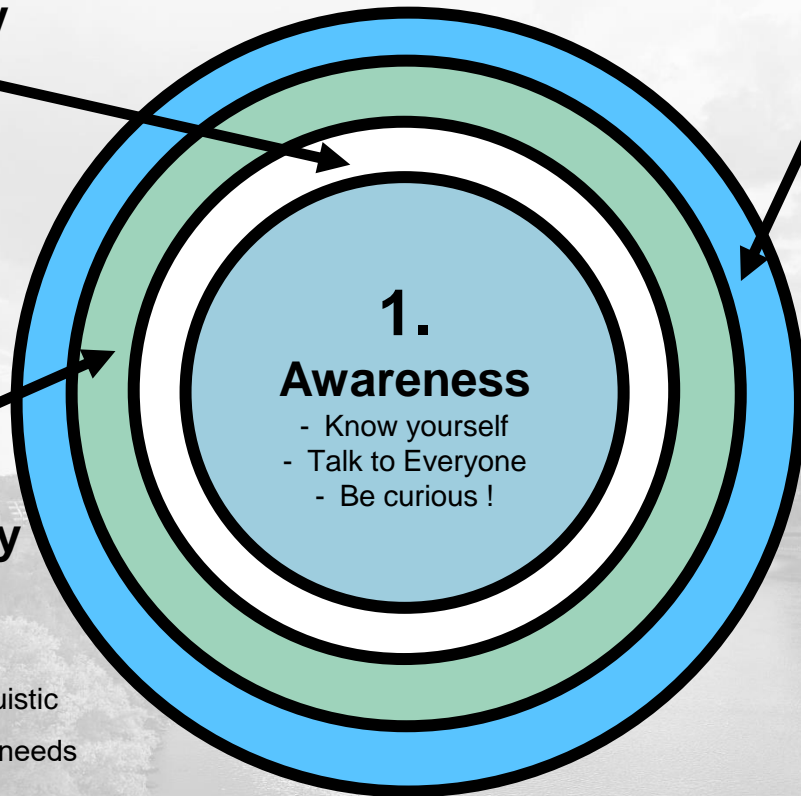
# Next ... Know Your Space – Are you Inclusive?

## 2. Inclusive Sensitivity

- Recognize and respect difference
- Be reflective and respectful
- Remind yourself that other people have different ways of knowing and being

## 3. Increase Competency

- Be curious, active & take action
- Find ways to empower other people
- Adjust your social, cultural, and linguistic approach in meeting other people's needs



## 4. Safe Spaces

- Being aware of your own cultural values, beliefs and attitudes
- Recognize that YOU can have intentional and unintentional impacts on other people
- ALWAYS challenge power imbalances, institutional barriers, prejudice and discrimination
- Be a life-long learner in your allyship



# Build REDI into Your Work

## Review, Revise, Represent, Recognize, and Reward

1. **Review** *your policies, procedures, and practices*
2. **Revise** *your policies, procedures, and practices*
3. **Represent** *the Inclusivity and Diversity principles in your work*
4. **Recognize** *the hard work when embracing REDI*
5. **Reward** *yourself and others when accomplishing goals*

## Lead Change Through the Engagement and Support of All Employees



***“Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day.”***

**~ Frances Hesselbein**

***“Organizational culture is a pattern of shared basic assumptions that a group has learned as it solved its problems . . . that has worked well enough to be considered valid and . . . taught to new members as the correct way to perceive, think, and feel in relation to those problems.”***

**~ Edgar Schein**

**Be a company of people who care, and want to contribute to a strong, positive and inclusive future.**

# QUESTIONS?

**Stryker Calvez, PhD**

Director, REDI

City of Saskatoon

[Stryker.Calvez@saskatoon.ca](mailto:Stryker.Calvez@saskatoon.ca)