



**CCDI Consulting Inc.
Consultation CCDI, Inc.**

Diversity Census and Inclusion Survey

Insights Report

Prepared for the Canadian Association of
Research Libraries

May 2022

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The intent of this report

The intent of this report is to provide meaningful data and analysis to the Canadian Association of Research Libraries for the purposes of informing future decisions on issues of inclusion, diversity, equity, and accessibility in the workplace.

The data we provide and the insights we derive from the data are based on proven statistical methods to determine significant associations between certain identities and workplace opportunities, in terms of hiring and advancement and other talent management processes.

Unfortunately, the data does not tell us *why* a particular trend is happening or not happening. We can only use our experience and expertise combined with relevant research to provide insights, to the best of our ability, on what the *potential* reasons might be for one trend or another. Based on these potentialities, we also provide recommendations for next steps to address the key findings presented by the data.

Privacy and confidentiality

This report has been prepared for the Canadian Association of Research Libraries for the sole purpose of providing information and analysis about and for participating member libraries.

The Canadian Association of Research Libraries is able to use the CARL member library-specific data contained in this report for its own purposes. Those purposes may include (but are not limited to) reporting and communications to either an internal or external audience, proposals for clients, responses to request for proposals, external communications, etc. The Canadian Association of Research Libraries is not limited in how it uses its CARL member library-specific data.



About CCDI Consulting Inc.

Effectively advancing inclusion, diversity, equity and accessibility (IDEA) is a strategic imperative for all Canadian organizations that want to remain relevant and competitive in the fast-changing landscape of the “new” normal.

Since 2014, CCDI Consulting has supported Canadian employers facing inclusion, diversity, equity, and accessibility issues in the workplace. CCDI Consulting can help move an employer from beyond compliance requirements to provide solutions that create sustainable and measurable results.

CCDI Consulting is managed by professionals who have practical workplace IDEA experience in a variety of industries and sectors. It leverages its transformative methodology, utilizes data-powered inquiry, and employs a unique integrated organizational management approach to address workplace IDEA challenges.

Executive summary

In 2021, the Canadian Association of Research Libraries (“CARL”) conducted a Diversity Census and Inclusion Survey on behalf of 21 of its 31 member libraries. The survey was launched for anonymous participation on October 4, 2021 and ran until October 27, 2021.

Response rate

3742 employees from 21 of 31 CARL member libraries were invited to complete the survey. 1299 respondents completed the questionnaire, providing a completion rate of 34.71%. The breakdown of responses by participating CARL member libraries is as follows:

Participating Member Library	# of Employees	# of Responses	% Participation
Brock University	51	31	60.8%
Concordia University	114	40	35.1%
Dalhousie University	120	40	33.3%
Laval University	193	56	29.0%
Library and Archives Canada	907	183	20.2%
McGill University	166	79	47.6%
McMaster University	115	37	32.2%
NRC National Science Library	64	37	57.8%
Queen's University	104	33	31.7%
Simon Fraser University	149	53	35.6%
University of Alberta	170	79	46.5%
University of British Columbia	255	73	28.6%
University of Manitoba	154	83	53.9%
University of New Brunswick	79	49	62.0%
University of Ottawa	137	67	48.9%
University of Regina	54	14	25.9%
University of Saskatchewan	110	62	56.4%
University of Toronto	464	122	26.3%
University of Victoria	133	62	46.6%
University of Windsor	72	26	36.1%
Western University	131	73	55.7%
Total	3742	1299	34.7%

Table 1: Completion rate of participating CARL member libraries broken down by institution

Table 1 shows the highest participation was from employees of University of New Brunswick and the lowest participation was from employees of Library and Archives Canada. It is important to note that completion rate is not necessarily indicative of a more inclusive or less inclusive workplace.

Regional responses

The following Figure presents the participation rate by geographic region.

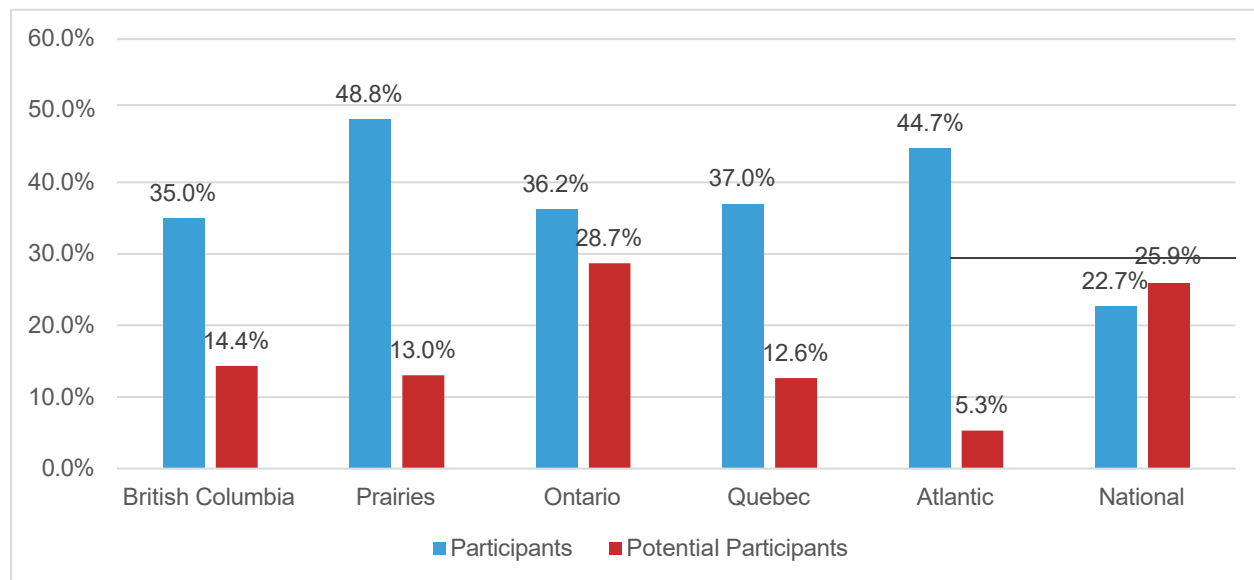


Figure 1: Participation rate by geographic region of participating CARL member libraries compared to the potential participants by geographic region.

As Figure 1 shows, the highest participation rate was seen among participating CARL member libraries in the Prairies at 48.8% even though this region represents only 13.0% of invited participants. The lowest participation rate was among libraries with a National scope at 22.7% while they made up 25.9% of invited participants.

The Atlantic region had the fewest number of potential participants (199) but had the second highest participation rate among the regions. Conversely, Ontario, which had the highest potential number of participants (1074), had the third lowest participation rate among the regions.

Key findings and takeaways

Representation

Based on the self-identification results, there are some notable findings related to representation within participating CARL member libraries. Notable findings are based on differences of $\geq 10\%$ between the group and benchmark, as is standard in CCDI Consulting's methodology.

- » Representation of respondents identifying as women is higher than the Canadian labour force¹ and CCDI Consulting's Benchmark by 24.6% and 21.9% respectively.
- » Representation of respondents identifying as persons with a disability is higher than the Canadian labour force and CCDI Consulting's Benchmark by 10.1% and 12.1% respectively.
- » Representation of respondents identifying as LGB2sQ+ persons is higher than the Canadian labour force and CCDI Consulting's Benchmark by 14.5% and 12.5% respectively.
- » Respondents identifying as women are less represented in Functional Specialist roles compared to all other roles.
- » Respondents identifying as racialized persons and persons with a disability are less represented in Senior Leadership roles than their overall availability within participating CARL member libraries' workforce population.
- » Less than five respondents identified as Indigenous persons in Senior Leadership and Functional Specialist roles.

Inclusion Climate

Based on the responses to the inclusion survey questions, there are several notable findings, based on CCDI Consulting's methodology.

- » There is moderate overall agreement for three of thirteen inclusion indicators.
 - These assessed perceptions of fair treatment, intolerance of discriminatory comments and managers'/supervisors' commitment to a respectful and inclusive workplace.
- » Low and very low overall agreement with ten of thirteen inclusion indicators.
- » Respondents identifying as racialized persons reported the lowest agreement with two of five of CCDI Consulting's baseline inclusion indicators.
 - These assessed perceptions of fair treatment and commitment to/support of inclusion, diversity, equity and accessibility.
- » Respondents identifying as persons with a disability reported the lowest agreement for three of five baseline inclusion indicators.

¹ CCDI Consulting uses the Canadian labour force statistics, provided by Statistics Canada, as a comparator. This number is not specific to any one profession, industry, or role classification.

- These assessed perceptions of being uniquely valued, feelings of inclusion and support in maintaining well-being.
- » CARL's agreement ratings are higher than CCDI Consulting's Benchmark for two of five baseline inclusion indicators.
 - These assessed perceptions of fair treatment and being uniquely valued.
- » CARL's agreement ratings are lower than CCDI Consulting's Benchmark for two of five baseline inclusion indicators.
 - These assessed organizational commitment to diversity and support in maintaining well-being.

Detailed analysis of the inclusion climate can be found starting on page 24.

IDEA issues and opportunities to address

Based on the data gathered, we have identified several key areas of opportunity that CARL and its member libraries may wish to focus on:

- » Review provision of accommodation, flexibility and leave for employees.
- » Address issues of racism, sexism, ableism and bullying being experienced in the workplace.
- » Improve confidence in the conflict management systems at CARL member libraries, especially comfort levels when reporting harassment and discrimination.
- » Reduce systemic barriers to advancement and inequitable talent management practices typically faced by underrepresented groups.
- » Improve perceptions of leaders' commitment to a respectful and inclusive workplace.
- » Invest in increasing leaders' and managers' capacity to foster respect and inclusion in the workplace.

Important Consideration: It is important to note that CCDI Consulting's analysis and recommendations is based on the aggregate of the results of 21 participating CARL member libraries, with completion rates ranging from 20.2% to 62.0%. The completion rate alone will impact the validity of the results. The overall analysis is accurate, however may not be representative of each participating member library, with some more or less advanced than others.

However, analysis on a member library basis was out of scope for this project. To better understand the demographic makeup and inclusion climate of each member library, we would encourage CARL to conduct its own analysis at the member library level to determine the applicability of the recommendations found in this report for each participating member library.

Why diversity *and* inclusion?

The organizational impact of IDEA

The IDEA mix is about capturing the uniqueness of individuals and creating an environment that values and respects these individuals for their talents, skills and abilities. A diverse and inclusive organization not only has heterogeneous employees, but also adapts to each person's needs, such as disabilities, religious and cultural differences, and varied ways of thinking and working. This means ensuring that employees do not have to engage in "covering" behaviour, downplaying who they really are for fear of being judged, excluded or actively discriminated against.²

But why is IDEA an imperative in workplaces today?

Human rights and justice demand it

First, it is necessary to actively promote IDEA to meet standards of human rights and justice. While it is easy to believe that every person gains employment because of their skills and talent, structural barriers mean that it can be difficult for some to be hired and to advance in the workplace. For example, it is next to impossible for a person who lives with a physical disability to work in an environment that is not accessible. Further, unconscious bias and conscious stereotypes, including sexism, ableism, ageism, racism, and homophobia can impact whether a candidate obtains a job, or an employee is promoted. Legal acts like the Accessibility for Ontarians with Disabilities Act and the Employment Equity Act are helpful, but these are not enough to enable workplaces to become truly inclusive.

Employees are more engaged

Second, there is a very strong case for promoting IDEA. For example, IDEA policies are vital for attracting, retaining, and engaging employees. Canada is a highly diverse country, and if diverse candidates perceive a workplace as alienating, they are less likely to join that work environment.³ This can prevent organizations from finding great candidates, who are diverse, for the job.

Likewise, employees who do not feel comfortable in their workplaces are more likely to have unnecessary absenteeism or leave their jobs, which can translate to higher rates of turnover. Lack of inclusion for employees with diverse needs can also lead to "presenteeism", where employees are physically present but are distracted by unaddressed physical or emotional issues. It is estimated that presenteeism and absenteeism contribute to \$6 billion in annual losses in Canada.⁴

² Juliet Bourke, Christie Smith, Heather Stockton and Nicky Wakefield, "From Diversity to inclusion: Move from compliance to diversity as a business strategy", last modified March 7, 2014, <http://dupress.com/articles/hc-trends-2014-diversity-to-inclusion/>.

³ Ibid.

⁴ Kathryn May, "'Presenteeism' worse than absenteeism? Thousands of public servants have mental health issues, expert says," *The National Post*, June 1, 2015, <http://news.nationalpost.com/news/canada/canadian-politics/presenteeism-worse-than-absenteeism-thousands-of-public-servants-have-mental-health-issues-expert-says>

Higher organizational performance is supported

Several studies have also discovered that IDEA can lead to higher organizational performance. An IDEA strategy can allow workplaces to harness the varying talents, skills, and knowledge of their employees to benefit the collective. Deloitte found that when employees perceive that their organization is committed to IDEA, they are also 80% more likely to state that the organization “shares diverse ideas to develop innovative solutions and works collaboratively to achieve their goals.”⁵

Hand in hand

It is important to note that inclusion, diversity, equity and accessibility go hand in hand, and an organization that focuses on one without the others cannot reap the full benefit. For instance, a work environment that has a diverse pool of employees but is not inclusive of their needs will not achieve discernible change.⁶ In fact, both Deloitte⁷ and Kochan et al.⁸ found that IDEA is most strongly associated with high organizational performance when there are practices in place that actively aim to integrate employees. This means not only ensuring that every unique individual has a chance to participate, but also that each employee feels that they belong and has the confidence to speak up.⁹

Overall, IDEA initiatives in workplaces are not only an imperative for the active promotion of human rights and justice in Canada. They are also vital for organizations that wish to take advantage of the talent and potential of a diverse labour force and improve their overall performance.

⁵ Ibid.

⁶ Stephen Frost, *The Inclusion Imperative* (London: Kogan Page, 2014), 45.

⁷ Deloitte Australia, “Waiter, is that inclusion in my soup?: A new recipe to improve business performance,” last modified April 16, 2015, <http://www.globaldiversityexchange.ca/waiter-is-that-inclusion-in-my-soup/>

⁸ Thomas Kochan, Katerina Bezrukova, Robin Ely, Susan Jackson, Aparna Joshi, Karen Jehn, Jonathan Leonard, David Levine, and David Thomas, “The Effects of Diversity on Business Performance: Report of the Diversity Research Network,” *Human Resource Management* 42(2003): p9

⁹ Deloitte Australia, “Waiter, is that inclusion in my soup?”

Methodology

CCDI Consulting uses a combination of approaches to effectively analyze the data collected and make recommendations.

- » **Evidence:** Evidence is gathered through the exploratory research method and thematic analysis to provide a basis for evidence-based recommendations.
- » **Research:** CCDI Consulting links data collection methodology to credible research focused on the IDEA space. Foundational studies inform the formulation and content for data collection methods and analysis of findings.
- » **Lived experience:** CCDI Consulting leverages our diverse employee base, our extensive network of colleagues in IDEA and members of our Employer Partners to validate terminology and trends in the workplace and inform data collection and analysis.
- » **Benchmarks:** CCDI Consulting leverages the Global Diversity, Equity and Inclusion Benchmarks (GDEIB) as a filter to identify major gaps or barriers that support recommendations.
- » **Change management:** CCDI Consulting leverages the Prosci ADKAR model to evaluate the evidence and make recommendations that recognize the current appetite and need for change management.
- » **IDEA expertise:** CCDI Consulting leadership brings extensive practical experience working in IDEA in organizations in Canada and globally in private, public and non-profit sectors and across dozens of different industries/sectors.

Data collection¹⁰

Completion rate

The Canadian Association of Research Libraries (“CARL”) invited employees from participating CARL member libraries to participate anonymously in the Diversity Census and Inclusion Survey that was launched on October 4, 2021 and ran until October 27, 2021.

Response rate and written feedback

21 of 31 CARL member libraries¹¹ participated in the survey process. Of 3742 employees invited to participate, 1299 respondents completed the survey, providing an overall completion rate of 34.7%. CCDI Consulting uses an industry standard of 80% response rate to gauge demographic data results as indicative of trends throughout the workforce.

Please note that a response rate of 34.7% may not accurately reflect the demographics and views of each participating CARL member library. As such, CCDI Consulting cannot confidently infer generalizations that are solely focused on demographic representations.

¹⁰ See “Appendix I: Data analysis” for a detailed explanation of the methodology.

¹¹ Brock University, Concordia University, Dalhousie University, Laval University, Library and Archives Canada, McGill University, McMaster University, National Research Council Canada’s National Science Library, Queen’s University, Simon Fraser University, University of Alberta, University of British Columbia, University of Manitoba, University of New Brunswick, University of Ottawa, University of Regina, University of Saskatchewan, University of Toronto, University of Victoria, University of Windsor and Western University.

Further, as previously indicated, findings in this report are based on the aggregate results of all 21 participating CARL member libraries. Detailed analysis of each member library was not conducted.

In total, the survey received 274 written comments¹² from the 1299 respondents. Of this total:

- » 183 were provided as general comments.
- » 63 were provided as comments to the question of why respondents would not request accommodations for a disability.
- » 28 were provided as comments to the question of why respondents would not request accommodations for dependant care.

CCDI Consulting applied an exploratory analytical approach to identify issues and gaps that may require further investigating. The CARL Diversity Census and Inclusion Survey captured data on workplace and personal demographics of employees from 21 participating CARL member libraries, and their inclusion experiences for 13 dimensions of inclusion in their respective workplaces. The range of survey questions provided the opportunity to apply between-group and group-to-overall demographic and inclusion comparisons that aim to provide different dimensions of understanding and insights of the generalized inclusion climate at participating CARL member libraries.

Workplace demographic comparisons included examining roles (i.e., Senior Leaders, Managers and/or Department / Unit Heads, Librarians, Archivists and/or Faculty Members, Functional Specialists and Other Staff). Workplace demographic comparisons provided an equity lens in terms of assessing issues and gaps experienced by those with varying decision-making/ influencing capabilities within their member library.

Personal demographic comparisons included examining typically underrepresented groups (i.e., women, racialized persons, Indigenous persons, persons with a disability, and LGB2sQ+ persons) in employment contexts. Personal demographic comparisons also provided an equity lens to assess which groups may be experiencing employment advantages and disadvantages.

Clarifications

- » The non-White racial and ethnic category (i.e. racialized persons) is an aggregate of Asian, Black, Latin/Hispanic, Middle Eastern, Israeli¹³, and Mixed Race responses.
 - When analyzing race and ethnicity, it is important to address the social differences attached to racial and ethnic groups, specifically by acknowledging the disadvantage that some non-White groups experience relative to White groups. The creation and measurement of a non-White category recognizes a

¹² Any "Prefer not to answer" (i.e. "PNTA") responses were removed from that total.

¹³ As a result of the complex global social and political issues related to Israel, and based on significant years of experience collecting demographic data, CCDI Consulting allows for a unique racial and ethnic category of Israeli. This is to accommodate individuals who are of Israeli decent that do not identify as Middle Eastern.

social reality where White is most associated with privilege and non-White is most associated with barriers, particularly in the Canadian context.

- » Where we have provided a visual representation of the data in the form of charts, tables and graphs, we show percentages with one decimal point. Due to the impact of rounding, on occasion, the total may be over/under by 0.1%.
- » The threshold for a sample size in the report is five respondents from any one particular group. For groups with no respondents, results are indicated with a zero. For groups with more than one but less than five respondents, the results will be indicated by an 'N'. Omitted categories in graphs are due to these categories being below the minimum threshold.
- » Some questions allowed respondents to select multiple options. As such, these questions may not total 100%. We have indicated where this is the case.

Key demographic findings

Representation of demographic groups

Please note: CCDI Consulting applies generalizations of demographic representation at an organization when a survey response rate of $\geq 80.0\%$ is achieved. When the response rate is lower than 80.0% the possibility of survey response bias¹⁴ increases and this may confound accuracy of the data.

As CARL received an aggregate survey response rate of 34.7% , generalizations of demographic representation cannot be confidently deduced. As such, the below demographic findings are provided to illustrate possible patterns of demographic representation that will need to be further investigated.¹⁵

Further, as previously indicated, as the survey is an aggregate of 21 participating CARL member libraries, the findings may not be reflective of each individual participating member library.

Representation of typically underrepresented groups¹⁶ in the Canadian employment context

Table 2 below provides a summary of the percentage representation of survey respondents¹⁷ who identified as typically underrepresented. Differences in these groups' representations (when compared to the Canadian labour force or CCDI Consulting's Benchmark) are provided.

Notable findings with $\geq 10\%$ differences in representation include¹⁸:

- » Respondents identifying as women are more represented at participating CARL member libraries by 24.6% and 21.9% when compared to the Canadian labour force and CCDI Consulting's Benchmark, respectively.
- » Respondents identifying as persons with a disability are more represented at participating CARL member libraries by 10.1% and 12.1% when compared to the Canadian labour force and CCDI Consulting's Benchmark, respectively.
- » Respondents identifying as LGB2sQ+ persons are more represented at participating CARL member libraries by 14.5% and 12.5% when compared to the Canadian labour force and CCDI Consulting's Benchmark, respectively.

¹⁴ Response bias refers to the tendency to over-represent or under-represent a sample.

¹⁵ Please see "Appendix B: Demographic representation" for charts including representation data for dimensions of demographic diversity assessed in this engagement.

¹⁶ Typically underrepresented demographic groups in the Canadian employment context include women, racialized persons, Indigenous persons, persons with a disability, and LGB2sQ+ persons, who due to structural/systemic barriers are generally underrepresented in the workplace and are more likely to feel less included.

¹⁷ The overall workforce representation data for these groups is derived from the survey data collected for 1299 respondents and is not derived from the workforce population of 3742 members.

¹⁸ CCDI Consulting uses an industry benchmark of $\pm 10\%$ to indicate a notable difference.

Demographic group						
Representation	Women	Racialized Persons	Indigenous Persons	Persons with a Disability	LGB2sQ+ Persons	Straight, White Able-bodied Men
Participating CARL member libraries ¹⁹	72.3%	20.0%	3.5%	26.1%	19.6%	10.5%
Canadian labour force	47.7%	21.2%	2.5%	16.0% ²⁰	5.1% ²¹	N.A. ²²
Difference	+24.6%	-1.2%	+1.0%	+10.1%	+14.5%	N.A.
CCDI Consulting's Benchmark ²³	50.4%	24.2%	3.5%	14.0%	7.1%	N.A.
Difference	+21.9%	-4.3%	0.0%	+12.1%	+12.5%	N.A.

Table 2: Comparison of typically underrepresented groups from participating CARL member libraries to the Canadian labour force and CCDI Consulting's Benchmark

¹⁹ The participating CARL member libraries workforce demographic representations for the noted groups are determined by calculating the percentage of respondents who selected 'Yes' for the corresponding demographic question, out of the total respondent pool (i.e. 1299 respondents) and includes Prefer Not to Answer (PNTA) responses. Please note that Statistics Canada addresses non-responses to census questions by applying an imputation method which involves substituting missing, invalid or inconsistent elements with plausible values in order to obtain a full dataset. For more information see, Statistics Canada, "Guide to the Census of Population, 2016, Chapter 10 – Data quality assessment," January 3, 2019, <https://www12.statcan.gc.ca/census-recensement/2016/ref/98-304/chap10-eng.cfm#a2> (accessed July 30, 2019).

²⁰ This statistic is derived from the 2017 Canadian Survey on Disability (CSD) for the age group 25 to 64 years. Statistics Canada, *Table 13-10-0377-01 Labour force status of persons with and without disabilities aged 25 to 64 years, by age group and sex, Canada, provinces and territories*, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1310037701&pickMembers%5B0%5D=1.12> (accessed May 13, 2019).

²¹ This statistic is an estimation of the incidence of LGBTQ2+ Persons who are 18+ years old in Canada. While it is not specific to the labour force, it is the best available comparator. "The values, needs and realities of LGBT people in Canada in 2017." Foundation Jasmin Roy, 2017. https://issuu.com/philippeperreault9/docs/8927_rapport-sondage-lgbt-en/8 (accessed February 15, 2019). CCDI Consulting uses this benchmarking statistic because Statistics Canada currently only captures data for individuals who identify as being in same-sex relationships and identify as gay, lesbian or bisexual. It also includes people who identify as Transgender, while our demographic, LGB2sQ+ does not. However, this is the best comparator available.

²² "N.A." stands for 'not available'. As benchmark data for Straight, White, able-bodied men (SWAM) is unavailable, comparative differences cannot be provided for this group.

²³ CCDI Consulting's benchmark data are compiled from organizations that surveyed with CCDI Consulting from 2018-2020. In total, 62 organizations are included in this dataset, with 56,758 survey respondents. The benchmark statistics represent averages of responses.

Representation of typically underrepresented groups across various roles

Figure 2 below provides the representation of typically underrepresented groups across various roles²⁴ as well as their overall representation at participating CARL member libraries. The representation of these groups has also been compared with that of straight White able-bodied men (SWAM), which is typically the comparator group in Canadian employment contexts.

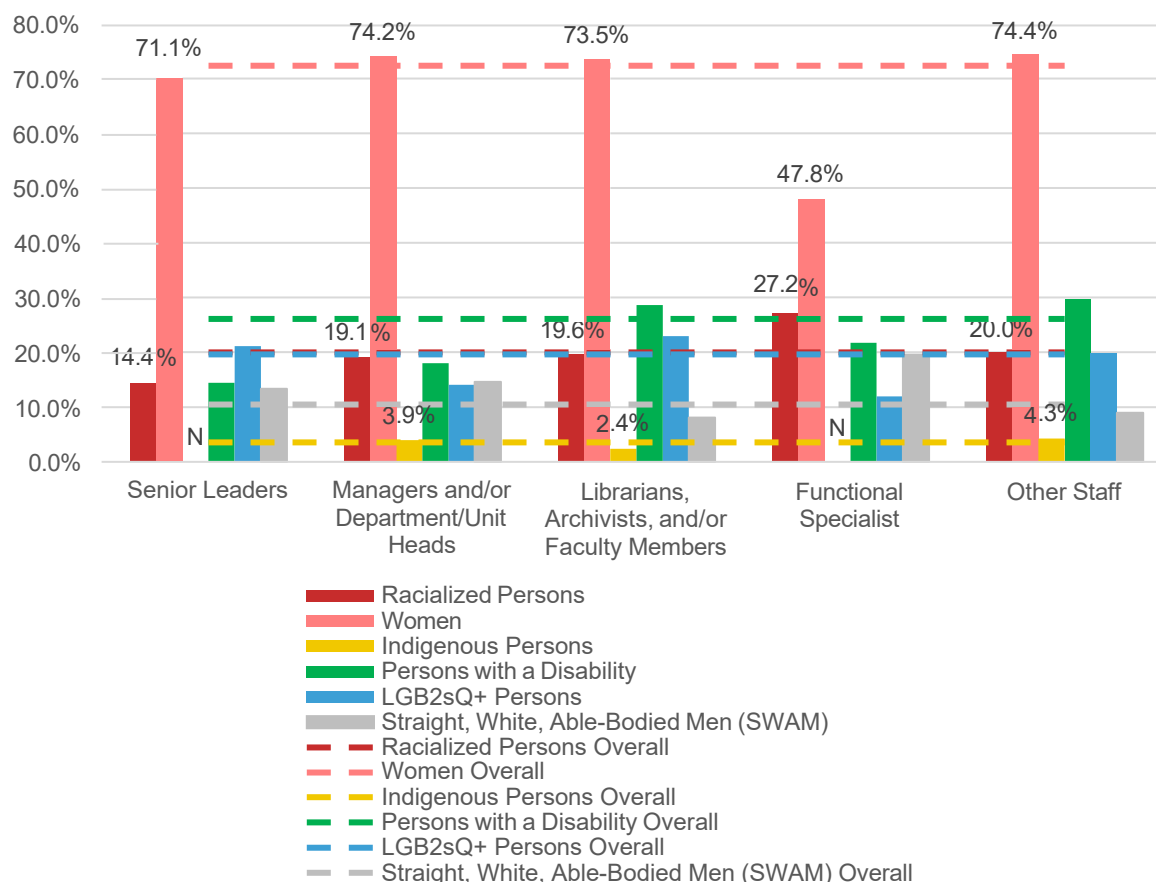


Figure 2: Representation of typically underrepresented groups across roles at participating CARL member libraries

Figure 2 illustrates the following:

- » Survey respondents identifying as women are less represented in Functional Specialist roles than all other roles.

²⁴ Senior Leadership includes University Librarian / Dean, Associate / Assistant University Librarian, Associate / Assistant Dean, Director of Finance/HR/Communications, etc. Managers include department heads. Librarians include archivist and/or faculty members. Functional Specialists include those with professional designations (i.e. IT, Facilities, Finance). Other staff includes the categories of Administration, Library Technician, Library Assistant / Associate.

- » There is low representation of Indigenous persons in all roles, with less than five Indigenous respondents in Senior Leaders²⁵ and Functional Specialist roles.
- » Representation of racialized persons and persons with a disability is lower in Senior Leaders roles than overall availability of those groups within the participating member library workforce population.

Comparison of women and men across roles

Figure 3 below presents a comparison of survey respondents identifying as women and men across roles and against overall availability at participating CARL member libraries.

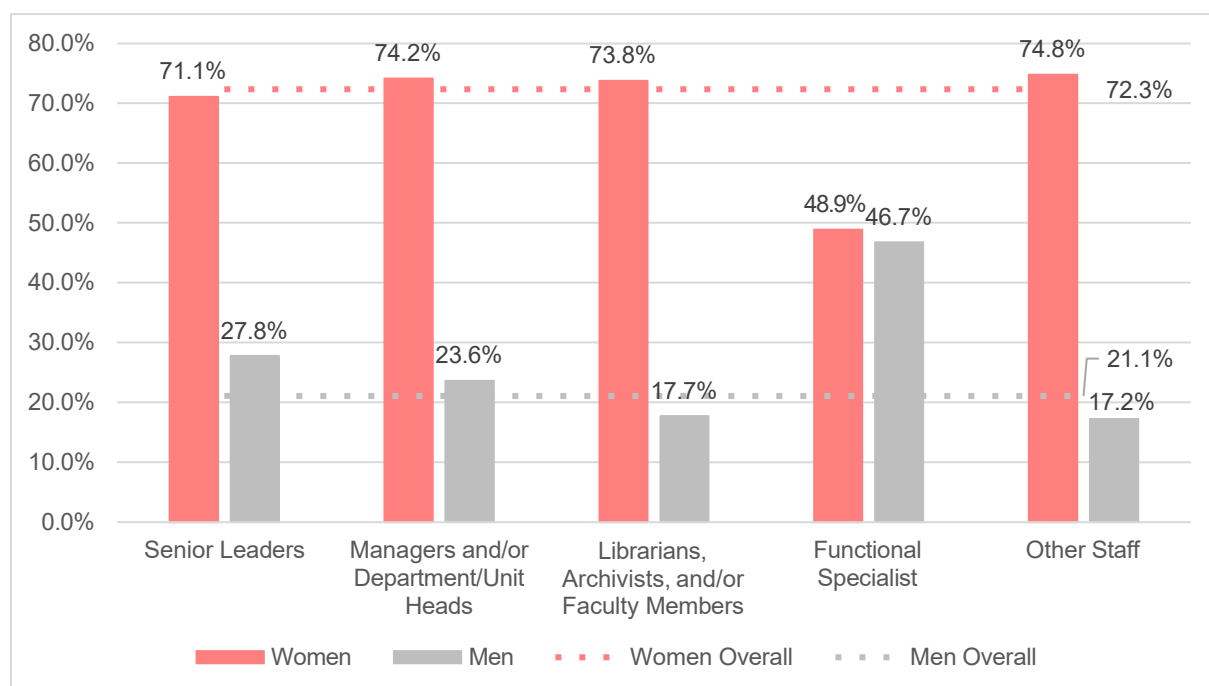


Figure 3: Comparison of women and men across roles participating CARL member libraries

Figure 3 illustrates the following:

- » Survey respondents identifying as women are underrepresented in Functional Specialist roles when compared to their overall availability by 23.4%.
- » Survey respondents identifying as men are overrepresented in Functional Specialist roles when compared to their overall availability by 29.5%.

²⁵ "Senior Leaders" include those with roles such as: University Librarian / Dean, Associate / Assistant University Librarian, Associate / Assistant Dean, Director of Finance/HR/Communications, etc.; "Functional Specialists" include those with professional designations (i.e., IT, Facilities, Finance); "Other Staff" includes those with roles such as Administration, Library Technician, Library Assistant / Associate.

Representation of racialized persons across roles

Figure 4 below shows representation of survey respondents who identified as racialized persons across roles. This figure suggests that the representation of racialized persons decreases as seniority increases. The representation of White persons increases as seniority increases.

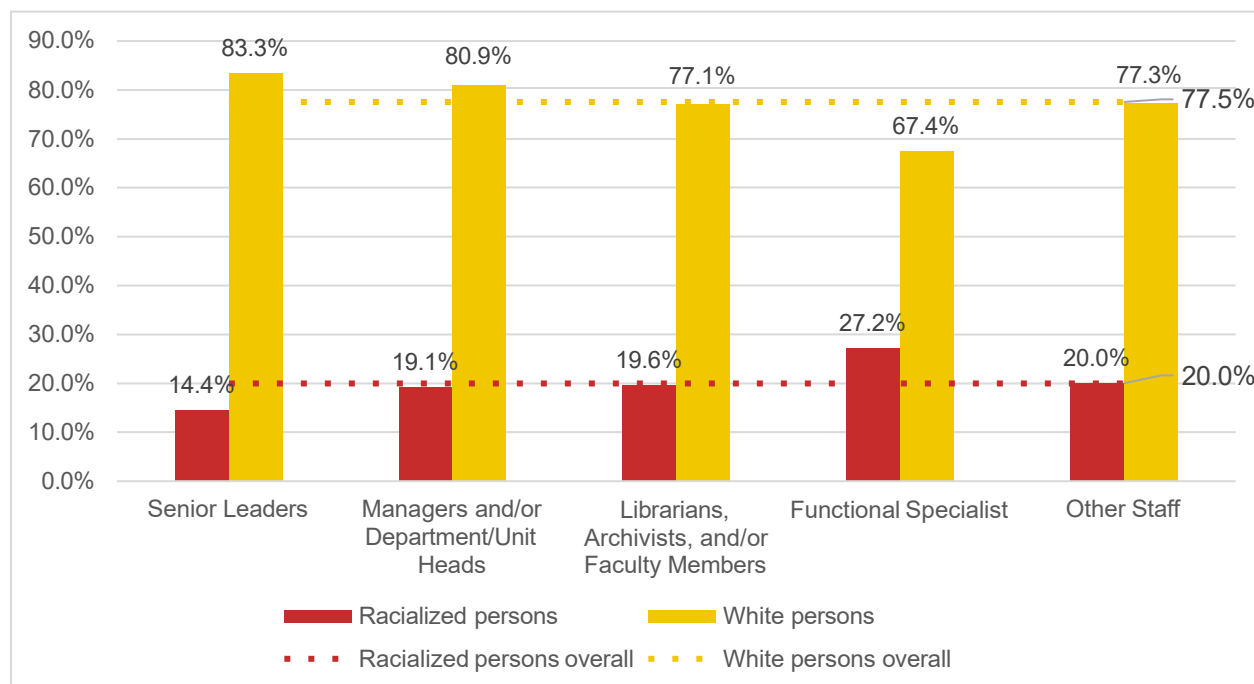


Figure 4: Representation of racialized persons across roles at participating CARL member libraries

Written feedback supporting quantitative findings

Thematic analysis of respondent commentary supports quantitative findings regarding a lack of diversity in senior leadership at participating CARL member libraries.

Examples of feedback include:

- » “The senior leadership believes they are open, but any opportunity they get to increase diversity, is passed over. They tend [sic] to hire and promote the whitest, heteronormative people. Anyone who is not the norm is labelled as difficult, and chastised.”
- » “I would like to see more BIPOC librarians and managers. Not just the token few. If ending systemic racism and being more diverse and inclusive is the end goal, having diversity in places of power is necessary. Right now, where I work, there is a no BIPOC in management and more than 90% of librarians are white, this is an issue in terms of service, outreach and collection development.”
- » “Although I believe my library is committed to diversity and inclusion, I hope that more work is done towards hiring diverse staff members. I am aware that the staff is overwhelmingly white or white-passing which does not reflect the student body we serve.”

Inclusion climate

The inclusion climate at participating CARL member libraries

CCDI Consulting asked respondents from participating CARL member libraries 13 inclusion questions relating to topics such as feeling included, support for wellness, fairness, work flexibility and accommodation support, harassment and discrimination, and leadership behaviours.

Respondents were asked to indicate their agreement with each inclusion question using a Likert-type scale that ranged from “strongly agree” to “strongly disagree.” These questions serve as indicators to assess the inclusion climate at participating CARL member libraries.

- » Agreement refers to the selection of “strongly agree” and “agree” response options.
- » Neutral refers to the selection of “slightly agree” and “slightly disagree” response options.
- » Disagreement refers to the selection of “disagree” and “strongly disagree” response options.

Moderate overall agreement for 3 of 13 indicators

Figure 5 illustrates the inclusion indicators which respondents indicated moderate overall agreement²⁶. There was moderate overall agreement for 3 of 13 inclusion indicators. These indicators assessed:

- » Perception of being treated fairly and with respect.
- » Perception that racist, sexist, homophobic, and other inappropriate comments or jokes are not tolerated at their member library.
- » Perception that managers/supervisors promote a respectful and inclusive workplace.

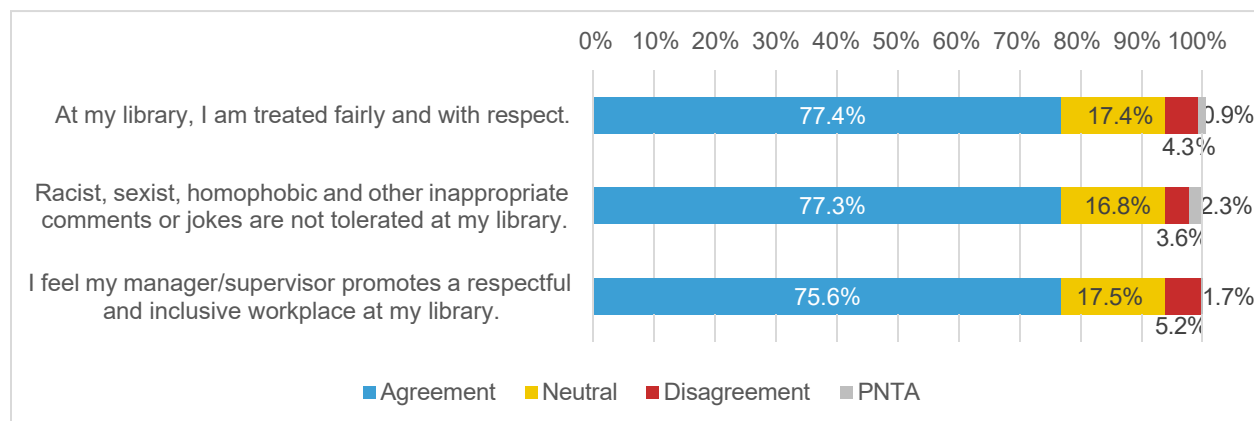


Figure 5: Inclusion indicators with moderate agreement ratings by respondents at participating CARL member libraries

²⁶ “Moderate” agreement refers to 70%-79% agreement. CCDI Consulting’s ranking system considers “moderate” scores as indication that the organization should consider reviewing current policies, procedures and practices to determine areas of improvement.

Further, when we examine each inclusion indicator, we see significant differences between the aggregate overall response rate when compared to the participating CARL member library with the lowest agreement and the highest agreement, as is seen in Figures 5, 6, and 7 below.

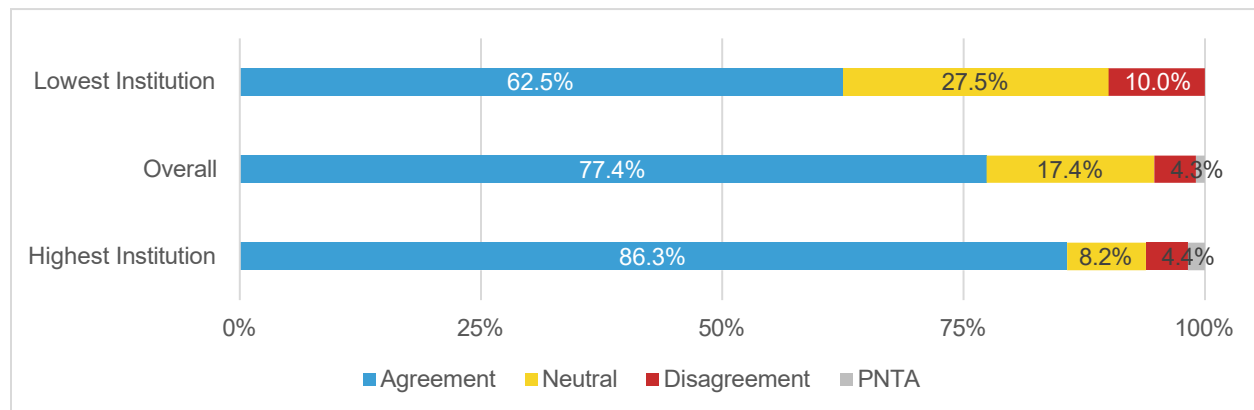


Figure 6: Lowest, overall, and highest agreement for the indicator "At my library, I am treated fairly and with respect"

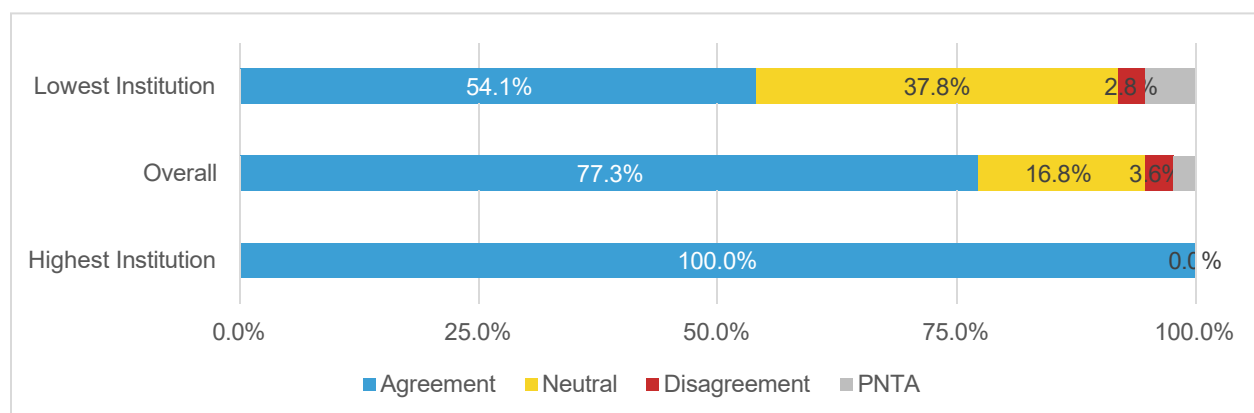


Figure 7: Lowest, overall, and highest agreement for the indicator "Racist, sexist, homophobic and other inappropriate comments or jokes are not tolerated at my library."

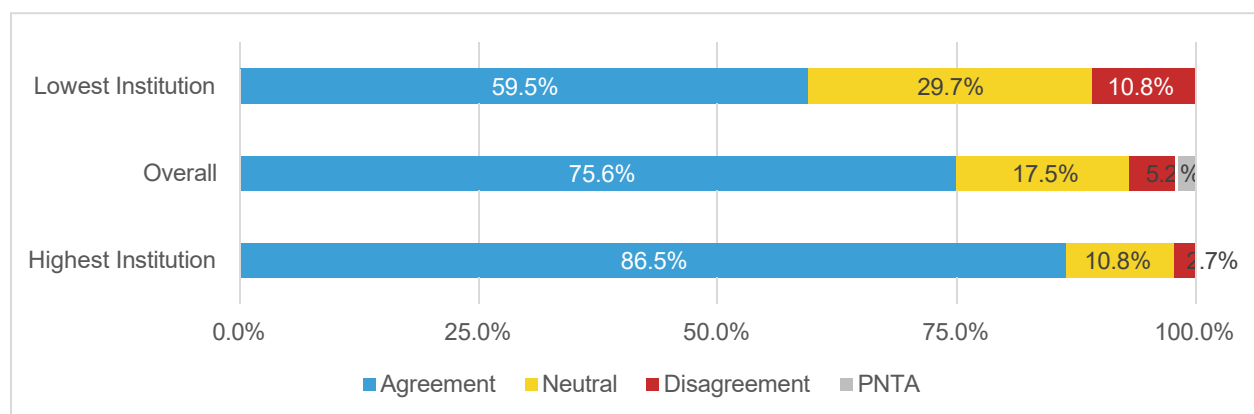


Figure 8: Lowest, overall, and highest agreement for the indicator "I feel my manager/supervisor promotes a respectful and inclusive workplace at my library."

Low overall agreement for 4 of 13 indicators

Figure 9 illustrates inclusion indicators which respondents indicated low overall agreement²⁷ as seen with 4 of 13 inclusion indicators. These indicators assessed:

- » Belief that one's own unique value is appreciated.
- » Belief that there is organizational commitment and support of diversity.
- » Perception that Senior Leadership is aware of issues related to IDEA.
- » Sense of inclusion.

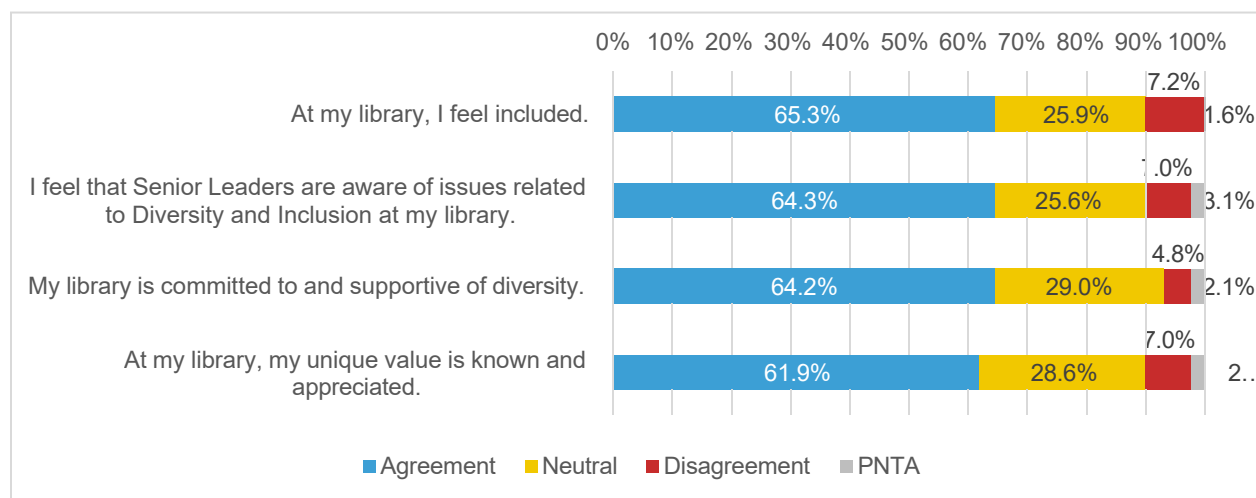


Figure 9: Inclusion indicators with low agreement ratings by respondents at participating CARL member libraries

As with the inclusion indicators receiving moderate agreement, when we breakout the results, we see significant differences between the aggregate overall response rate when compared to the participating CARL member library with the lowest agreement and the highest agreement, as is seen in Figures 9, 10, 11 and 12 below.

²⁷ "Low" refers to 60%-69% agreement. CCDI Consulting's ranking system considers "low" agreement scores as indication that developing/evaluating policies and practices may be required.

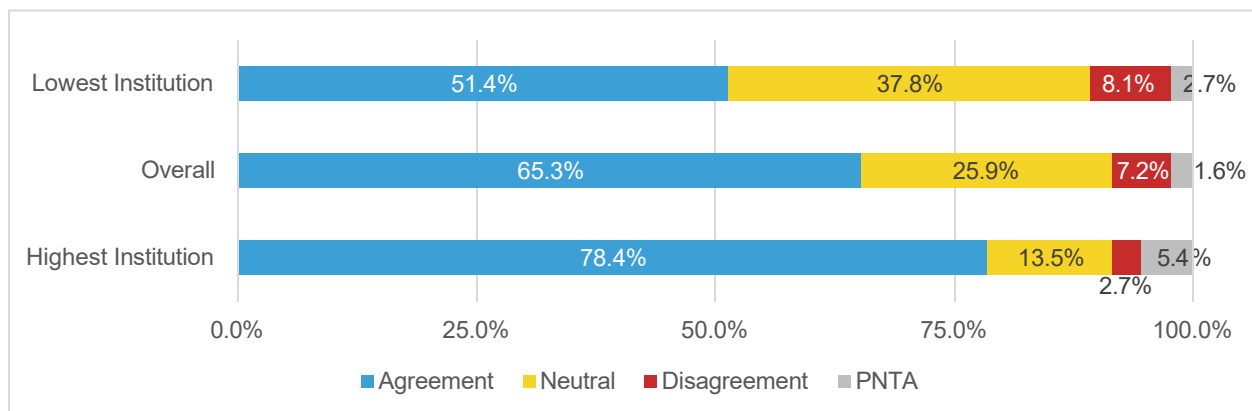


Figure 10: Lowest, overall, and highest agreement for the indicator “At my library, I feel included.”

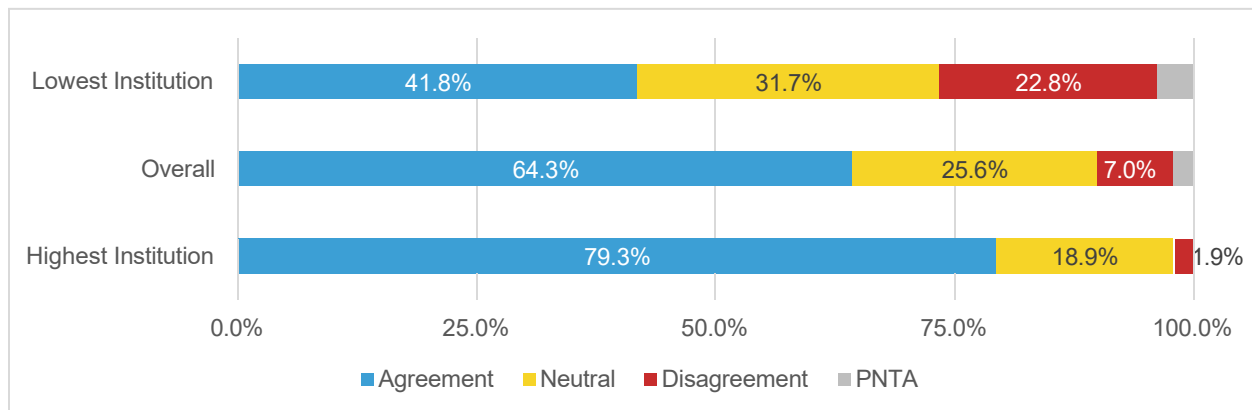


Figure 11: Lowest, overall, and highest agreement for the indicator “I feel that Senior Leaders are aware of issues related to Diversity and Inclusion at my library.”

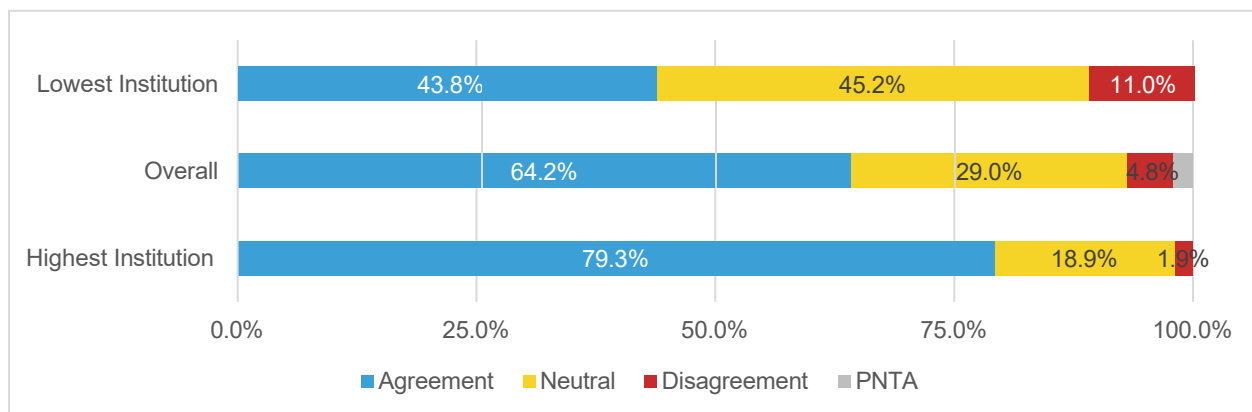


Figure 12: Lowest, overall, and highest agreement for the indicator “My library is committed to and supportive of diversity.”

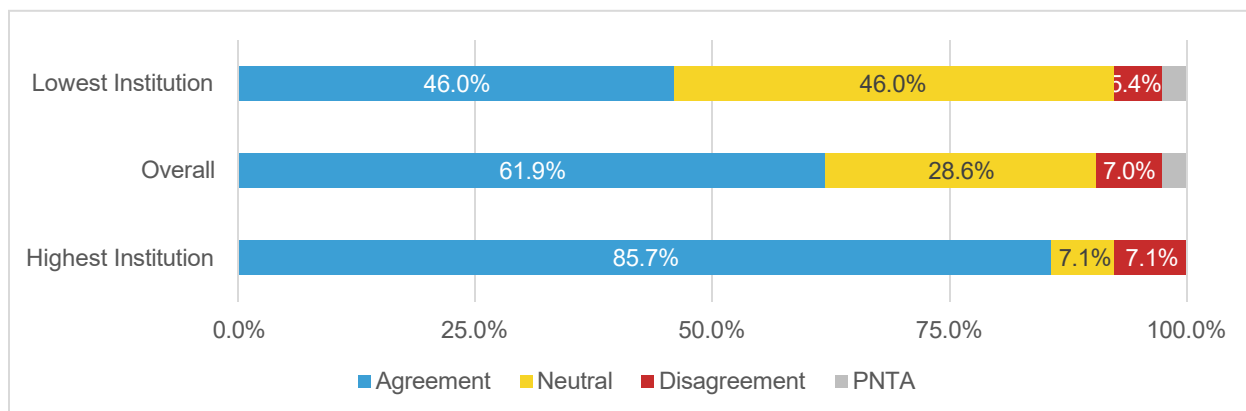


Figure 13: Lowest, overall, and highest agreement for the indicator “At my library, my unique value is known and appreciated.”

Very low overall agreement for 6 of 13 indicators

Figure 14 illustrates inclusion indicators with which respondents indicated very low²⁸ overall agreement for 6 of 13 inclusion indicators. These indicators assessed:

- » Belief that one’s library is supportive in maintaining one’s mental and physical well-being.
- » Perception that all employees, regardless of background, can advance at their member library.
- » Perception that one’s library provides flexible work options that meet one’s own needs.
- » Perception that career paths at one’s library are not affected by leave for personal obligations.
- » Perception that senior leadership is committed to taking action to achieve a respectful and inclusive workplace.
- » Sense of comfort in seeking assistance if experiencing or witnessing workplace harassment and/or discrimination.

²⁸ “Very low” refers to ≤59% agreement. CCDI Consulting’s ranking system considers “very low” agreement scores as an indication that there may be a significant issue that may need to be addressed.

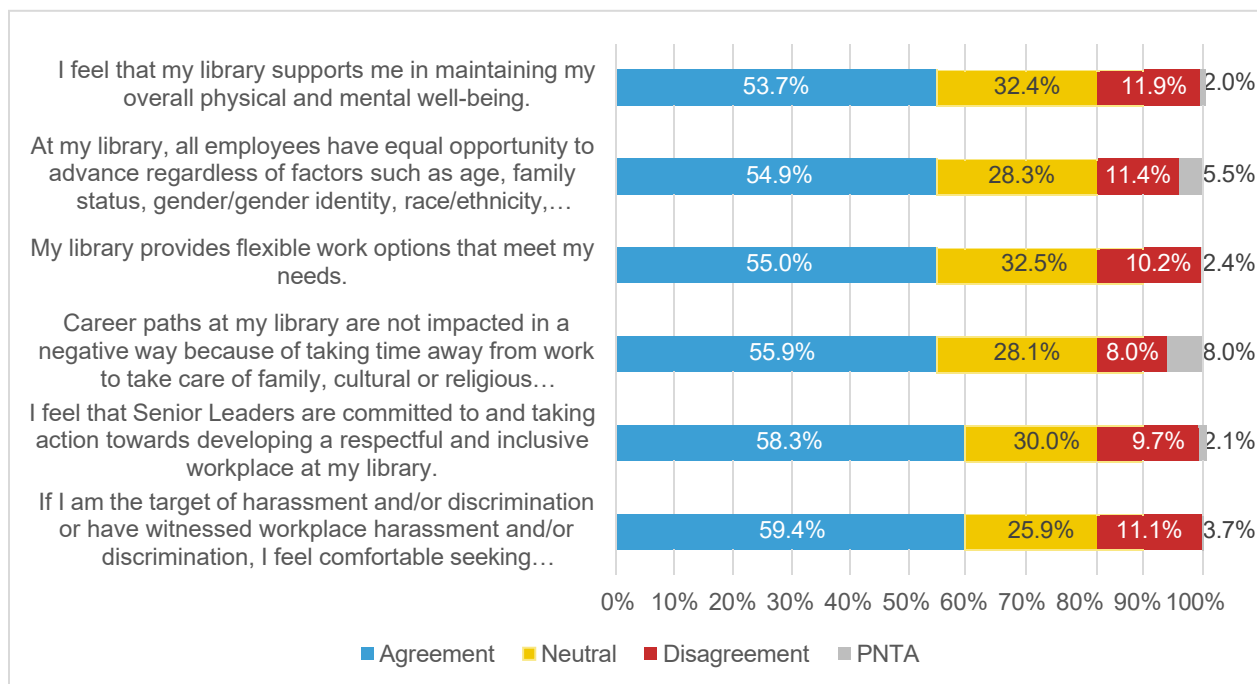


Figure 14: Inclusion indicators with very low agreement ratings by respondents at participating CARL member libraries

When we break out the results, we continue to see significant differences between the aggregate overall response rate when compared to the participating CARL member library with the lowest agreement and the highest agreement, as is seen in subsequent Figures below.

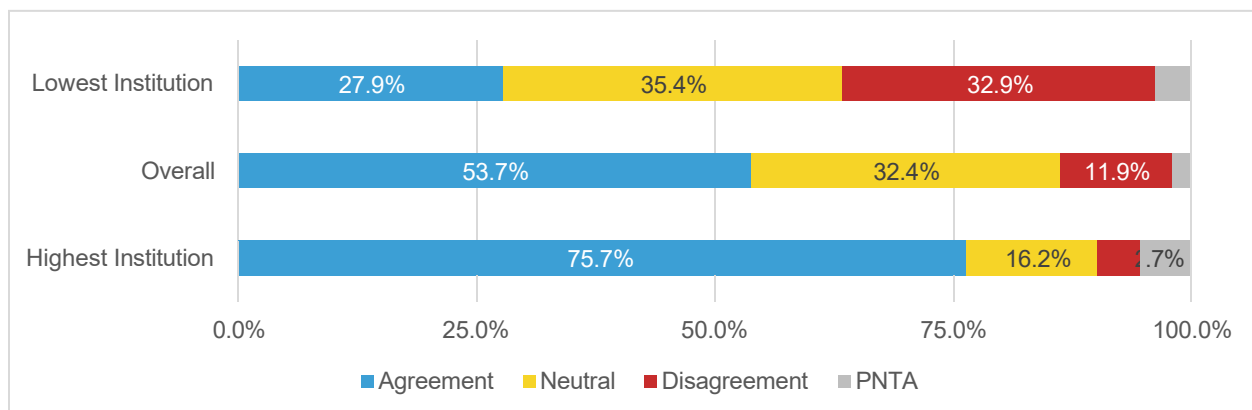


Figure 15: Lowest, overall, and highest agreement for the indicator "I feel that my library supports me in maintaining my overall physical and mental well-being."

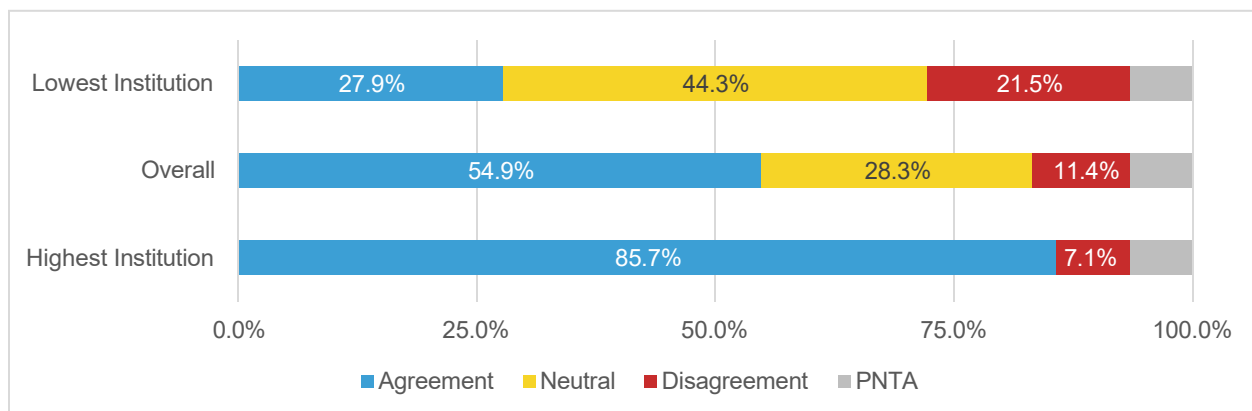


Figure 16: Lowest, overall, and highest agreement for the indicator “At my library, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.”

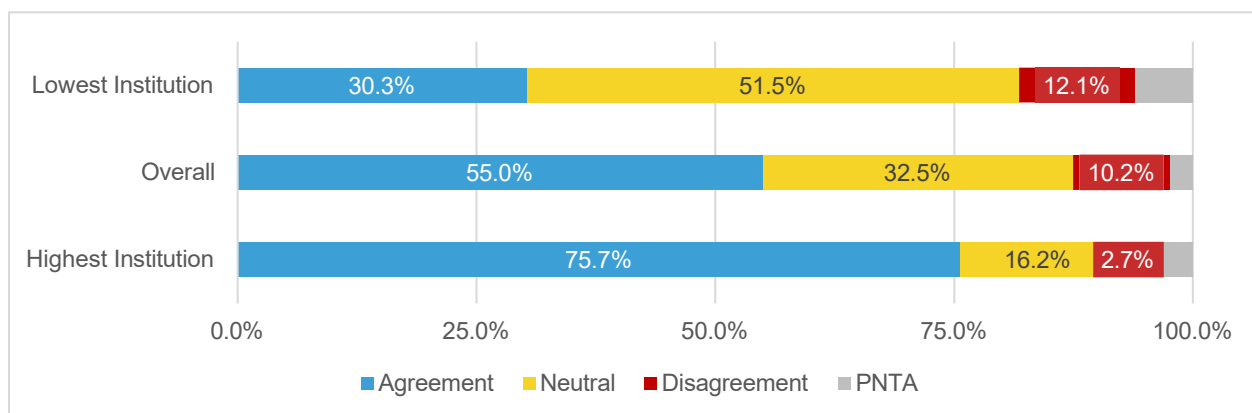


Figure 17: Lowest, overall, and highest agreement for the indicator “My library provides flexible work options that meet my needs.”

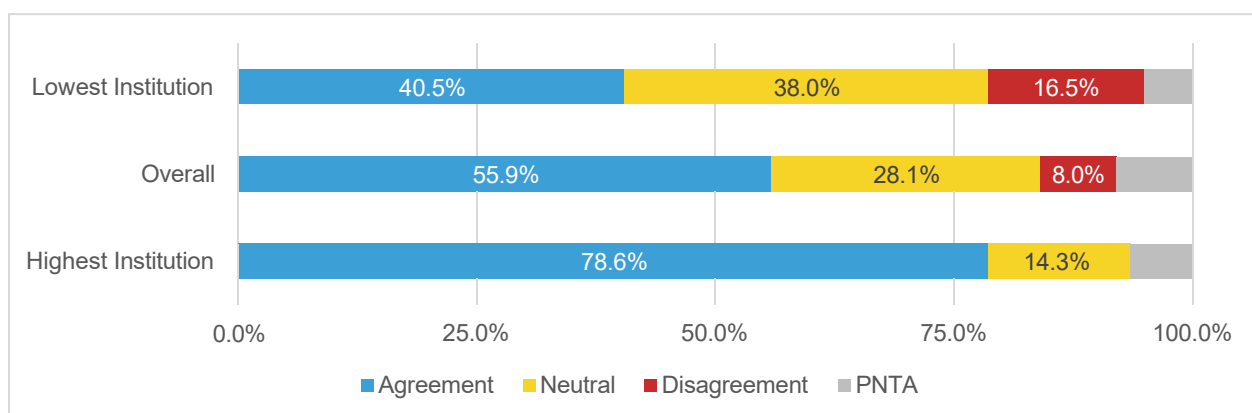


Figure 18: Lowest, overall, and highest agreement for the indicator “Career paths at my library are not impacted in a negative way because of taking time away from work to take care of family, cultural or religious obligations, health and wellness leave etc.”

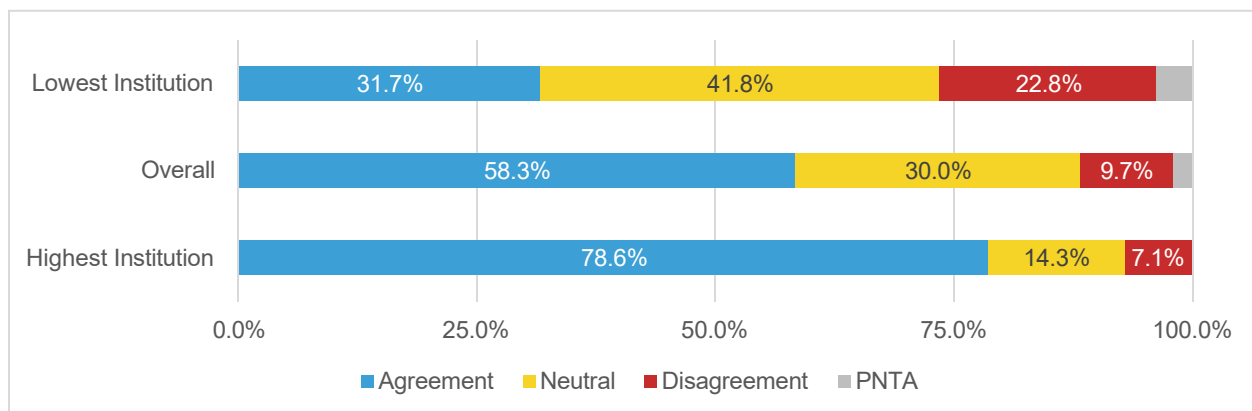


Figure 19: Lowest, overall, and highest agreement for the indicator “I feel that Senior Leaders are committed to and taking action towards developing a respectful and inclusive workplace at my library.”

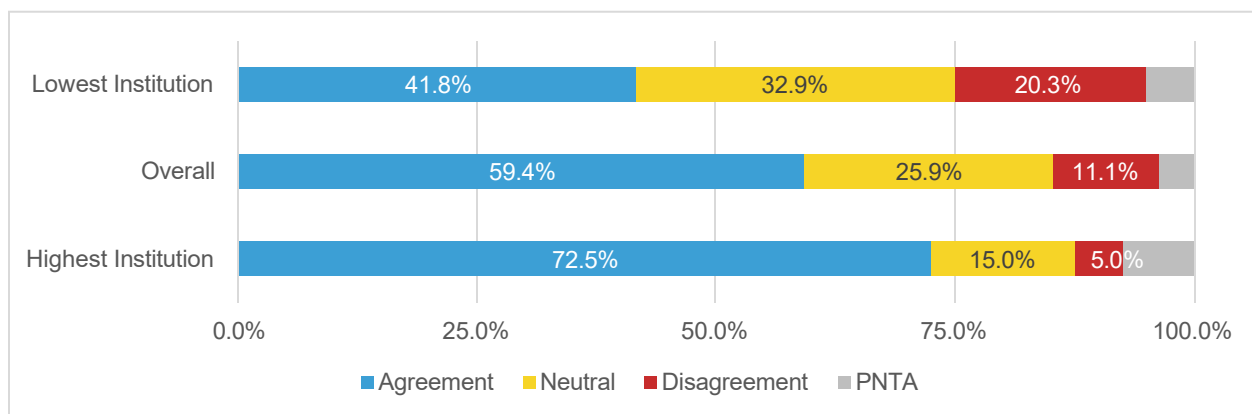


Figure 20: Lowest, overall, and highest agreement for the indicator “If I am the target of harassment and/or discrimination or have witnessed workplace harassment and/or discrimination, I feel comfortable seeking assistance at my library.”

Takeaway: Overall, findings suggest that respondents lack confidence in participating CARL member libraries’ senior leadership’s commitments and actions towards creating a respectful, inclusive workplace. Very low agreement rates are often linked to comfort in seeking assistance for harassment and/or discrimination, perceptions of fairness and impacts on career advancement suggest potential issues related to psychological safety²⁹ and equity.

However, when examining the results of each participating CARL member library, we see some significantly different results, such as the response to the inclusion indicator “At my library, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.,” where the highest institution received a high agreement rating of 85.7%, compared to the lowest institution’s very

²⁹ A sense of psychological safety in the workplace is a foundational element of inclusion. Psychological safety refers to feeling safe in being oneself, contributing, advocating for oneself in the workplace, and reporting harassment and/or discrimination.

low agreement of 25.7%. The results show that each participating CARL member library represents a unique inclusion environment.

It's also worth noting that overall, none of the inclusion indicators received a high (80-90%) or very high (90%+) agreement rating, however we do see high agreement ratings within specific libraries.

Comparison of baseline inclusion indicators for typically underrepresented groups in employment contexts

Figure 21 presents the agreement ratings for CCDI Consulting's five baseline³⁰ inclusion indicators among survey respondents who identified as belonging to typically underrepresented groups. The figure also provides the agreement ratings for a comparator group, that is, straight White able-bodied men (SWAM), as this group is considered a majority group in the Canadian workplace context.³¹

Key findings from this figure include:

- » Respondents identifying as persons with a disability reported the lowest agreement for three of five baseline inclusion indicators.
- » Respondents identifying as racialized persons reported the lowest agreement for two of five inclusion indicators.
- » SWAM respondents reported the highest agreement for all inclusion indicators.

Important Note: Indigenous persons are considered an underrepresented group, however, due to low numbers of representation of Indigenous persons in the survey respondent pool, this group has not been included in the analysis. CCDI Consulting includes identity groups if their representation is ≥5% of the overall survey respondent pool.

³⁰ 5 baseline inclusion indicators captured perceptions and feelings of inclusion for the following: 1. Participating CARL member libraries' commitment to and support of diversity, 2. Being treated fairly and with respect at participating CARL member libraries, 3. One's unique value is known and appreciated at participating CARL member libraries, 4. Feeling included at participating CARL member libraries, and 5. Support from participating CARL member libraries in maintaining one's physical and mental well-being.

³¹ Comparing a majority groups' inclusion experiences with those of typically underrepresented groups may offer insight with regards to the existence of barriers to inclusion, barriers that may be linked to structural/systemic issues.

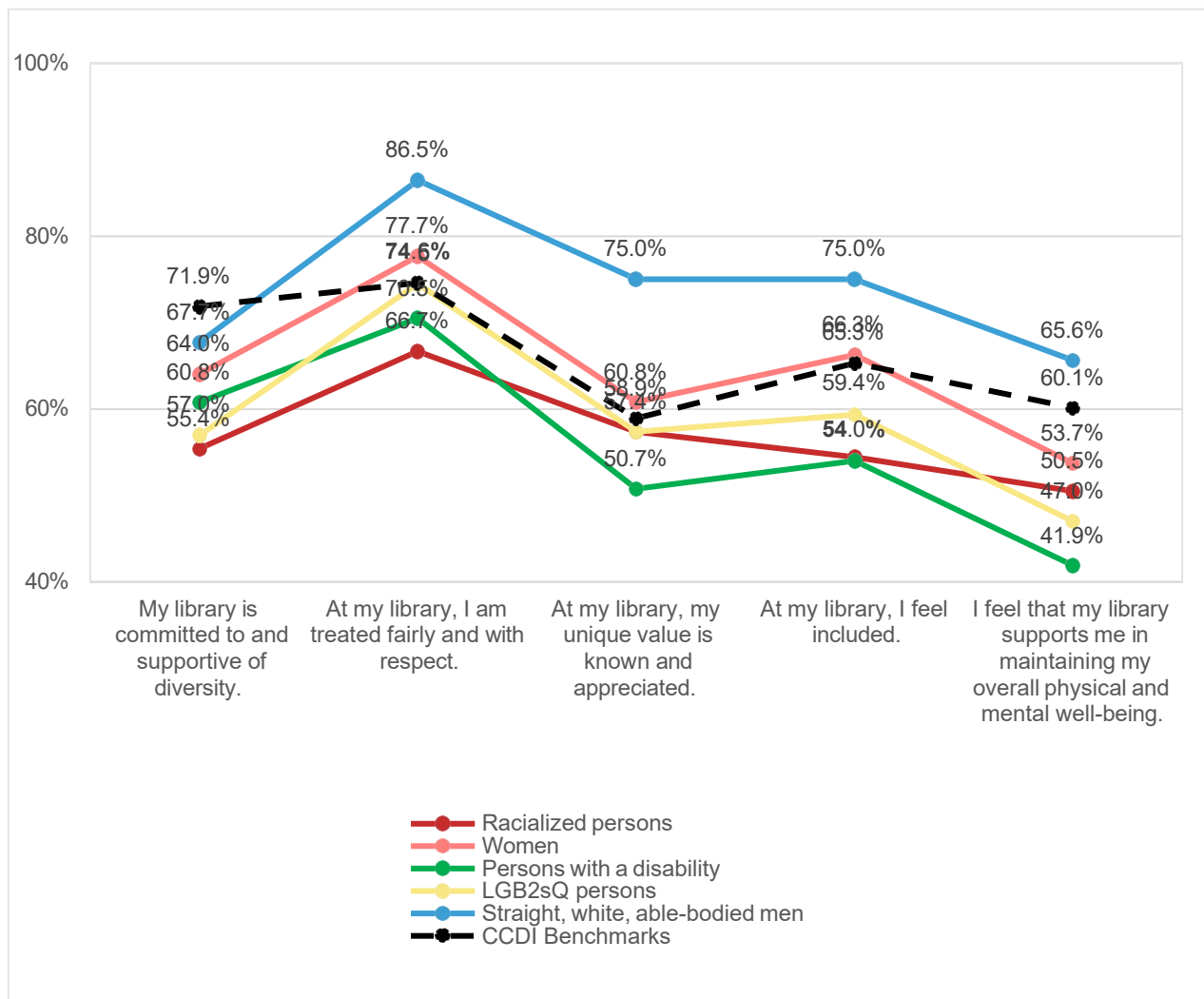


Figure 21: Comparison of baseline inclusion indicators for typically underrepresented groups and SWAM respondents from participating CARL member libraries

Comparison of baseline inclusion indicators by primary role

Figure 22 presents agreement ratings for five baseline inclusion questions based on respondents' primary role at CARL's participating member libraries. Key findings from Figure 22 include:

- » Respondents identifying as Librarians, Archivists and/or Faculty Members have very low to low agreement ratings for all baseline indicators.
 - This group of respondents had the lowest agreement ratings of all primary roles for 4 out of 5 indicators.
- » Respondents identifying as Senior Leaders have moderate to very high³² agreement for all five indicators.

³² CCDI Consulting's inclusion benchmark data for the 5 baseline inclusion indicators are compiled from organizations that surveyed with CCDI Consulting from 2018-2020. In total, 62 organizations are included in this dataset for the first 4 inclusion indicators, with 56,812 survey respondents. The fifth baseline inclusion indicator was added in 2019 and 30 organizations with 29,976 respondents are included in this data set. for the fifth inclusion indicator. The organizations that were surveyed consist of organizations in different sectors such as media, healthcare, legal, financial services, tertiary education, municipality, police and retail, to mention a few. The sizes of these organizations vary from 122 employees to 5500 employees. The benchmark statistics represent averages of responses

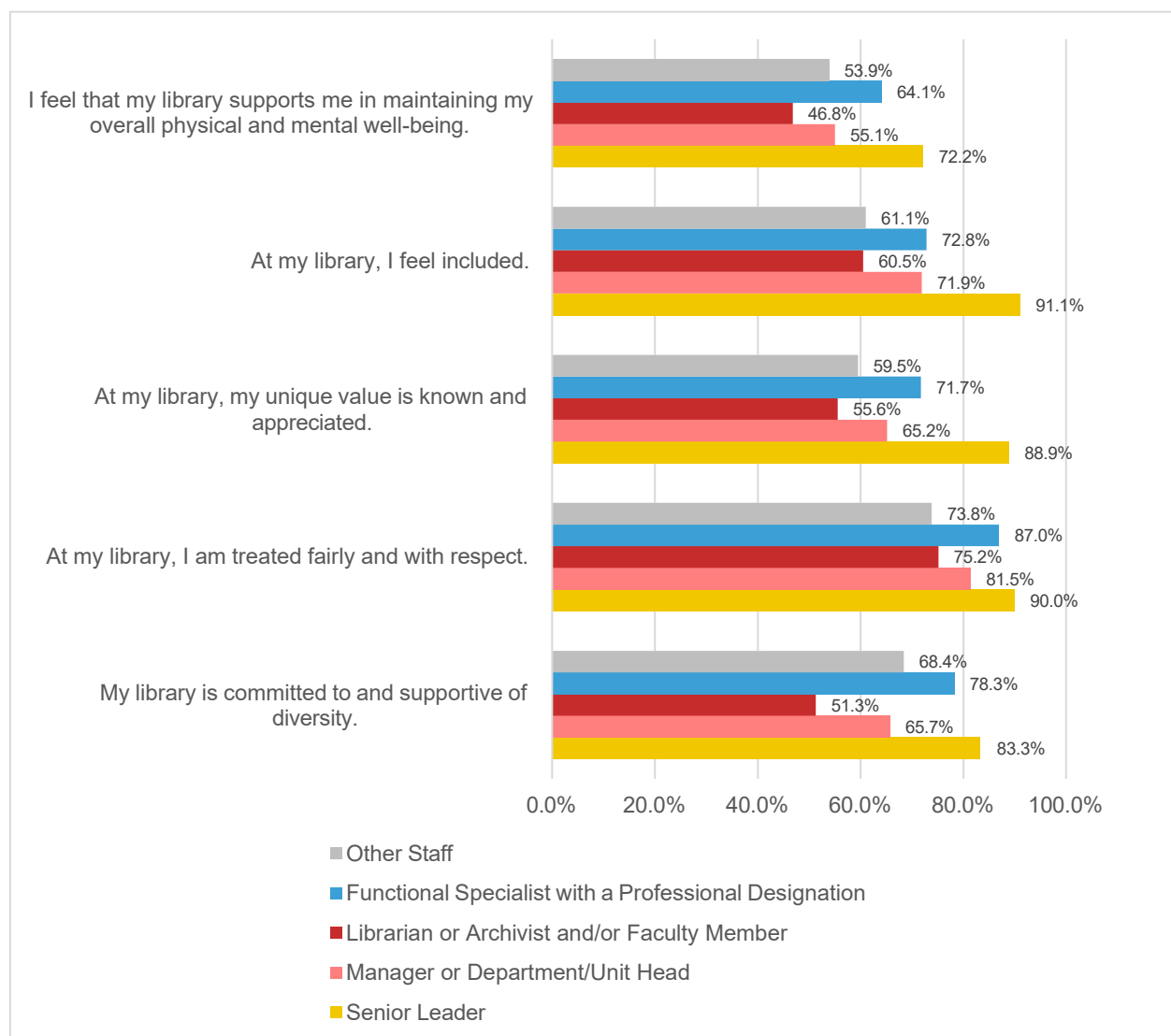


Figure 22: Comparison of baseline inclusion indicators by primary role

Comparison of CARL's baseline indicators with CCDI Consulting's Benchmarks

Figure 23 shows the agreement ratings for CCDI Consulting's five baseline inclusion indicators based on overall perceptions compared to CCDI Consulting's baseline benchmark.³³

³³ CCDI Consulting's inclusion benchmark data for the 5 baseline inclusion indicators are compiled from organizations that surveyed with CCDI Consulting from 2018-2020. In total, 62 organizations are included in this dataset for the first 4 inclusion indicators, with 56,812 survey respondents. The fifth baseline inclusion indicator was added in 2019 and 30 organizations with 29,976 respondents are included in this data set. for the fifth inclusion indicator. The organizations that were surveyed consist of organizations in different sectors such as media, healthcare, legal, financial services, tertiary education, municipality, police and retail, to mention a few. The sizes of these organizations vary from 122 employees to 5500 employees. The benchmark statistics represent averages of responses.

- » Participating CARL member libraries' agreement ratings are higher than CCDI Consulting's Benchmark for two of five baseline indicators.
 - These indicators assess feelings of being treated fairly and having one's unique value appreciated.
- » Participating CARL member libraries' agreement ratings are lower than CCDI Consulting's Benchmark for two of five baseline indicators.
 - These indicators assess organizational commitment to diversity and support in maintaining well-being.

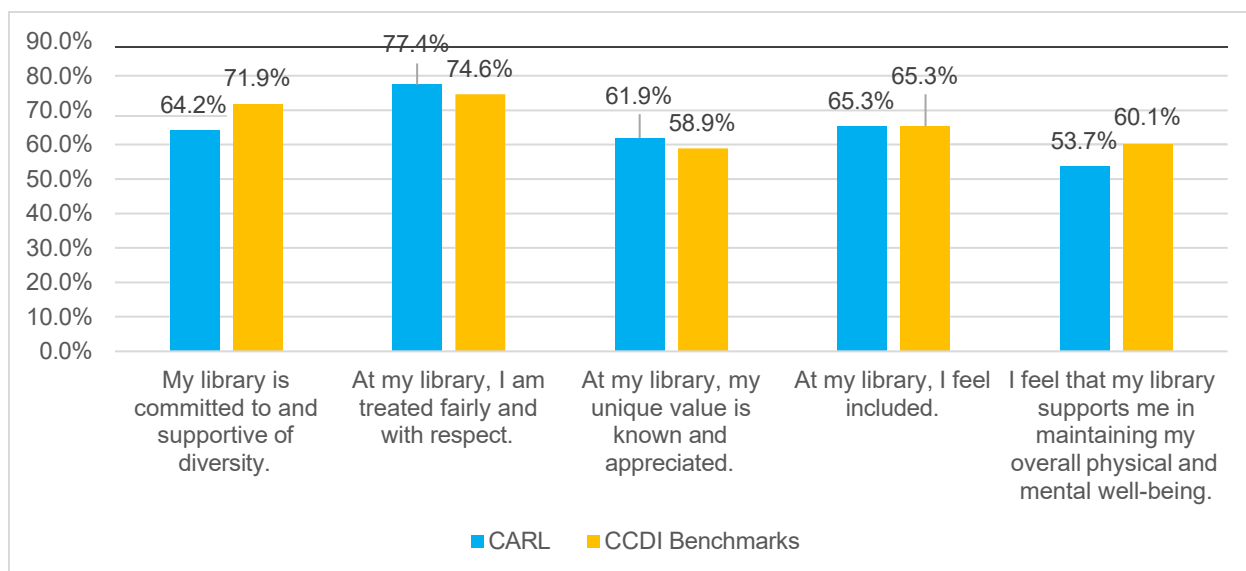


Figure 23: Comparison of participating CARL member libraries' baseline inclusion indicators with CCDI Consulting's Benchmark

Comparison of inclusion indicators by region

Figure 24 compares the agreement ratings for inclusion indicators by region of CARL's participating member libraries. For the purposes of reporting, we have compared the inclusion indicators with the two highest and two lowest average agreement ratings, as opposed to all 13 inclusion indicators. Key findings from Figure 24 include:

- » Respondents from National member libraries reported the highest agreement ratings for each of the four indicators.
 - This group reported high agreement ratings with indicators assessing whether inappropriate comments are tolerated at their member library and whether one is treated fairly and with respect.
- » Respondents from member libraries in British Columbia reported very low agreement ratings for the indicator assessing whether employees at their member library have opportunity to advance regardless of personal factors.
 - This group reported the lowest agreement rating at 44.7%.

- » Respondents from member libraries in Quebec reported very low agreement ratings for the indicator assessing perceptions of support for physical and mental well-being.
 - This group reported the lowest agreement rating at 42.3%.

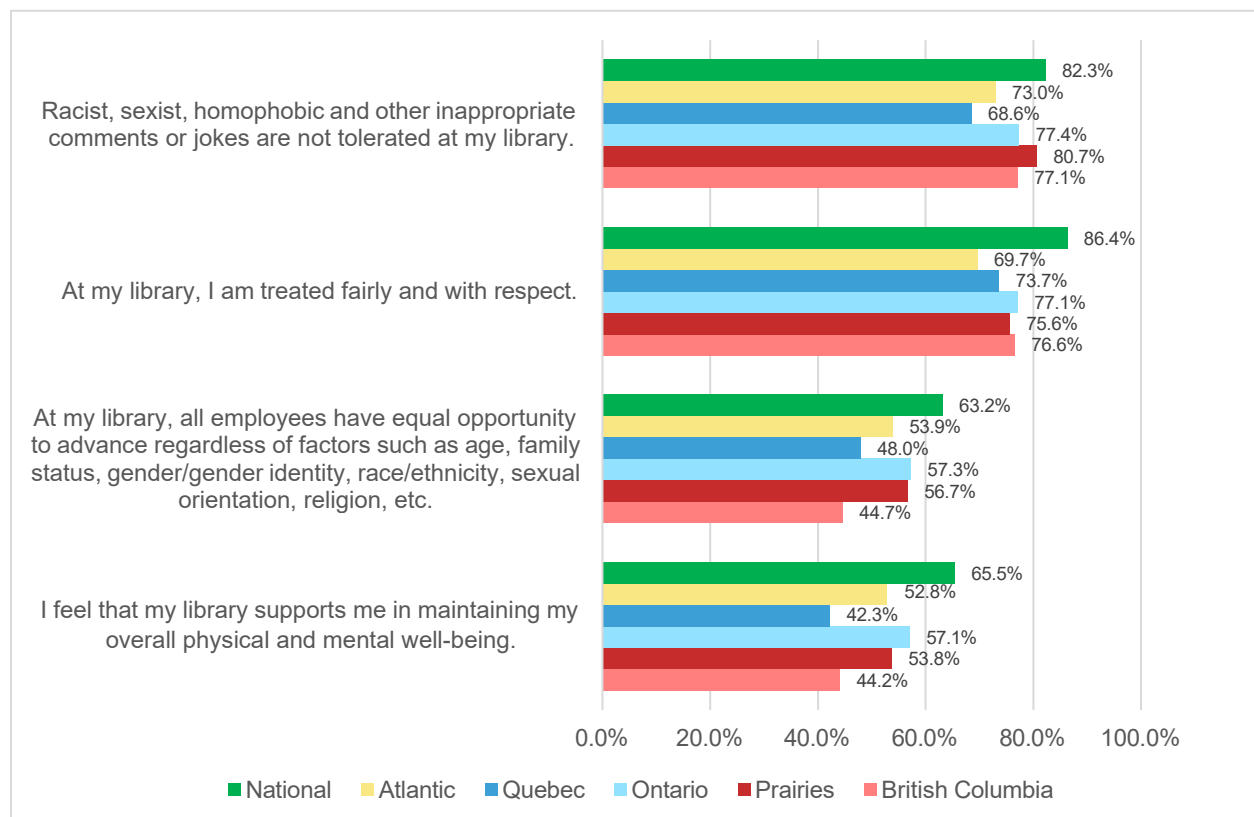


Figure 24: Comparison of top two and bottom two inclusion indicators by region

Overarching themes and
comments

Key issues and themes

This section aims to synthesize key issues and themes from respondents' comments and show the extent to which they align with quantitative findings for the overall results for the aggregate of the participating CARL member libraries.

Accommodations, flexibility and workplace support

Some respondents' comments indicated a desire for more workplace supports, or continued flexibility as the COVID-19 pandemic progresses. Examples of feedback include:

- » *"There are limited avenues for accommodation, though this has expanded during the pandemic. It would be helpful to look at how other fields that are further ahead of us approach accommodation and inclusion. It would also help to approach work with more creativity and flexibility."*
- » *"Prioritize a flexible work-week that allows work from home ... having the option to work from home where I am comfortable would be really beneficial to my overall health."*
- » *"I am lucky to have an understanding supervisor, but my library did not accommodate those of us that had to come in to work during the Covid-19 pandemic. We were constantly anxious coming into work, and though accommodations were promised, none were granted. We were not listened to and at times silenced when bringing up concerns. We became uncomfortable speaking out as some had been treated badly after having done so."*

Some respondents' comments highlighted difficulties in obtaining accommodations and leave for personal reasons such as bereavement, childcare or mental illness. Examples of feedback include:

- » *"If I ask for any special accommodation [sic], I feel like other people think I'm getting special treatment which can harbour ill feelings and resentment. It doesn't help that I feel guilty anyway, enough for all of them. But it's just hard to ask for another day off or that I'm not feeling well enough to come in."*
- » *"I have seen colleagues go through the accommodation process and it is very difficult and I have seen colleagues be denied accommodations who I would consider to be in similar circumstances as I am."*
- » *"I currently have flexibility to work from home, that makes caring for dependents viable without formal accommodation; that is a consequence of COVID-10 [sic], not an employer-initiated policy or benefit. Whether this will continue is not yet clear."*

Many comments related to accommodations and flexibility came from respondents who identified as living with disabilities or having caretaking responsibilities.

Quantitative findings on accommodations, flexibility and workplace support for well-being

Figure 25 below presents the agreement ratings of respondents who identified as persons with a disability for the inclusion indicators of workplace flexibility, support for employee well-being, and career impact of leave. Key findings include:

- » Overall agreement ratings for perceptions of flexibility, support for well-being and impact of leave on career are low to very low amongst respondents.
- » Respondents identifying as living with a disability and not receiving accommodations reported the lowest agreement for all three indicators.
 - These respondents reported lower agreement than the CARL population overall.
- » Respondents identifying as persons receiving accommodation for a disability reported low to moderate agreement ratings for all three indicators.
 - These respondents reported higher agreement than the CARL population overall.
- » Persons identifying as living without a disability reported notably higher agreement than persons with a disability for all three indicators.
 - There is a difference of 16-17% between these groups.

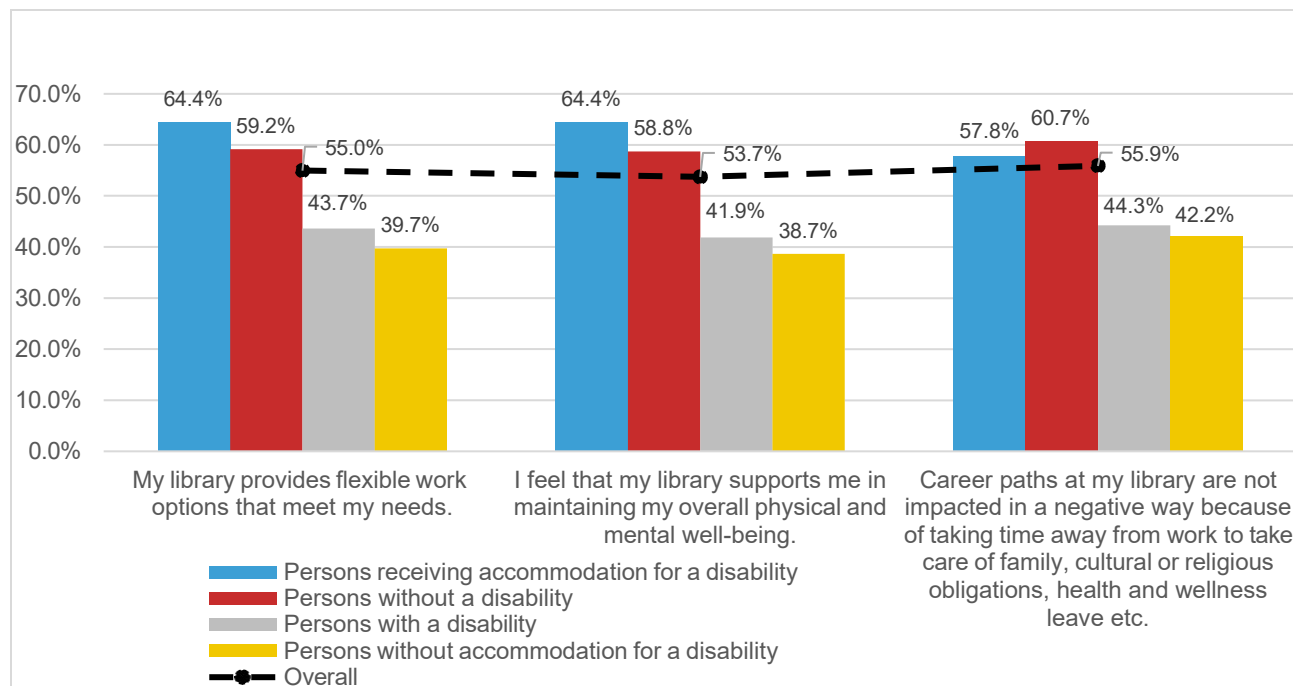


Figure 25: Agreement ratings of respondents who identified as persons with a disability for inclusion indicators

Harassment and discrimination

Many respondents' comments describe witnessing and experiencing harassment, discrimination and bullying, especially from senior leadership. Some respondents reported having been bullied

due to gender, race, disability, language competence, union involvement and perceived ability to perform job-related duties. Examples of respondents' feedback include:

- » *"My library should be dealing with teambuilding and bullying more quickly and more effectively. They should also not penalized [sic] the person being bullied (not given work or professional development opportunities, having merit pay docked, being perceived as the problem person when the bullies are in fact the problem)."*
- » *"I have experienced a public humiliation in the form of a comment on my gender (it was a comment on my appearance) at the most senior level of my university [Personally Identifying Information removed]."*
- » *"I feel that regardless of official policies, senior staff and administration does not adequately support or even believe staff that have suffered harassment or abuse from either patrons or other staff as it is ultimately inconvenient for them."*

Respondents reported that senior leaders demonstrate behaviours that do not promote an inclusive and respectful workplace, and in some cases, no consequences are evident. Examples include:

- » *"Strong policies about bullying. Bullying does not always occur in tandem with overt discrimination. Bullying can occur by senior management and there is very little, it seems, that can be done about it."*
- » *"Our senior leadership contains several bullies, but I wouldn't say they particularly target equity-seeking groups."*
- » *"There is a large gap between the library's leadership/management and colleagues. Colleagues are supportive. Leadership pretends to care about things like work-life balance/diversity/morale, but in fact bullying is endemic, as is disrespect. Several library leaders engage in it."*

Quantitative findings on harassment and discrimination

Figure 26 below presents agreement ratings among typically underrepresented groups for the inclusion indicators relating to harassment and discrimination.

Key findings from Figure 26 are:

- » Respondents identifying as Indigenous persons reported the highest agreement rating for both indicators assessing feelings related to harassment and discrimination.
- » Respondents identifying as racialized persons, women, persons with a disability and LGB2sQ+ persons reported very low agreement ratings for the indicator assessing comfort in seeking assistance for discriminatory behaviour.
 - Racialized persons reported the lowest agreement at 48.5% for this same indicator.

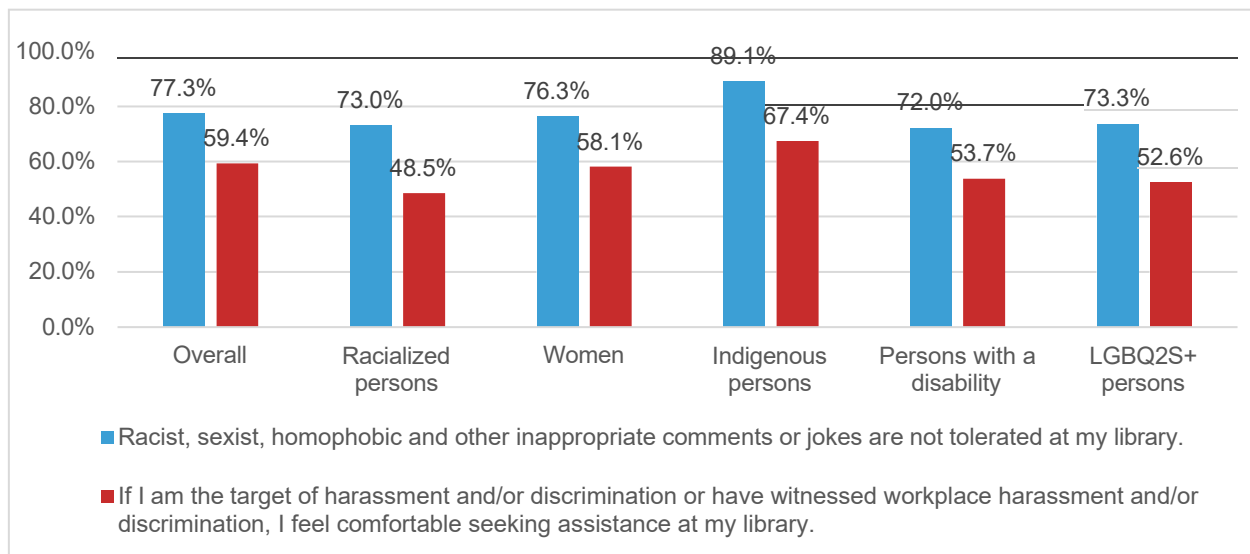


Figure 26: Agreement ratings among typically underrepresented groups for the inclusion indicators relating to harassment and discrimination

Leadership and management

In addition to findings in the previous section on harassment and discrimination, respondents' written feedback on leadership and management indicates low perception of leadership's ability to foster an inclusive and respectful workplace at participating CARL member libraries.

Some examples of respondent comments include:

- » "At my library, I have seen senior leadership being biased and use their privilege to provide favors to those they consider their allies."
- » "In my library, senior leaders know about equity issues but do not act. If they do act, it is only superficial."
- » "Examine library middle/senior management culture. In my view, it is toxic, resistant to change/self-reflection & rife with 'add-on management'..."
- » "At my library, the senior administration has created and fostered a highly toxic environment for those who are wishing to create a more diverse and inclusive workspace and workplace."
- » "My library needs to listening to [sic] and respecting [sic] employees. Middle-management intentionally, or not, exhibits behaviors that lead to a toxic workplace."

Comments indicate a perceived disconnect between communication around IDEA values and related actions performed by leaders, suggesting a lack of commitment.

Examples include:

- » "My impression is that the library where I work wants to be a supportive and non-racist place of employment and there are a lot of words to this effect. However, I haven't seen much/any action behind these words from our leadership."

- » *“Although I feel some members of my library's senior administration are working towards greater EDI practices, I don't think that is true of all members of senior administration ... There's a lot of 'show' but I wouldn't say we've started doing any deep reckoning or reconfiguration of the workplace, the environment, practices, policies etc.”*
- » *“I feel like library leadership only cares about the optics of diversity/equity/inclusion initiatives but don't actually care to do anything that confronts the structural inequities that they actively uphold and benefit from.”*
- » *“Senior library leadership's rhetoric around EDI is seldom substantiated by action.”*

Quantitative findings on leadership and management

Figure 27 below presents perceptions of leadership and management's awareness of IDEA issues, and ability to foster respect and inclusion at participating CARL member libraries.

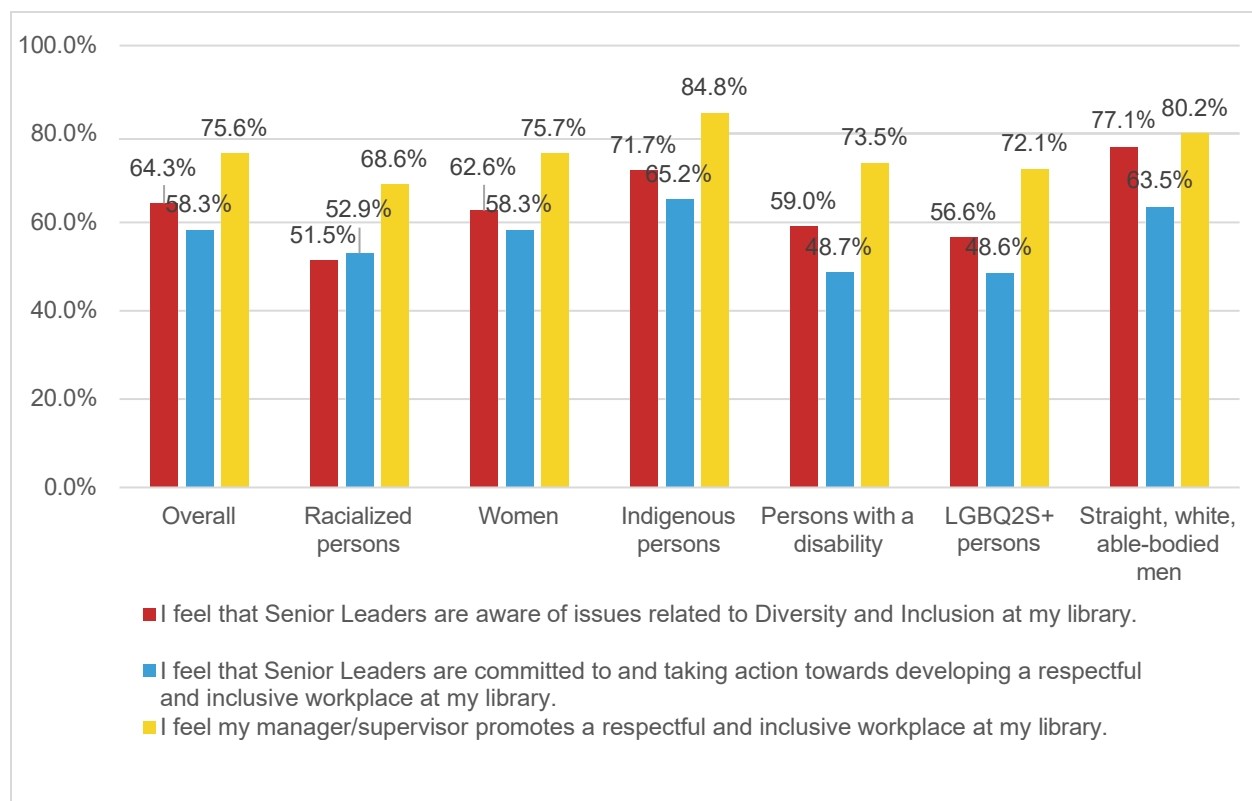


Figure 27: Perceptions of leadership and management's awareness of IDEA issues and ability to foster respect and inclusion at participating CARL member libraries

Key findings from Figure 27 are:

- » Respondents identifying as Indigenous persons reported the highest agreement ratings for all three inclusion indicators related to leadership behaviours.
- » Respondents identifying as racialized persons reported the lowest agreement ratings for the indicator related to senior leader awareness.

- There is a difference of 12.8% between overall agreement and that of racialized respondents.
- » Respondents reported low to very low agreement for the indicator related to senior leader commitment to action.
 - Those identifying as persons with a disability and LGB2sQ+ persons reported the lowest agreement (48.7% and 48.6%, respectively).

Equitable opportunities and talent management

Written feedback about talent management and equitable opportunities indicates barriers to hiring and advancement based on gender, race and perceived linguistic competence. Some comments suggest there are issues with favouritism and pay equity.

Examples include:

- » *“Both the hiring and promotions process could be reformed to be less intimidating for individuals with a variety of personal circumstances, backgrounds and life experiences.”*
- » *“Changes in hiring practices are needed in order to ensure people with visible differences are included but also those who have different values and approaches.”*
- » *“Ethnicity may not have an impact on hiring, but ability with languages may have an impact on career progression, and ethnicity sometimes affects ability to speak English and/or French.”*
- » *“Perhaps this will be covered in a future survey, but I believe that this survey missed an opportunity to address salary and wages ... Clearly, there is evidence that pay is an issue with equity and inclusion in CARL.”*

Some respondents shared examples of discriminatory hiring practices while, others indicated an inability to advance in their career due to barriers of experience and educational requirements.

Examples include:

- » *“Personally, I've hit a dead-end of where I can progress in my organization because I do not have an MLIS. I've been in the library field for almost 10 years but missing the MLIS limits my power to 1) apply for higher leadership positions despite my performance and 2) stay in my job as when post-secondary cuts come, the MLIS certainly protects staff that have it.”*
- » *“Please develop a strong process for non-discriminatory hiring practices. Questions like being able to advance are moot if you don't get hired in the first place.”*
- » *“There is a lot of talk at our library about EDI and some small changes in the works, but some of our hiring practices make it difficult to recruit a more diverse workforce, especially for heads and administrators. Hiring policy decisions are made with little to no input from non-administrative librarians.”*
- » *“No matter how hard you try to apply for jobs with higher rank and better pay, opportunities only stop at the maximum interview level and often given to main stream [sic] people. We can only stay in low rank jobs without hope of climbing up the ladder.”*

Quantitative findings on equitable opportunities and talent management

Figure 28 below presents results for the indicator assessing equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, or religion. The specific wording of the inclusion indicator is “At my library, all employees have equal opportunity to advance regardless of factors such as age, family status, gender/gender identity, race/ethnicity, sexual orientation, religion, etc.”

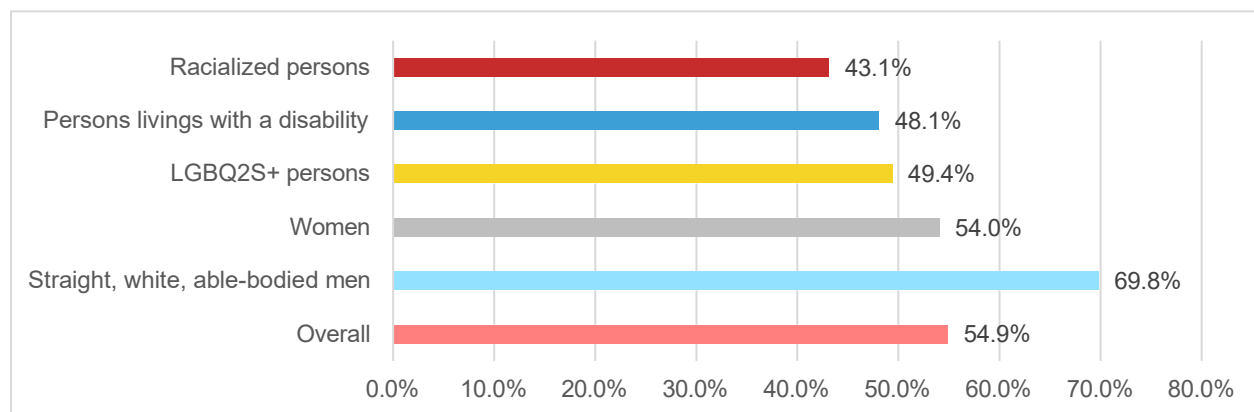


Figure 28: Agreement ratings among typically underrepresented groups for the indicator relating to equitable access to opportunities

Key findings from Figure 28 are:

- » All typically underrepresented groups report a very low agreement ratings for this indicator.
 - Racialized persons reported the lowest agreement, with a difference of 11.7% from the overall population.

General comments and suggestions

Examples of general feedback and suggestions include:

- » “Libraries/archives/museums play an important role in representation, and in preserving knowledge and memory. Often they serve a diverse local and global communities [sic]. Thus, diversity needs to be factored in via the work the library/archives/museums undertake.”
- » “Over the 30+ years I’ve worked in my library the diversity of the staff has diversified immensely. We are going in the right direction. We better reflect the real world now but we still have a ways to go.”
- » “It’s sometimes hard to address micro-aggressions [sic] and the subtle hostilities that may occur over an extended period of time. In that regard, it’s a long game to shift employees’ self awareness, through one on one discussions, training, and changing organizational culture.”

Potential IDEA areas of focus

Written feedback and quantitative findings suggest that participating CARL member libraries may wish to focus on improving the following areas:

- » Review provision of accommodation, flexibility and leave for employees.
- » Address issues of racism, sexism, ableism and bullying being experienced in the workplace.
- » Improve confidence in the conflict management system at participating CARL member libraries, especially comfort levels when reporting harassment and discrimination.
- » Reduce systemic barriers to advancement and inequitable talent management practices faced by typically underrepresented groups.
- » Improve perceptions of leaders' commitment to a respectful and inclusive workplace.
- » Invest in increasing leaders' and managers' capacity to foster respect and inclusion in the workplace.
- » Provide IDEA training to increase awareness and ability to promote a respectful and inclusive workplace.

Opportunities

Recommendations

The following recommendations for improvement have been developed based on survey findings of the overall results of the participating CARL member libraries. As has been discussed in this report, each member library will be facing unique circumstances and the individual member library results should be reviewed before making any decisions regarding IDEA related tactics. We further recognize that some of the best practices reflected below may have been started or be in place at certain participating institutions.

Harassment and discrimination

Opportunity: To assess employees' comfort in seeking assistance related to issues of harassment and/or discrimination, and to identify potential inequities in the process.

Recommended actions:

- » Conduct anonymous focus groups to collect employees' feedback about harassment and discrimination issues and the conflict management systems being used amongst CARL member libraries. Anonymous data collection methods provide a safe space for employees to share their lived experiences.
- » Review and update policies and procedures relating to harassment and discrimination. Include wording on how such issues will be handled if the conduct of a member library leader or manager is inappropriate.
- » Provide training to member library staff on harassment, discrimination, and bullying.
 - Assess leaders'/managers' understanding of harassment, discrimination and microaggressions.
 - Provide training to leaders and employees on how to identify and address issues of harassment, discrimination, and bullying that are often ignored.
 - Special attention may be paid to harassment, discrimination, and bullying targeted to persons with a disability, LGB2sQ+ persons, and racialized persons; as well as across roles and targeted to non-leaders.

Accommodation, flexibility, workplace support and wellbeing

Opportunity: To increase awareness of appropriate accommodations and available workplace supports and improve employees' comfort when requesting support.

Recommended actions:

- » Review and update policies for ensuring work-life integration, such as accommodations and flexible work supports for employees with disabilities and dependant caregiving responsibilities.
 - Identify potential equity gaps in terms of employees with intersecting identities who may not have availability of supports, access to supports, and/or may feel uncomfortable requesting supports.

- Develop/review communication policies that provide information to employees on the availability of supports and how to seek/request such supports to develop awareness of supports among staff.
- » Initiate a communications campaign relating to managing physical well-being and mental health and increasing awareness of available supports for employees.
- » Provide training to leaders, managers and HR staff on meeting the accommodation and work-life flexibility needs of employees.
 - Consider specialized training for leadership and HR teams to increase awareness and understanding of different forms of disabilities as well as dependant care responsibilities, and the available supports that may be provided.
 - Assess leaders', managers' and HR's understanding of the accommodation request approval process.
 - Provide training on how to handle accommodation requests.

Leadership and management

Opportunity: Increase accountability for IDEA and develop capacity to incorporate IDEA practices into leadership roles.

Recommended actions:

- » Establish accountability metrics for leaders and managers.
 - Include IDEA accountability measures in job descriptions for leaders.
 - Incorporate questions relating to IDEA into performance evaluation and feedback processes.
- » Engage member library leaders and managers in formal and informal IDEA learning and development opportunities.
 - Recommended topics include respectful workplace practices, managing bias in hiring and people management, cultural competence, race relations and inclusive leadership.
 - Publicly available [resources](#) and [toolkits](#) are also available on Canadian Centre for Diversity and Inclusion's website that may be of assistance.

Equitable opportunities and talent management

Opportunity: To improve transparency and foster trust in talent management practices. This includes access to ongoing learning and advancement opportunities, especially among typically underrepresented groups.

Recommended actions:

- » Review policies and practices related to hiring, promotion and advancement to reduce barriers for various identity groups, especially for typically underrepresented groups.
 - Establish specific career progression paths with quantifiable scores for promotions and/or advancement to minimize bias. These career progression paths should also be clearly communicated to all employees.

- Implement an initially blind recruiting/advancement process and apply a rubric with quantifiable scores to assess candidates.
- The [Global Diversity, Equity and Inclusion Benchmarks \(GDEIB\)](#) from The Centre for Global Inclusion is a valuable resource for incorporating an equity lens into various processes and policies.
- » Create mentorship and/or high-potentials programs for persons from typically underrepresented groups.
- » Communicate about the succession planning approach/framework to employees to clarify how talent management decisions are made at the individual member library.
 - This transparent approach to talent management should include promotion opportunities, work assignments, development programs, and metrics on advancement.
 - Disclose criteria and selection details for opportunities.
- » Complete an audit of the performance feedback process to identify potential areas of bias and consider incorporating a review and feedback process, if not already in place.
- » Educate hiring managers and decision-makers on the impact of biases on talent selection.

Glossary

General terms

Cross-tabulation

A statistical tool that is used to analyze categorical data. It compares the counts for variables of interest to understand how these variables are related to each other. For example, cross-tabulating gender with place of work provides counts for each subcategory - counts of men in Alberta vs. women in Alberta, counts of men in Ontario vs counts of women in Ontario, etc. This technique will allow us to investigate potential concentrations or absences of each demographic based on employment categories like role and place of work. Cross-tabulation is also referred to as cross-referencing in the report.

PNTA

Prefer Not to Answer.

Positive response rate

The percentage of responses who selected “Strongly agree” or “Agree” for an inclusion question.

Demographic terms

Gender identity

Cisgender

A term used to describe a person who’s gender identity matches the sex they were assigned at birth.

Intersex

A term used to describe a person who is born with a reproductive or sexual anatomy that doesn’t necessarily fit the typical definitions of female or male.

Not Specified Above

This option was provided for those who did not identify by any of the survey options provided.

Trans - Female to Male (also known as Trans Man)

A person who is assigned female at birth, but identifies as male. This person may or may not have undergone gender reassignment surgery, but may (or may not) present as male on a day-to-day basis.

Trans - Male to Female (also known as Trans Woman)

A person who is assigned male at birth, but identifies as female. This person may or may not have undergone gender reassignment surgery, but may (or may not) present as female on a day-to-day basis.

Two-spirit

A term used by some Indigenous peoples who identify as Trans in some way. Two-spirit can be a Gender Identity and/or a Sexual Orientation.

Place of Origin

Newcomer

A person who was not born in Canada.

Sexual orientation

Asexual

A person who has little or no sexual attraction or desire.

Bisexual

A person of any gender who is attracted, sexually or romantically, to both men and women.

Gay

A person who is attracted, sexually or romantically, to people of the same gender. This term is generally used by men who are attracted to men; however, some women choose to identify with it, particularly those of older generations.

Heterosexual

A person who is attracted, sexually or romantically, to people of the opposite gender.

Lesbian

A woman who is attracted, sexually or romantically, to people of the same gender or gender identity.

LGB2sQ+

An initialism representing people who are lesbian, gay, bisexual, two-spirit, and queer. The '+' sign is intended to be a reminder that there are more identities under the LGB2sQ+ initialism, such as asexual, pansexual, and questioning, that are not represented in the initialism.

Not Specified Above

This option was provided for those who did not identify by any of the survey options provided.

Pansexual

A person who does not limit their sexual attraction to people of a specific sex, gender, or gender identity.

Queer

An umbrella term for sexual and gender minorities who are not heterosexual, nor cisgender.

Questioning

A person who is unsure of or is exploring their sexual identity, or who does not wish to label their sexual orientation.

Appendices

Appendix A: Data analysis

Cross-tabulations

The main form of data presentation and analysis in the report is through graphs based on cross-tabulations. A cross-tabulation is the measurement of the association between two variables, and it investigates how much the distribution of one variable differs according to the various levels of another variable. The examples below show the association between gender and leadership status.

Measuring the effect of workplace demographics

The main function of the first type of graph in the “key findings” section is to describe the demographic make up of workplace categories. These graphs show percentage distributions of personal demographics within workplace demographics (e.g. how many Senior Managers are women vs. how many Senior Managers are men). We use this method of data presentation to see if there are concentrations of specific groups that we can compare across roles. For example, as seen below, 51.0% of those in Leadership are male, while 7.4% of those that are non-Leadership are male.

Examples of this type of graph include:

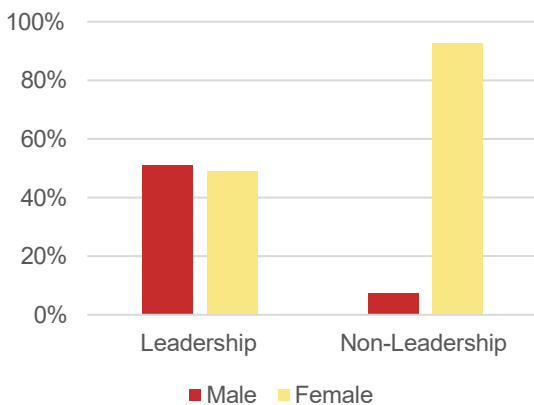


Figure 30: Example of Gender by Leadership Status.

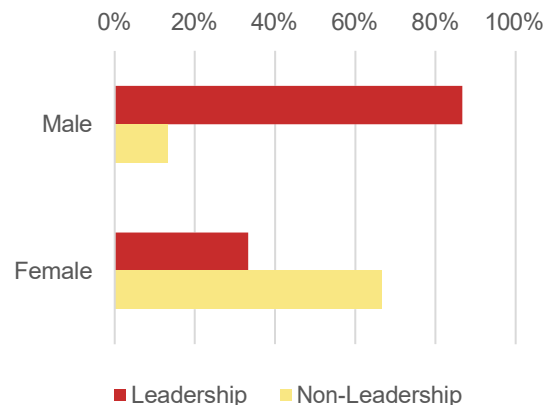


Figure 29: Example of Leadership Status by Gender.

Measuring the effect of personal demographics

The main function of the second type of graph is to see if there are concentrations or omissions that can be compared across personal demographics, such as gender. These graphs show percentage distributions of workplace demographics within personal demographics (e.g. the proportion of women who selected Senior Manager vs. the proportion of women who selected non-Manager). In this example, we can assess how males and females vary in their Leadership status, exposing potential gender-based differences in representation.

Thematic analysis of survey comments

To analyze the survey's verbatim comments, we implement thematic analysis, a widely-used, cross-disciplinary qualitative method that identifies important themes based on patterns across a data set.³⁴

First, we read through all comments and group them according to themes. We select themes based on their prevalence in the data, provided that they are related to IDEA, such as discussion of bias or barriers faced in the workplace. We then create a percentage rate for how often each theme appears relative to all the comments, so that we can identify which are the most common. Note that percentages are related to unique comments. This means that if a comment mentions lack of diversity in leadership in different ways, we only count it once for that theme.

We use thematic analysis here because it is often difficult to draw conclusions from specific comments. However, many comments mention very similar issues, and these are useful to identify in order to understand shared sentiments at participating CARL member libraries. Overall, thematic analysis allows us to go into detail while still providing a synthesis of significant findings in the data.

³⁴ V. Braun and V. Clarke, "Using thematic analysis in psychology", *Qualitative Research in Psychology* 3:2 (2006), p77-101.

Appendix B: Demographic representation

The following is a breakdown of the demographic representation of each of the 13 diversity dimensions collected as part of the CARL Diversity Census and Inclusion Survey.

Response rate of <5 is represented as 'N'. Response rate of zero is represented as '0'.

Highest level of education attained	Responses	Percentage
Master's degree (e.g. M.L.I.S., M.A., M.Sc., M.Ed.)	699	53.81%
Bachelor's degree	281	21.63%
Diploma or certificate from technical or vocational school, community college, business college or University	172	13.24%
Doctorate degree (e.g. Ph.D., D.Sc., D.Ed.)	62	4.77%
Secondary (High) school diploma or equivalent	52	4.00%
Professional degree	15	1.15%
Prefer not to answer	15	1.15%
No certificate, diploma or degree	N	0.00%

Highest level of education was obtained in Canada	Responses	Percentage
Yes	1175	90.66%
No	110	8.49%
Prefer not to answer	11	0.85%

Highest level of education is being used in current work or placement	Responses	Percentage
Yes	1018	78.55%
No	246	18.98%
Prefer not to answer	32	2.47%

Language proficiency when conducting work-related tasks	Responses	Percentage
English only	686	52.81%
English and French only	388	29.87%
English and one or more other language(s)	126	9.70%
English and French and one or more other language(s)	76	5.85%
Spanish	48	3.70%
German	32	2.46%
Italian	26	2.00%
Chinese (Mandarin)	19	1.46%
French only	17	1.31%
Russian	16	1.23%
Not specified above	16	1.23%
Chinese (Cantonese)	15	1.15%
Japanese	13	1.00%
Arabic	9	0.69%
Portuguese	7	0.54%
Polish	7	0.54%
Korean	7	0.54%
Hebrew	7	0.54%
Croatian	6	0.46%
Punjabi	6	0.46%
Ukrainian	6	0.46%
Serbian	5	0.38%
French and one or more other language(s)	N	0.00%
North American Indigenous Languages (e.g. Algonquian, Athabaskan, Inuktitut, Iroquoian)	N	0.00%
Dutch	N	0.00%
Bulgarian	N	0.00%

Czech	N	0.00%
Danish	N	0.00%
Finnish	N	0.00%
Chinese (Other)	N	0.00%
Catalan	N	0.00%
Hindi	N	0.00%
Gujarati	N	0.00%
Greek	N	0.00%
Farsi (Persian)	N	0.00%
Macedonian	N	0.00%
Norwegian	N	0.00%
Romanian	N	0.00%
Swahili	N	0.00%
Jamaican Patois	N	0.00%
Malayalam	N	0.00%
Pashto	N	0.00%
Vietnamese	N	0.00%
Urdu	N	0.00%
Tamil	N	0.00%
Tagalog	N	0.00%
Slovak	N	0.00%
Slovene	N	0.00%
Yiddish	N	0.00%
Swedish	N	0.00%
Turkish	N	0.00%
Sinhala	N	0.00%
Prefer not to answer	N	0.00%
Languages related to sensory disability (e.g. American Sign Language or Langue des signes Québécoise, etc.)	0	0.00%

Afrikaans	0	0.00%
Assyrian languages (Akkadian, Sumerian, Aramaic)	0	0.00%
Albanian	0	0.00%
Estonian	0	0.00%
Bengali	0	0.00%
Creole	0	0.00%
Gaelic	0	0.00%
Hungarian	0	0.00%
Latvian	0	0.00%
Lithuanian	0	0.00%
Ilocano	0	0.00%
Kannada	0	0.00%
Lao	0	0.00%
Shanghainese	0	0.00%
Twi	0	0.00%
Somali	0	0.00%
Wolof	0	0.00%
Yoruba	0	0.00%

Age by generation	Responses	Percentage
Generation X	476	36.64%
Millennials / Generation Y	458	35.26%
Baby Boomer	190	14.63%
Prefer not to answer	171	13.16%
Traditionalist	0	0.00%
Generation Z	N	0.00%

Disability status	Responses	Percentage
No	909	69.98%
Yes	339	26.10%
Prefer not to answer	51	3.93%

Disability type	Responses	Percentage
Mental Health condition (e.g. schizophrenia, depression, anxiety)	212	62.54%
Chronic condition (e.g. epilepsy, cystic fibrosis, diabetes, multiple sclerosis)	85	25.07%
Learning disability (e.g. dyslexia, attention deficit hyperactivity disorder (ADHD))	61	17.99%
Sensory disability (e.g. hearing or vision loss)	35	10.32%
Addiction (e.g. alcohol, drugs, gambling)	19	5.60%
Prefer not to answer	18	5.31%
Physical disability (e.g. cerebral palsy, spinal cord injury, amputation)	17	5.01%
Developmental disability (e.g. autism, Down syndrome)	16	4.72%
Not specified above	14	4.13%

Receiving accommodation for disability	Responses	Percentage
No	287	84.66%
Yes	45	13.27%
Prefer not to answer	7	2.06%

Dependant care status	Responses	Percentage
No	810	62.36%
Yes	460	35.41%
Prefer not to answer	29	2.23%

Dependant type	Responses	Percentage
Child or children under 18 years of age	345	75.00%
Child or children 18 years of age or over	73	15.87%
Parent(s) or grandparent(s)	69	15.00%
Partner/Spouse	53	11.52%
Dependant(s) with disabilities	22	4.78%
Immediate family member (other than child or elder)	14	3.04%
Friend	N	0.00%
Not specified above	N	0.00%
Prefer not to answer	N	0.00%

Receiving accommodation for dependant care	Responses	Percentage
No	336	73.04%
Yes	116	25.22%
Prefer not to answer	8	1.74%

Indigenous/Aboriginal identity	Responses	Percentage
No	1236	95.15%
Yes	46	3.54%
Prefer not to answer	17	1.31%

Indigenous/Aboriginal ancestry	Responses	Percentage
Métis	23	50.00%
Mixed-race Indigenous or Aboriginal ancestry	12	26.09%
First Nations	8	17.39%
Indigenous or Aboriginal ancestry not included here	N	0.00%
Prefer not to answer	N	0.00%
Inuit	0	0.00%

Birth in Canada	Responses	Percentage
Yes	987	78.77%
No	258	20.59%
Prefer not to answer	8	0.64%

Racial/ethnic identity	Responses	Percentage
Caucasian (White)	1002	79.97%
Asian	108	8.62%
Mixed Race (e.g. for those who do not identify with a single racial / ethnic identity)	41	3.27%
Prefer not to answer	29	2.31%
Black	27	2.15%
Not specified above	17	1.36%
Latin/Hispanic	15	1.20%
Middle Eastern	13	1.04%
Israeli	N	0.00%

Religious/spiritual affiliation	Responses	Percentage
Christian	392	30.18%
I do not have a religious or spiritual affiliation	260	20.02%
Agnostic	202	15.55%
Atheist	199	15.32%
Prefer not to answer	87	6.70%
Spiritual	45	3.46%
Not specified above	25	1.92%
Jewish	21	1.62%
Muslim	21	1.62%
Buddhist	17	1.31%
Pagan	11	0.85%
Aboriginal or Indigenous ways of knowing and living	10	0.77%
Unitarian	6	0.46%
Bahá'í	N	0.00%
Hindu	N	0.00%
Jain	0	0.00%
Rastafarian	0	0.00%
Sikh	N	0.00%
Zoroastrian	0	0.00%

Gender identity	Responses	Percentage
Cis Woman	931	71.67%
Cis Man	264	20.32%
Prefer not to answer	41	3.16%
All Other Genders	39	3.00%
Non-Binary, Gender-fluid, Gender Non-Conforming, or Genderqueer	31	2.39%
Not specified above	24	1.85%
Two-spirit	N	0.00%
Trans Male / Trans Man	N	0.00%
Trans Female / Trans Woman	N	0.00%

Minority gender identity disclosure at work	Responses	Percentage
I am not open about my gender / gender identity at work	25	39.68%
With co-workers	24	38.10%
With your manager / supervisor	21	33.33%
Prefer not to answer	13	20.63%
With library users	12	19.05%

Minority gender disclosure outside of work	Responses	Percentage
With friends	33	52.38%
With family	27	42.86%
Prefer not to answer	15	23.81%
I am not open about my gender / gender identity outside of work	11	17.46%

Sexual orientation	Responses	Percentage
Heterosexual	945	72.75%
LGB2sQ	251	19.32%
Prefer not to answer	96	7.39%
Bisexual	68	5.23%
Queer	39	3.00%
Pansexual	36	2.77%
Asexual	35	2.69%
Gay	34	2.62%
Lesbian	21	1.62%
Questioning	17	1.31%
Not specified above	7	0.54%
Two-spirit	N	0.00%

Minority sexual orientation disclosure at work	Responses	Percentage
I am not open about my sexual orientation at work	145	56.20%
With co-workers	97	37.60%
With your manager / supervisor	77	29.84%
With library users	28	10.85%
Prefer not to answer	14	5.43%

Minority sexual orientation disclosure outside of work	Responses	Percentage
With family	136	52.71%
With friends	183	70.93%
I am not open about my sexual orientation outside of work	52	20.16%
Prefer not to answer	18	6.98%

About CCDI Consulting Inc.

Since 2014, CCDI Consulting has supported Canadian employers facing inclusion, diversity, equity, and accessibility (IDEA) issues in the workplace. CCDI Consulting can help move an employer from beyond compliance requirements to provide solutions that create sustainable and measurable results.

CCDI Consulting is managed by professionals who have practical workplace inclusion, diversity, equity and accessibility experience in a variety of industries and sectors. It leverages its transformative methodology, utilizes data-powered inquiry, and employs a unique integrated organizational management approach to address workplace IDEA challenges.

CCDI Consulting is a six-time winner the of the HR Reporters People's Choice award for Diversity/Equity Consultant.



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