



# Information & Communications Technology Council (ICTC)

## The Inclusive Workplace: Can it Improve Organizational Effectiveness?

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# Today's Workshop

## The Inclusive Workplace – Can it Improve Organizational Effectiveness?

Diversity in the workplace is ever more critical, it is a business imperative - top-down and bottom-up. Inclusive practices in recruitment and retention are essential to attract diverse employees who in turn enhance a company's ability to continue to hire and retain the best and brightest employees from all talent sources. Understanding cultural diversity in the workplace can propel an organization's effectiveness and also better prepare it for growth, mergers and/or acquisitions.





# ICTC Overview

The Information and Communications Technology Council (ICTC) is a not-for-profit organization that conducts research and develops and implements talent solutions to help Canada's digital economy.

## Research

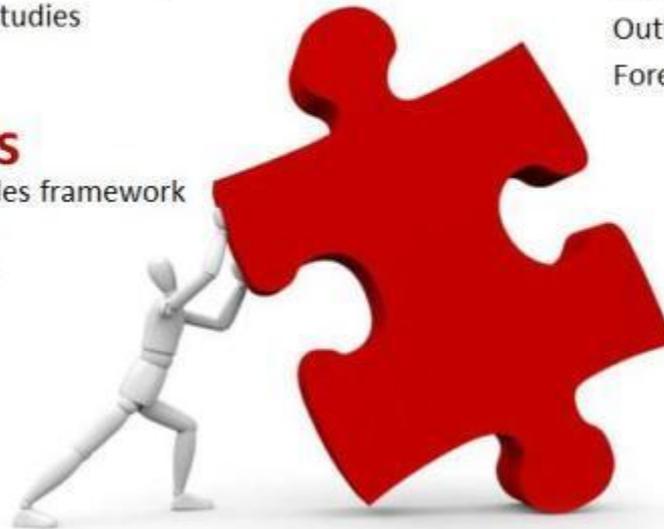
- ICTC's Outlook
- Labour Force Survey
- Sector Studies

## Policy Development

- Digital Literacy Whitepaper
- Diversity & Inclusion Action Plan
- DES Consultation Submission
- Outlook Recommendations
- Foreign Credential Recognition Advisory

## Standards

- ICT Competency Profiles framework
- e-Health Profiles
- e-Finance Profiles



## Talent Programs

- Career Transitions
- Aboriginal Inclusion
- Youth Initiatives
- Career Focus
- Women in IT
- Immigration Initiatives



# ICTC's Talent Initiatives

Develop, implement and support talent solutions for Canada that support attraction and retention of a diverse and inclusive workforce to technology careers, and ensuring this workforce has the right skills and competencies.

## FOCUS ON:

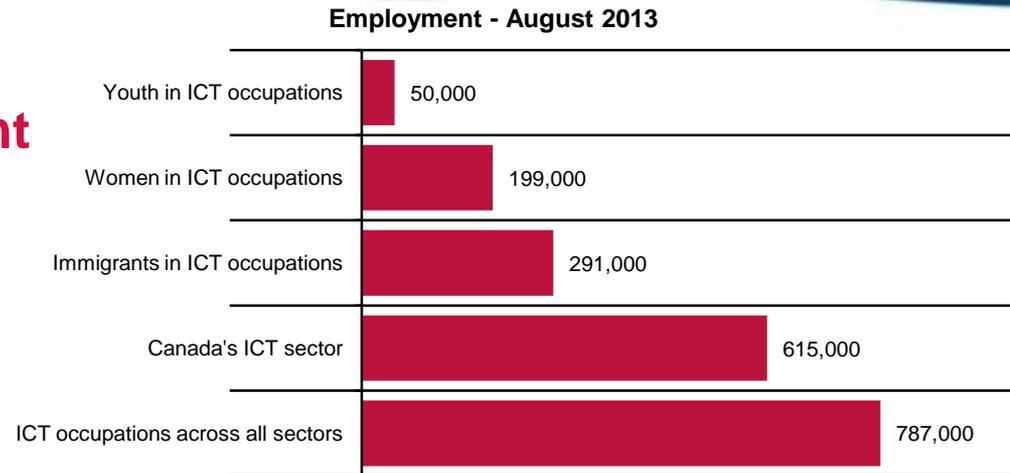
- Canadian Youth to Jobs
- Immigration Initiatives
- Aboriginal Youth Inclusion
- Attracting & Advancing Women
- Employer Engagement
- Partner Collaboration





## Digital literacy, skills, and talent

Source: ICTC, 2013



- Estimate that 90% of jobs in Canada will require some level of technology by 2015
- Jobless rate in ICT is around 3.4%, compared to the national average of 7.1%
- 106,000 critical ICT jobs need to be filled by 2016 & 33,000 in cloud by 2018 & 78,000 in Apps sector by 2016 & 18,000 to 22,000 in social networks and multiplatform arena by 2018.
- Emerging ICT economies (Cloud, Apps, Mobile, etc.) are destined to grow between 25 to 42% per year for the next 5 years



# Diversity in ICT Employment in Canada

## WOMEN

- Employed in ICT: 199,000 (25% total ICT employment)
- Jobless rate in ICT: 3.8% (compared to 6.9% in other occupations)



## YOUTH

- Employed in ICT: 50,000 (6.4% of total ICT employment)
- Jobless rate in ICT: 5.6% (compared to 14.4%)



## IMMIGRANTS

- Employed in ICT: 291,000 (37% of total ICT employment)
- Jobless rate in ICT: 4.0% (compared to 8.4%)





## Cultural Diversity & Organizational Effectiveness

Diversity means valuing the characteristics that make a person unique, such as age, ethnicity, education level and family background.

Reference:

<http://www.shrm.org/hrdisciplines/Diversity/Pages/default.aspx>

Organizational effectiveness is the efficiency with which an organization is able to meet its objectives.

Reference:

<http://www.businessdictionary.com/definition/organizational-effectiveness.html#ixzz2l6bDuo4w>

Diversity can be a “looking glass” through which, new ways of thinking about products, markets and innovation can develop. Promoting innovation and diversity efforts can improve organizational effectiveness. – Alpert, 1998



## **Diversity is not just a choice**

- Changing demographics = a changing labour force; global competition
- Untapped, underrepresented talent recruitment for growth is critical
- Domestic supply will meet approx 70% of labour force demand
- Employee retention challenges & low employee engagement levels reduce productivity & innovation



## Diversity in Today's Workplace

- Inequalities do exist – preconceived ideas based on race, gender, religious or cultural origins, age, physical or mental limitations
- Diversity is not affirmative action or a numbers game – it defines your corporate culture
- Diversity is an asset not an impediment – it's not about assimilation but about leveraging differences for innovation/new perspectives & problem solving → Differences have value
- Diversity is not an HR challenge → Management needs to understand the business case for cultural diversity to enable potential in all employees
- Risk of a wrong hire; fear of unknown; time and cost in training – all understandable concerns yet no risk, no reward



## Organizational Effectiveness =

- Quality employees with a passion for work and level of satisfaction that leads to low turnover
- Opportunities for employee advancement and growth
- Integrating employees from different organizational units; particularly important in multinational organizations
- All organizational levels participating in core messaging and communication flowing from top to bottom and bottom to top

Reference: [http://www.daltonstate.edu/faculty-staff/mhelms/citizen/2001\\_10\\_28.html](http://www.daltonstate.edu/faculty-staff/mhelms/citizen/2001_10_28.html)



## Unlocking the “Diversity Advantage”

- Diversity in the workplace can increase innovation and drive creativity
- Diverse and inclusive workplaces can raise levels of employee engagement and improve retention
- Open channels to new markets and/or customers (business growth)
- Boost corporate image by better reflecting the community you serve
- Edge in race for talent

*"Organizations should focus on similarities more than differences and strive to build a unified 'workplace' culture that reflects its own value and vision. This in turn will increase employees' involvement and foster creativity there by allowing the organizations to tap into unique and innovative ideas of a diversified work force to build products and services that suit the global market place". Director - Corporate, 5G*



## CREATING AN INCLUSIVE WORKPLACE

- Secure top management support & promote bottom-up
- Integrate diversity into all company functions
- Create a corporate culture that supports diversity to improve outcomes – Inclusive values: even in decision-making
- Performance appraisal systems and hiring policies that are unbiased
- Career guidance and mentoring
- HR policies that embed inclusive practices, and promote respect and fairness
- Understand conflict and provide cultural competence training at all levels (working with diverse teams, how promotion works)
- Go beyond the pot luck



## SOME ACTIONS...

- Consider what you want to achieve and what the benefits will be.  
(Who are you? Who is your customer? Who are your employees? What would inclusion look like?)
- Undertake an inclusion review of your workplace.  
(Demographics, HR policies, informal practices, staff consultation processes)
- Decide where work is needed and create an action plan.
- Communicate the plan with staff and put the plan into action.
- Review, monitor and evaluate the plan's impact and use what you find to plan future action.

[http://www.equalityhumanrights.com/uploaded\\_files/publications/an\\_employer\\_s\\_guide\\_to\\_creating\\_an\\_inclusive\\_workplace.pdf](http://www.equalityhumanrights.com/uploaded_files/publications/an_employer_s_guide_to_creating_an_inclusive_workplace.pdf)



# ICTC's HR PORTAL – Great people are mobile.

## In a global, digital marketplace, what's your HR edge?

### PROFILES AND ASSESSMENT: ICT, E-HEALTH, DIGITAL MEDIA

Ability to add competencies that fit organization and create your own customized job profiles to match your specific needs in ICT, e-health or digital media in entry level, full-working, intermediate, senior

### HR MANAGEMENT RESOURCES

- Human Resources Management Guides with HR Templates
- E-Library for Diversity and Inclusion

### E-LEARNING CULTURE WORKSHOP

Competency Profiles E-library HR Guide

WELCOME TO YOUR HR PORTAL

This tool is a simple and practical way assess your digital skills and define opportunities for growth and career development. Wondering where to start? Why not check out all the competency profiles and choose a cluster to self-assess on or perhaps you are interested in inclusion in the workplace? Then why don't you check out the Workplace Culture section.

**Workplace Culture**  
Do you know how your culture is different?

**Workplace Competencies**  
Do you know the skills required to work in the Canadian ICT workplace?

**HR Guide**  
Some text here

**E-Library**  
Some text here

**Global Talent Portal**  
Some text here

## BENEFIT TO ORGANIZATION

- Build and sustain a diverse and inclusive workforce, which can lead to enhanced innovation and an ability to compete in the global economy.
- Enhance productivity within the organization through skills understanding (*Opportunity to provide personal or individualized training programs that can add to the employees knowledge base in specific areas*)
- Ensure your workforce (ICT and non-ICT) is equipped with the relevant digital competencies to yield the highest impact on productivity and innovation



# References

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- Rose Mary Wentling; **Diversity Initiatives in the Workplace; Work in Progress at the University of Illinois**
- ICTC: HR Guide to Diversity and Inclusion & HR Portal
- Equality and Human Rights Commission, **Creating an inclusive workplace:**  
[http://www.equalityhumanrights.com/uploaded\\_files/publications/an\\_employer\\_s\\_guide\\_to\\_creating\\_an\\_inclusive\\_workplace.pdf](http://www.equalityhumanrights.com/uploaded_files/publications/an_employer_s_guide_to_creating_an_inclusive_workplace.pdf)
- **HR Council:** <http://hrcouncil.ca/hr-toolkit/diversity-cultural.cfm>
- Canadian Institute of Diversity and Inclusion: <http://www.cidi-icdi.ca/>
- Moving Beyond Diversity to Inclusion - [www.hireimmigrants.ca/2012/01/05/moving-beyond-diversity-to-inclusion/](http://www.hireimmigrants.ca/2012/01/05/moving-beyond-diversity-to-inclusion/)
- TRIEC Campus - <http://www.trieccampus.ca>
- Inclusion Tips: Working with Aboriginal Colleagues and Hiring Aboriginal Employees - [www.aboriginalhr.ca/en/resources/Inclusion\\_Tips](http://www.aboriginalhr.ca/en/resources/Inclusion_Tips)
- Professions North – Employer Guide: [http://www.professionsnorth.ca/sites/default/files/employers\\_guide\\_-\\_thunder\\_bay.pdf](http://www.professionsnorth.ca/sites/default/files/employers_guide_-_thunder_bay.pdf)
- <http://www.thinktalentthinkglobal.ca/diversity-advantage>
- [http://www.daltonstate.edu/faculty-staff/mhelms/citizen/2001\\_10\\_28.html](http://www.daltonstate.edu/faculty-staff/mhelms/citizen/2001_10_28.html) (Organizational Effectiveness)



For more information, visit:  
[www.ictc-ctic.ca](http://www.ictc-ctic.ca)

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DigitalEconomyPulse

Facebook – ICTC (full  
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