



Capital Health

ADMINISTRATIVE MANUAL

Policy & Procedure

TITLE:	Diversity in Employment	NUMBER:	CH 08-076
Effective Date:	June 2013	Page	1 of 11
Applies To:	Holders of Administrative Manual		

POLICY

1. Capital District Health Authority (Capital Health) is committed to having a diverse workforce and a culture of belonging.
2. Through data collection, Capital Health has identified that the employee demographic does not reflect the diverse groups served and therefore is shifting the hiring, promotion and retaining practices to ensure fairness and equity in employment.
3. Through employment equity programs that remove systemic organizational barriers, Capital Health workforce profile will reflect the proportion of priority populations (see Definitions) in our community. With this and other steps, Capital Health is continually working towards cultural competence for the benefit of staff and the diverse groups served.
4. Everyone in Capital Health is expected to work toward Cultural Competence and show non-discriminatory practice and behaviour.

DEFINITIONS

Aboriginal People: Persons who identify themselves as status Indian, non-status Indian, Inuit, or Metis.

African Nova Scotians: Persons who identify themselves as indigenous black Nova Scotians.

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Capital Health's Priority Populations:	Based on collected data Capital Health's priority populations are as follows: African Nova Scotian, Aboriginal peoples, New and Recent Immigrants and People with Disabilities (will be revised after each Diversity Survey). *Note: Women are not currently under represented at Capital Health
Cultural Competence:	<p>The application of knowledge, skill, attitudes and personal attributes required to provide appropriate care and services in all interactions (coworkers to coworkers, client care, partners etc.). This includes valuing diversity, knowing about the cultural norms and traditions of the populations being served and being sensitive to those while providing care to individuals (Canadian Nurses Association, 2004).</p> <p>The four components to Cultural Competence are: skill, knowledge, behaviour, and attitude. <i>It's important to note that one must understand his/her own culture and biases to be culturally competent.</i></p>
Designated Groups:	The Labour Program of the Federal government promotes working conditions that achieve equality in the workplace for the four priority populations in Canada. These four designated groups are: women, Aboriginal peoples, persons with disabilities, and members of visible minorities.
Diversity:	A broad term related to the differences among people (as individuals or groups) and implies difference from the majority, which is assumed to be the norm. Diversity can be both visible and invisible and includes differences in age, life stage, ability, culture, ethnicity, sex, gender identity, geographical location, language, physical characteristics, race, religion, sexual orientation, socio-economic status, spirituality, values, etc.
Employment Equity:	The provision of jobs and job conditions in a fair and unbiased manner. This requires policies, values, strategies and actions which create and foster equal access to opportunities for all. In the context of a diverse and healthy workplace, commitment to equity is evidenced by fair hiring policies and the provision of opportunities for professional development in recognition of the implications diverse backgrounds and pre-existing knowledge (or lack thereof)

may have. Priorities for hiring reflect the population served.

- Equity:** Fair treatment of people by acknowledging and making provision for their differences in a process that is free of systemic barriers.
- Fairness:** An accessible, consistent and transparent process that is impartial based on principles of merit and equity.
- Health Inequity:** Health inequities arise out of the inequitable, or unfair, distribution of resources across a population. These resources shape the conditions in which people are born, grow, live, work, play, and age (Health Equity Forum, Nova Scotia Department of Health and Wellness, March 18, 2011).
- Immigrant:** Immigrants are those born outside of Canada and are, or have been, landed immigrants. A landed immigrant is a person who has been granted the right to live in Canada permanently by immigration authorities. Immigrants are grouped according to their period of arrival (i.e., when they obtained landed immigrant status), as follows:
Well established: those who have been in Canada for more than 20 years.
Established: those who have been in Canada for 11 to 20 years.
Recent: those who have been in Canada for 6 to 10 years.
New: those who have been in Canada for 5 years or less.
- Inclusive:** All employees feel valued and a sense of belonging in an organization that applies the principles of equity and fairness in all aspects of its policies, practices and procedures.
- Merit:** The factors to be considered when assessing merit include: education, experience, skills, knowledge, personal attributes, and where applicable, years of service. Relative merit among applicants is determined by screening to ensure applicants meet the requirements advertised for the position, and based on the relevant factors of merit, conducting selection assessments to identify a ranked order of candidates.

Personal Attributes:	Job-related qualities required for the position; examples include flexibility, initiative, and reliability.
Persons with Disabilities:	Persons who, for the purposes of employment, identify themselves as having, or believe that an employer or potential employer is likely to consider that the workplace environment may create a barrier due to a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.
Racially Visible Persons:	Persons, other than Aboriginal people, who are non-caucasian in race or non-white in colour.
Reasonable Accommodation:	Under Human Rights legislation, the provision of reasonable accommodation to support the special needs of all employees (E.g.: improving accessibility to the workplace, religious observance, and alternative work arrangements, etc.) “Reasonable” imparts a duty to accommodate unless it would impose undue hardship on the employer.
Staff	Any employee, physician, volunteer, learner, board member, contractor, contract worker, franchise employee, any Capital Health Foundation employee and any other individual performing work activities within Capital Health.
Undue Hardship:	Determined on a case-by-case basis taking into consideration many factors which include, safety, financial cost, employee morale, operational requirements and the impact on collective agreement provisions. It is recognized that the use of the term “undue” implies that some hardship is acceptable.

GUIDING PRINCIPLES AND VALUES:

1. Capital Health appreciates that diversity is a basic and important characteristic of Canadian society and adheres to the Nova Scotia *Human Rights Act*.

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2. Capital Health recognizes:

- 2.1. Everyone (patients, clients, employees and partners) exhibits unique and diverse characteristics to be valued, shared and respected.
- 2.2. A healthcare setting best serves the public when the workforce profile reflects the diversity of the community it serves.
- 2.3. Health inequity as a barrier to health.
- 2.4. Our obligations to the principles and practices of employment equity.
- 2.5. Diversity in healthcare organizations contributes to excellent patient care, access to services, meaningful employment and better partnerships.
- 2.6. Our organization encompasses a vast diversity of communities which is every person who lives within the district and every person from beyond who seeks our care.
- 2.7. Proportional representation will bolster our collective strength to achieve many successes, and face tough decisions.

3. Capital Health is dedicated to:

- 3.1. Ensuring full and meaningful employment with respect to current or future employees;
 - 3.2. Equitable representation of priority populations;
 - 3.3. Understanding and mutual respect for the diversity in our workplace, and;
 - 3.4. Working collaboratively with schools, universities and partners that represent priority populations in the development of goals and strategies to promote equity in the workplace.
4. These principles align with progressive policies across Nova Scotia (See **Government of Nova Scotia** Human Resources Management Manual, www.gov.ns.ca/psc/pdf/employeeCentre/diverseWorkforce/employmentEquityPolicy.pdf)

PROCEDURE

1. Job Postings

- 1.1. For each job posting include:
 - 1.1.1. a statement that *promotes a culture that values diversity*;
 - 1.1.2. a welcoming message to encourage applications from members of the priority populations, and;

1.1.3. an abbreviated version of the Diversity in Employment policy. (See [Appendix A.](#))

1.2. Write each job posting using inclusive language.

1.2.1. List qualifications and requirements with consideration to reasonable accommodations.

2. Accommodation

2.1. Provide reasonable accommodation to applicants, candidates and employees.

2.2. As needed, contact the Employment Equity Committee for support in providing accommodations. (See [Appendix B](#) for examples of reasonable accommodation).

3. Selection Panels

3.1. Make every effort to have a member of a priority population on Interviewing Panels.

3.2. As needed, contact the Employment Equity Committee for support in identifying a panel member.

4. Selection

4.1. Base selection on relevant principles of merit, fairness and equity.

4.2. Review merit assessment to ensure it is bias free.

5. Workforce Profile

5.1. Capital Health uses the information obtained through the confidential Diversity Survey to develop a workforce profile that represents the Priority Populations.

6. Identification & Removal of Barriers

6.1. Each department continually monitors its employment systems to identify and remove barriers to employment, retention and advancement for members of the priority populations.

7. Education

7.1. Each department ensures its employees are regularly educated on Cultural Competence.

8. ACCOUNTABILITY

8.1. Vice-President responsible for Diversity

8.1.1. Keep the Leadership Enabling Team advised of the progress of the Employment Equity Plan. (Refer to [Related Documents – Other](#))

- 8.1.2. Support employment equity as an expectation at Capital Health by promoting and supporting employment equity principles, practices and programs.
- 8.1.3. Actively work towards achieving cultural competence within portfolios, departments and teams.

8.2. Directors

- 8.2.1. Establish an environment that is supportive of diversity and employment equity.
- 8.2.2. Maintain and analyze employment equity data on the representation of the priority populations within departments.
- 8.2.3. Establish quantitative and qualitative goals to achieve a representative department.
- 8.2.4. Analyze and monitor employment systems to identify and remove barriers to employment, retention and advancement for members of the priority populations.
- 8.2.5. Ensure that the employment equity plan (Refer to [Related Documents – Other](#)) is implemented and monitor the results of this plan.
- 8.2.6. Develop and implement a communication plan to support departmental employment equity goals.

8.3. Managers

- 8.3.1. Ensure a welcoming and respectful environment for all employees.
- 8.3.2. Support department efforts to improve the representation of priority populations in the workplace.
- 8.3.3. Increase own cultural competence, specifically in the areas of employment equity principles and practices.
- 8.3.4. Ensure hiring proceeds on the basis of merit, fairness and equity.
- 8.3.5. Provide a supportive work environment that encourages employees to self-identify as priority populations members.
- 8.3.6. Develop initiatives within the department to attract and retain priority populations.
- 8.3.7. Implement employment equity by integrating employment equity objectives into the department's goals, objectives and performance assessments.

8.4. Employees

- 8.4.1. Promote a welcoming and respectful environment for all, which includes patients, clients, visitors, volunteers and employees.
- 8.4.2. Participate in the accommodation process when accommodations are required.

Note: Employees are encouraged to complete the Diversity Survey.

8.5. Director Responsible for Diversity, Employment Equity and or for Human Resources

- 8.5.1. Ensure hiring managers are aware of the organization's employment equity goals.
- 8.5.2. Ensure human resources and management staff are trained in the accommodation process.
- 8.5.3. Conduct diversity surveys to current employees.
- 8.5.4. Maintain confidential diversity survey information to track and monitor success of programs and initiatives.
- 8.5.5. Compare internal data to external benchmark data and report to senior management annually.

8.6. Employment Equity Committee

- 8.6.1. Provide direction, set priorities and coordinate employment equity plans within Capital Health.
- 8.6.2. Review this policy and identify equity issues.
- 8.6.3. Monitor, provide input and make recommendations on the recruitment, promotion and appointment processes and outcomes.
- 8.6.4. Provide input on staff development and training programs.
- 8.6.5. Collaborate and link with larger diversity work in Capital Health.
- 8.6.6. Consult, provide input and support the collective bargaining process to incorporate employment equity goals.
- 8.6.7. Advise and support management on the development and implementation of special programs, initiatives and reviews intended to remove barriers, support employment equity and measure outcomes.
- 8.6.8. Partner with external organizations and community agencies to promote an exchange of information and reach priority populations.
- 8.6.9. Participate in selection panels as required.

REFERENCES

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http://www.healthteamnovascotia.ca/cultural_competence/Cultural_Competence_guide_for_Primary_Health_Care_Professionals.pdf

Nova Scotia Department of Health and Wellness, *Health Equity Forum*, March 18, 2011
<http://www.gov.ns.ca/DHW/about/Deputy-Minister-Speeches/SP-DM-Health-Equity-Forum.pdf>

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Statistics Canada. (2009, June 29). *Data and definitions*. Retrieved February 26, 2013, <http://www.statcan.gc.ca/pub/21-006-x/2008002/def-eng.htm>

RELATED DOCUMENTS

Policies

CH 08-020 (formerly: CH40-020) Recruitment and Selection Policy
CH 08-075 (formerly: CH 40-075) Accommodation of Employees with Disabilities
CH 08-105 (formerly: CH 40-105) Workplace Diversity
CH 08-106 (formerly: CH 40-106) Respectful Workplace
Ch 08-130 (formerly: CH 40-130) Employee Information on Record

Appendices

[Appendix A](#) – Job Posting Employment Equity Tagline
[Appendix B](#) – Examples of Reasonable Accommodation

Other

Capital Health's Diversity Strategy 2011-2015, Core Concepts
Our Promise (Capital Health)
Our Declaration of Health (Capital Health)
Capital Health's Employment Equity Plan 2011-2013 (Available on Capital Health's Diversity webpage at <http://www.cdha.nshealth.ca/system/files/sites/834/documents/employment-equity-plan.pdf>)

Reports:

Report on Diversity Survey
Capital Health Diversity strategy 2011-2015

Appendix A.

The following abbreviated policy statement will be used on Capital Health's job postings as a tagline:

Capital District Health Authority (Capital Health) is committed to being a workforce that is free of discrimination, values diversity and is representative, at all job levels, of the people we serve. Our priority groups are: Aboriginal People, African Nova Scotians, Persons with Disabilities and Recent Immigrants. Members of these groups are welcome to apply and self identify if they wish to be considered under our Employment Equity policy.

Appendix B.

Examples of "reasonable accommodation"

1. An employer modifying space, tools or job contents for an employee who has functional limitations.
2. An employer allowing an employee to take leave to observe a religious holiday in lieu.
3. An employer providing a computer with a larger screen than usual for an employee with difficulties recognizing fonts or icons on standard size computers.