

A More Equitable Rebound

Inclusive Career Mobility and
Advancement Beyond COVID-19



Customizable Toolkit

ICTC  CTIC

Research by



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Preface

The Information and Communications Technology Council (ICTC) is a not-for-profit national centre of expertise for strengthening Canada's digital advantage in a global economy. Through trusted research, practical policy advice, and creative capacity-building programs, ICTC fosters globally competitive industries enabled by innovative and diverse digital talent. In partnership with an extensive network of industry leaders, academic partners, and policymakers from across Canada, ICTC has empowered a robust and inclusive digital economy for over 30 years.

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Executive Summary

The COVID-19 pandemic exacerbated existing inequalities in the Canadian workforce, impacting women, parents of young children, Indigenous, Black, racialized, and immigrant workers the most. Following the immediate impacts of the pandemic, labour market participation rates have been slower to recover for racialized workers. In Census 2021, for example, racialized people with post-secondary education experienced unemployment rates almost double that of their non-racialized counterparts. Despite high unemployment rates, especially for racialized workers, recruiting and retaining employees remains one of Canadian businesses' top challenges.

To examine the pandemic's ongoing impact on racialized communities, this report focuses on two key themes: career mobility and career advancement. Drawing from extensive primary research with racialized workers, employers, and subject matter experts, this paper highlights the ways in which employers, educational institutions, and civil society can better support workers to transition and advance in their careers fluidly. Throughout the report, summary tables offer a customizable toolkit of recommendations and resources for these groups.



Career mobility is the ability to change roles or occupations within an organization or between organizations. Career mobility is shaped by individual choices, employer openness to reskilling and hiring career transitioners, and systemic differences between sectors and occupations that make it more or less challenging for people to mobilize transferable skills or access new educational opportunities. A lack of career mobility contributes to earnings disparities for newcomers and immigrants to Canada, Indigenous Peoples, and Black workers in Canada. Moreover, improved career mobility is important insurance for workers whose roles are threatened by automation or displacement, making it vital that everyone has equitable access to career mobility.

Employers can improve equitable access to career mobility during recruitment, hiring, retention, and everyday operations. Strategies include redesigning job requirements to encourage applicants with diverse lived and professional experiences, as well as participating in career matchmaking services or bridging programs. Employers can also reduce barriers for internationally educated professionals transferring their experience to Canada by examining their hiring processes for bias toward Canadian experience.

Access to inclusive reskilling is also an essential component of supporting equitable career mobility. However, reskilling—or recredentialing for newcomers taking a similar program for a second time to gain a foothold in a new country—is a significant financial risk. Educational institutions can reduce this risk by applying flexible prior learning assessments that consider lived experience and informal education. Recredentialing programs that include holistic supports, subsidies, and scholarships are likely to better support career transitioners. Furthermore, community-led training institutions play an essential role in developing culturally relevant mentorship and training. Educational institutions can partner with such organizations to help reduce barriers to program entry. Finally, a focus on employability can reduce the risk associated with reskilling for adult learners. Work-integrated learning (WIL), accessible labour market information, and inclusive safety nets and funding programs are essential to helping adult learners take on innovative risks and pursue retraining.

Career advancement is a positive progression in one’s career, which can include promotions in title, improved pay, expanded skill sets, and vertical or lateral assignments to positions of increased responsibility or visibility. For many, COVID-19’s socioeconomic impacts meant that advancement opportunities disappeared or career goals had to be put on hold. As of 2023, racialized and immigrant workers were still underrepresented in senior manager positions in Canada.



Employer-side barriers to promoting racialized and immigrant professionals include unconscious and conscious bias and discrimination, resulting in microaggressions and other acts of exclusion that prevent equitable promotion practices. Many research participants engaged in this study said that workplace discrimination remains prevalent across the country, affecting who is and is not promoted into senior-level roles. To mitigate these challenges, employers should work to develop a strong and collaborative EDI strategy and an Indigenous inclusion strategy, set targets to increase the number of racialized workers at leadership levels, and back each of these initiatives with resources, monitoring, and evaluation. In action, strategies for equitable promotion will extend to unconscious bias training, skill development opportunities for employees, transparent and inclusive promotional criteria, and documented and standardized performance evaluations.

While the COVID-19 pandemic hit businesses and workers across Canada, its inequitable fallout and continuing legacy reveal a clear opportunity. Improved access to career mobility and advancement would support a more equitable rebound for workers from Indigenous, Black, immigrant, and racialized groups and communities. Many Canadian employers report facing challenges in recruiting and retaining skilled talent but often report uncertainty about why they aren't receiving more diverse applicants. A paradigm shift in recruitment, retention, and investment is required: strategies for improving workplace equity are well-known and synthesized in this report, but a first essential step is for workplaces to approach the opportunity to transform intentionally. Supported by educational institutions and civil society, a genuine approach to diverse and equitable reskilling, upskilling, hiring, and promoting will support workers and businesses alike to undertake greater innovative risk.





Career Mobility & Transition



A newcomer to Edmonton, AB, was working in IT desktop support when they first came to Canada but found that they “could barely sustain [their] family with the IT income.” The pandemic was disruptive: their IT work had required them to be on site, supporting users and maintaining digital infrastructure. They saw an opportunity to transition to a different field in IT where they could “work from any location,” and they took courses in data analysis and transitioned to a role as a “data analyst and business intelligence developer.”

They said, “For anyone who wants to transition, the first thing is to be resilient and decisive. Then, you have to have an end goal in sight and pay your dues. And next is to have enough commitment to follow through and manage your time to study.”

Career mobility is the ability to change roles or occupations within an organization or between organizations.¹ Some organizations also use the term “career mobility” or “labour mobility” to mean geographical mobility: moving between cities, provinces, or countries for a job opportunity. While many of this study’s research participants have done so, this is not the type of career mobility being discussed in this paper unless it co-occurs with a change in careers.

People switch jobs, occupations, and even industries for a wide variety of reasons. Some theories of career mobility emphasize economic motivation and an individual’s cost-benefit analysis as the primary reason for a person to change careers.² Under these models, workers may be scanning the employment landscape to understand where their skills, ambitions, and values would be best put to use and making necessary plans to shape skills and credentials that will allow them to actualize this. Importantly, career changes are not always economic: many people shape their careers and skill-building choices around a desire to help others, an “equity ethic.”³ Whether for economic or social causes, one aspect of career mobility is a person’s agency in shaping their career and moving fluidly between roles.

1 In this study, the term “career mobility” was not always clear and accessible for research participants, so the research term asked about “transitions,” “career reinvention,” decisions about learning new skills, and which skills participants felt were transferable between roles.
2 Fuda Li et al., “Impact of Occupational Risks of Medical Staff on Willingness to Occupational Mobility in COVID-19 Pandemic,” *Risk Management Healthcare Policy*, 2022, vol. 15, pp. 685-702, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9022743/>
3 Ebony McGee and Lydia Bentley, “The Equity Ethic: Black and Latinx College Students Reengineering Their STEM Careers toward Justice,” *American Journal of Education* vol. 14, no. 1, 2017. <https://www.journals.uchicago.edu/doi/10.1086/693954>



Inclusive Career Transitions: The Role of Employers

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Bridging The Network Gap	<p>Advertise job opportunities broadly outside of LinkedIn and other traditional programs that don't necessarily attract diverse candidates.</p> <p>Partner with community-led recruitment organizations, employment and settlement services, sponsorship/mentorship programs, or other groups that have connections to the community.</p> <p>Build long-term, sustainable relationships with community-serving organizations.</p> <p>Interview widely, including participants with lived or professional experience and potential to develop into the role.</p>	<p>Educational Institutions</p> <p>Private Sector</p> <p>Public Sector</p>	<p>Read Meg Garlinghouse's article on "Closing the Network Gap," LinkedIn, September 26, 2019; https://www.linkedin.com/blog/member/impact/closing-the-network-gap</p> <p>Consult or leverage resources from community-serving organizations, including:</p> <p>Npower Canada; https://npowercanada.ca/</p> <p>Indigenous Works; Indigenous Careers - Canada's National Indigenous Online Job Site; https://employers.indigenouscareers.org/</p> <p>Abilities to Work; https://www.abilitystowork.ca/</p> <p>Ase Community Foundation for Black Canadians with Disabilities; https://asecommunityfoundation.com/</p> <p>Mentoring Canada, "the Knowledge Hub," https://mentoringcanada.ca/en/knowledge-hub</p>

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Lack of Representation as a Barrier to Career Transitions	<p>Build a workplace that allows people to bring their culture to work; this may include cultural awareness training.</p> <p>Signal inclusive workplaces via equity statements in job descriptions.</p> <p>Strengthen onboarding of racialized and newcomer employees by implementing first-day job shadowing and surveying new employees during and after their onboarding process.</p> <p>Strengthen retention of racialized and newcomer employees by conducting regular check-ins with employees to keep track of their stress levels and possible accommodations they may need and be open to feedback that creates space for all cultures, identities and genders.</p>	<p>Private Sector</p> <p>Public Sector</p>	<p>Complete DeEtta Jones and Associates "Inclusive Onboarding Checklist" to strengthen inclusive onboarding processes and contribute to a more inclusive workplace: https://facultyresources.fas.harvard.edu/files/facultyresources/files/4.2_inclusive_onboarding_checklist.pdf?m=1609876131</p> <p>Learn how to draft an EDI statement using the University of Texas at Austin Center for Teaching & Learning's "Drafting a Diversity, Equity, and Inclusion (DEI) Statement": https://ctl.utexas.edu/drafting-diversity-equity-and-inclusion-dei-statement</p>



Include community, accessibility groups and knowledge keepers (i.e., Indigenous and Black community leaders) in sourcing and hiring processes.

Ensure that leaders and hiring managers are provided with Inclusive Leadership training for Recruiting and Allyship in Action.

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Mitigating Bias and Discrimination for Equity-Deserving Career Transitioners	Anticipate and address worries about bias in hiring: for example, by pairing with a community-serving organization.	Educational Institutions	<p>Visit Bent Arrow Traditional Healing Society's website to learn about or get involved with employment and skill development programs for Indigenous communities in Alberta, such as Journey to Success (a 6-week pre-employment program): https://bentarrow.ca/programs-and-services/journey-to-success/</p> <p>Read ICTC's report, "Gender Equity in Canada's Tech Ecosystem: Attracting, Retaining, and Supporting Entry- and Mid-Level Talent," https://www.digitalthinktankictc.com/reports/gender-equity-in-canadas-tech-ecosystem</p> <p>Download, read, and make inclusive language guides available to employees, such as:</p> <p>Regional Municipality of York's "Inclusive Language Guide," March 2022: https://www.wpboard.ca/hypfiles/uploads/2023/06/York-Region-Inclusive-Language-Guide_2.pdf</p> <p>BC Public Service Agency's "Words Matter: Guidelines on Using Inclusive Language in the Workplace," May 2018: https://www2.gov.bc.ca/assets/gov/careers/all-employees/working-with-others/words-matter.pdf</p>
	Implement a support system so that new employees have access to someone who can explain the basics of the job expectations and the organization.	Private Sector	
	Adopt diverse hiring panels and offer interviewers training in unconscious bias recognition.	Public Sector	
	Use inclusive language in the job description and avoid using overcomplicated language such as local colloquialisms, slang terms, acronyms, or industry jargon.		



CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Recognizing Career Transitioners' Qualifications and Experiences	<p>Determine specific technical skills that are necessary for the role (vs. "nice to haves"), the level of skill required, and how these skills will be assessed, such as portfolios.</p> <p>Determine the core outputs and/or outcomes that the role is responsible for</p> <p>Offer entry-level experience opportunities, targeted further training, career matchmaking services, and bridging programs.</p>	<p>Educational Institutions</p> <p>Private Sector</p> <p>Public Sector</p> <p>Civil Society</p>	<p>Find tools for skill assessment or upgrading through Employment and Social Development Canada, "Skills for Success - Assessment and Training Tools": https://www.canada.ca/en/services/jobs/training/initiatives/skills-success/tools.html</p> <p>Visit the Canadian Information Centre for International Credentials to learn more about career mobility and credential recognition: https://www.cicic.ca/</p> <p>To help build welcoming and equitable workplaces and communities, Skills for Change offers a variety of employment, language training, mentorship, and other programs. Visit their website to see how to get involved or enroll in a program: https://skillsforchange.org/</p> <p>Enroll in training from or engage with a settlement and employment services organization, such as: MOSAIC (Greater Vancouver and British Columbia): https://mosaicbc.org/</p> <p>Immigrants Working Centre Hamilton: https://iwchamilton.ca/</p> <p>Newcomer Employment Hub of Winnipeg: https://winnipeg-chamber.com/neh/</p> <p>S.U.C.C.E.S.S. BC Employment Services: https://successbc.ca/service-categories/employment/</p> <p>Ottawa World Skills: https://ottawa-worldskills.org/</p> <p>Apply for a wage subsidy program, such as WorkBC: https://www.workbc.ca/discover-employment-services/wage-subsidy-program</p> <p>Learn more about wage subsidy programs through the Government of Canada: https://www.canada.ca/en/services/business/hire/wagesubsidiesotherassistanceprograms.html</p>



Inclusive Reskilling: The Role of Educational Institutions, Civil Society, and Government

Changing careers, or even roles within the same career, forces an accounting of transferable skills—skills that we can carry with us to our new occupation—and competencies that we will need to acquire for the first time. “Reskilling” is shorthand for acquiring the essential competencies that will allow us to take on a new role, and reskilling can be more or less onerous depending on existing transferable skills (for example, some jobs have greater or lesser skills overlap). Furthermore, many occupations rely on standardized credentials as a prerequisite to entry: for these, individuals may need to retake substantive education even if they have some of the requisite skills already.

Inclusive Reskilling

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Financial Burden of Reskilling	Use prior learning assessments (PLAs) to acknowledge lived experience.	Educational Institutions	Gain more information about the practice of prior learning assessment and recognition through the Canadian Association for Prior Learning Assessment (CAPLA): https://capla.ca/category/pla-resources/practitioners-resources/ Learn more about financial assistance opportunities through: Indspire, “Building Brighter Futures: Bursaries and Scholarships,” https://indspire.ca/programs/students/bursaries-scholarships/ Government of Canada, “Indigenous Bursaries Search Tool,” https://www.sac-isc.gc.ca/eng/1351185180120/1351685455328 Ottawa Community Foundation, “Black Canadian Scholarship Fund,” https://www.ocf-fco.ca/grant-programs/Black-canadian-scholarship-fund/ Black Opportunity Fund, “Grants for Education and Health-focused initiatives” https://blackopportunityfund.ca/who-we-fund/ University of British Columbia, “Beyond Tomorrow Scholars Program” https://news.ubc.ca/2022/02/01/new-scholarship-program-supports-black-canadian-students-at-ubc/ Atlantic Immigrant Career Loan Fund, “About Us,” https://aiclf.ca/
	Partner reskilling opportunities with holistic supports, including childcare, subsidies, and scholarships.	Civil Society	
	Support civil society and community-led organizations that curate and disseminate information about affordable programs, scholarships, and other supports.	Public Sector	



CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Employability following Reskilling	Create more, and support existing, work-integrated learning programs for career transitioners.	Educational Institutions	Consult resources provided by Co-operative Education and Work-Integrated Learning Canada (CEWIL Canada): https://cewilcanada.ca/CEWIL/CEWIL/Resources/Resources.aspx?hkey=578f8a62-d9f1-459e-9143-1ff8144bb441
	Improve the accessibility and usefulness of labour market information.	Civil Society Public Sector Private Sector	
Inclusive and Culturally Relevant Reskilling	Support community-led training organizations	Educational Institutions	Read the Association of Canadian Deans of Education, "Accord on Indigenous Education": https://csse-scee.ca/acde/wp-content/uploads/sites/7/2017/08/Accord-on-Indigenous-Education.pdf
	Incorporate community-led resource centres and mentorship opportunities in large institutions.	Civil Society Public Sector	



Inclusive Safety Nets, Economic Development, and Digital Infrastructure

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Economic Development & Entrepreneurship	Continue to improve access to affordable digital and physical infrastructure in rural, remote, and Indigenous communities.	Public Sector Private Sector Civil Society	Read the Truth and Reconciliation Commission of Canada's Calls to Action: https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf
	Support community-led financing hubs and businesses. Improve awareness of funding programs, how benefits interact with funding programs and income from entrepreneurship.	Educational Institutions	Learn more about building broadband connectivity for First Nations communities through the First Mile Connectivity Consortium: http://firstmile.ca/ Black Opportunity Fund, https://Blackopportunityfund.ca/whats-up/ National Aboriginal Capital Corporations Association (NACCA), https://nacca.ca/about/ Métis Financial Corporation of BC, "Empowering Métis Entrepreneurs," https://mfcbc.ca/
Inclusive Safety Nets	Use the CERB as a case study to examine who was missed, why, and how to avoid similar cracks in future.	Private Sector Public Sector Civil Society	Learn more about CERB through Open Canada, "Canada Emergency Response Benefit Statistics": https://open.canada.ca/data/en/dataset/94906755-1cb9-4c2d-aaa6-bf365f3d4de8
	Support community-led front-line service provision organizations.		Canada Helps, "Support Black-led Charities," https://www.canadahelps.org/en/support-black-led-charities/ Canada Helps, "Donate to Indigenous Charities," https://www.canadahelps.org/en/explore/charities/category/indigenous-peoples/ Canada Helps, "Charities for Refugees and New Canadians," https://www.canadahelps.org/en/explore/charities/category/social-services/sub-category/new-to-canada/

(i) Note: There are numerous front-line service provision organizations across Canada. This list is a tiny snapshot, and not representative of the full diversity of organizations that exist. To support front-line service provision organizations, relevant parties should do research about community-led groups making a difference in their local region.





Career Advancement

What is Career Advancement?

While career advancement can mean different things to different people, generally it can be understood as upward mobility or positive progression of one's career.⁴ Advancement can include promotions in job title, improved pay, expanded skill sets, and vertical or lateral assignments to positions of increased responsibility or visibility within a particular organization. "Advancement" is also generally associated with a value judgment on improved opportunities and the nature of the job or task progression or transition. For many, a sense of progress or improvement in one's position or personal growth is a key defining factor to their advancement.

Classifying Challenges and Barriers to Advancement

Barriers to advancement can manifest in a multitude of ways and are experienced differently from individual to individual, between and among groups, and within organizations and institutions. For the purposes of this report, barriers and challenges have been classified into three categories:

- 1 ▶ Individual-level challenges and barriers
- 2 ▶ Group-level challenges and barriers
- 3 ▶ Organizational and institutional challenges and barriers

Individual-level challenges and barriers are experienced psychologically, socially, and physically, and may include experiences of high stress, tokenism, self-limiting beliefs, overcompensation, isolation, and a lack of motivation. Barriers at the group level may be experienced as exclusion from informal and formal networks, stereotyping, a lack of social support, and the intersection of perceived social status and power. At the organizational level, barriers can include access to or lack of mentorship opportunities, functional segregation, "pigeon-holing," low career plateauing, and limited opportunities for advancement, also known as the "glass ceiling."⁵

While barriers can be grouped into individual, group, and organizational levels, it is important to note that **barriers to advancement do not exist in isolation**. The experiences of individuals are complex, and their perspectives and opportunities for career progression are shaped as they navigate through multiple intersecting forms of social and structural challenges.⁶ For instance, systemic issues, including discrimination and biases, poverty, lower access to education, and inadequate job training opportunities, tend to interact with and amplify these challenges.⁷

4 Jerome Adams, "Issues in the Management of Careers," in Robert Morrison and Jerome Adams Contemporary Career Development Issues, 2009, Routledge

5 Jo Evans Coleman, "Barriers to career mobility/advancement by African-American and Caucasian female administrators in Minnesota organizations: A perception or reality?", Proceedings of the Annual Meeting of the American Educational Research Association (San Diego, CA), April 1998, <https://files.eric.ed.gov/fulltext/ED423590.pdf>

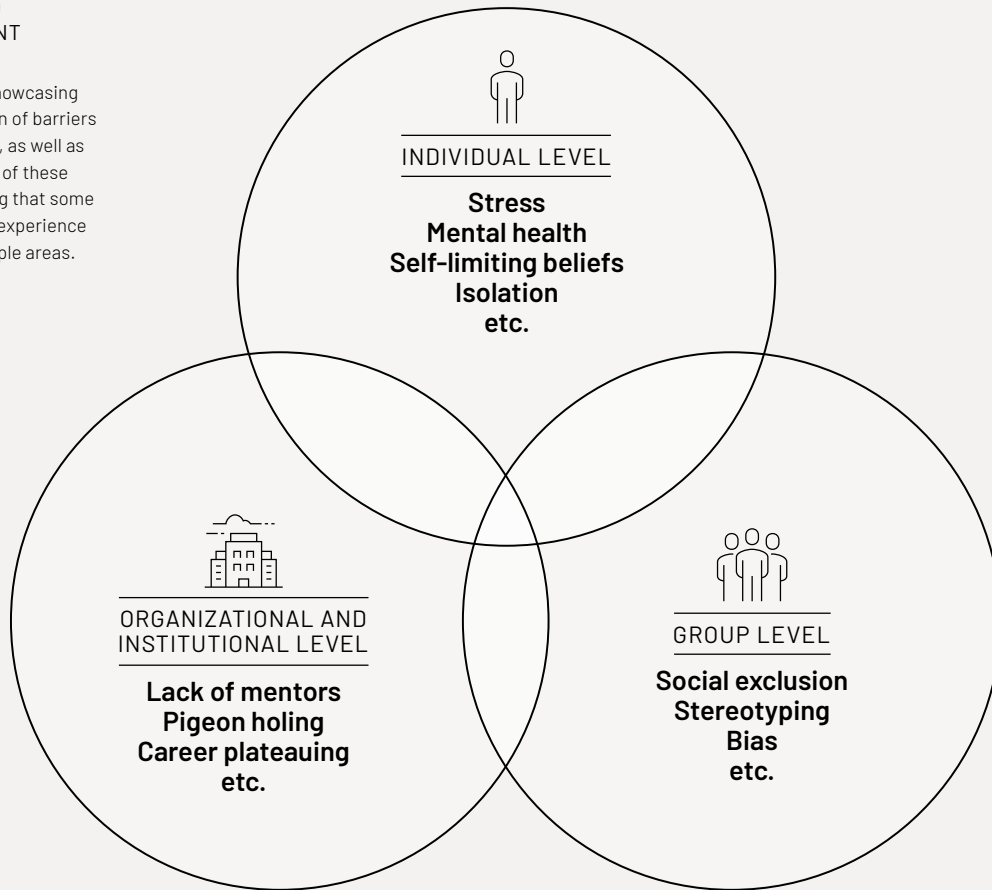
6 Chia Longman and Katrien De Graeve, "From Happy to Critical Diversity: Intersectionality as a Paradigm for Gender and Diversity Studies," DiGeSt. Journal of Diversity and Gender Studies, 2014, Vol. 1, No. 1, pp. 33-39, <https://doi.org/10.11116/jdivgendstud.1.1.0033>

7 Erik Henningsmoen, Todd Legere, Heather McGeer, Justin Ratcliffe, "Equitable Recovery and New Frontiers: Understanding Demand and Supply in Manufacturing, Construction, Retail, and Hospitality," April 2023, Information and Communications Technology Council (ICTC), <https://www.digitalthinktankictc.com/reports/equitable-recovery-and-new-frontiers>



BARRIERS TO ADVANCEMENT

Venn diagram showcasing the classification of barriers to advancement, as well as the intersection of these barriers, showing that some individuals may experience barriers in multiple areas.



Just as barriers to advancement are experienced across different levels, they must be addressed at different levels. For instance, individuals should not bear sole responsibility for addressing barriers experienced at the individual level. Instead, individual efforts should be paired with group-level efforts (e.g. unbiased management and supportive colleagues), organizational efforts (e.g., EDI policies), and institutional efforts (e.g., government programming). While efforts must be collaborative, classifying barriers and challenges into specific levels enables the development of targeted strategies. Building upon this, the following subsections outline individual, group-level, and organizational challenges to career advancement for equity-deserving communities and provide strategies to best support equitable career advancement.



Strategies to Help Reduce Individual-Level Challenges to Career Advancement

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Mental health and emotional labour	<p>Empower EDI personnel to do their jobs fully and avoid tokenization.</p> <p>Hire EDI personnel instead of expecting employees to champion decolonization or anti-racism as extra work.</p> <p>Engage in meaningful consultation with community-led organizations, EDI experts, and Indigenous elders to inform HR policies.</p>	Employers	<p>Incorporate principles of equity, diversity, and inclusion (EDI) in employee benefits plans, including equitable access to benefits for LGBTQ2S+ employees. Employers can leverage Benefits Canada’s webpage for a checklist of EDI best practices for benefits plans when developing inclusive benefits: https://www.benefitscanada.com/expertpanel/kim-siddall/expert-panel-how-employers-can-align-their-benefits-plan-and-dei-strategy/</p> <p>Assess, address, and prevent workplace hazards, whether they be physical or psychological. This can be done by developing an organizational hazard prevention plan. Tips for developing such a plan can be found in the Human Resources and Skills Development Canada’s Hazard Prevention Program Guide: https://www.canada.ca/content/dam/canada/employment-social-development/services/health-safety/reports/hazard-prevention/prevention-guide.pdf</p> <p>Visit the Black Health Alliance’s Resource Hub to learn more about mental and physical health supports for Black communities in Canada: https://blackhealthalliance.ca/resources/knowledge-hub/</p> <p>Review and adopt the Mental Health Commission of Canada’s national standard for Psychological Health and Safety in the Workplace: https://www.csagroup.org/article/can-csa-z1003-13-bnq-9700-803-2013-r2022-psychological-health-and-safety-in-the-workplace/</p> <p>To help employers adopt the standard, the Mental Health Commission of Canada has developed a downloadable implementation guide and a free online toolkit: https://mentalhealthcommission.ca/national-standard/</p> <p>Train staff in mental health first aid so that employees experiencing a mental health crisis can be supported. Opening Minds and the Mental Health Commission of Canada have developed the following versions of Mental Health First Aid:</p> <p>Mental Health First Aid Standard: https://openingminds.org/training/mhfa/standard/</p> <p>Mental Health First Aid for First Nations: https://openingminds.org/training/mhfa/first-nations/</p> <p>Mental Health First Aid for Northern Peoples: https://openingminds.org/training/mhfa/northern-peoples/</p> <p>Mental Health First Aid for Inuit Peoples: https://openingminds.org/training/mhfa/inuit/</p>



CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Organizational trust and creating meaningful change	<p>Work with external agencies to provide mental health support or HR consulting.</p>	<p>Employers</p> <p>Professional Organizations</p> <p>Civil Society</p>	<p>Employers, professional organizations, and civil society can become familiar with the United Nations Declaration on the Rights of Indigenous Peoples Act Action Plan 2023 – 2028: https://www.justice.gc.ca/eng/declaration/ap-pa/ah/pdf/unda-action-plan-digital-eng.pdf</p> <p>Visit Indigenous Works’ toolkit of best practices and community of support for EDI and HR professionals: “The Community for Indigenous Inclusion,” https://www.iworks.org/</p> <p>Agencies with consulting services include:</p> <p>Evolv Consulting Services (certified by the Canadian Council for Aboriginal Business): https://www.evolvconsultingservices.com/indigenous</p> <p>Black HR Professionals of Canada: https://blackhrpc.org/</p> <p>Harbour West: https://hwest.ca/indigenous-consulting</p> <p>Adirondack Information Management Inc.: https://adirondackhr.ca/</p> <p>Evenings + Weekends Consulting: https://www.eveningsandweekendsconsulting.com/workshops</p>
Quiet quitting	<p>Demonstrate a commitment to career development and recognition of employee value.</p> <p>Empower employee autonomy in their roles.</p> <p>Design or provide resources to teams that promote or allow work-life balance, such as flexible hours and remote working options that focus on productivity rather than hours worked.</p>	<p>Employers</p>	<p>Anti-racism and discrimination awareness can better enable managers to support diverse staff and empower autonomy and employees to bring their full selves to work. Resources employers can consult include:</p> <p>Watch the Centre for Race and Culture, “Challenging Discrimination through Community Conversations;” Seasons 1 & 2: https://cfrac.com/projects-initiatives/challenging-discrimination-through-community-conversations/</p> <p>Read “Building a Foundation for Change, Canada’s Anti-Racism Strategy 2019-2022”: https://www.canada.ca/en/canadian-heritage/campaigns/anti-racism-engagement/anti-racism-strategy.html</p> <p>To better understand ways to promote healthy work-life balance for employees, employers can review examples of organizations with established work-life balance initiatives: https://www.runn.io/blog/work-life-balance-initiatives</p>



CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Burnout	<p>Increase awareness among management around the factors that lead to burnout.</p> <p>Enable management, HR, and EDI teams through immersive education and partnerships with racialized organizations, associations, and community groups.</p> <p>Take top-down approaches to improve the manager's ability to support career development.</p>	Employers	<p>Visit the Canadian Centre for Occupational Health and Safety's webpage on work-life balance to learn more about the symptoms of burnout and how to mitigate burnout for employees. The webpage includes work-life balance initiatives, programs, and policies that employers can take to build a culture that supports a balanced lifestyle for all employees: https://www.ccohs.ca/oshanswers/psychosocial/worklife_balance.html</p>
Lack of resources for HR personnel and EDI teams	<p>Government incentives such as grants for small businesses or subsidized training opportunities.</p>	Policy makers	<p>To build grants, programs and policies that are racial justice-oriented, policy makers can review the City of Seattle's Community-Driven Improvement Plan for Seattle's Equitable Development Fund: https://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/EquitableDevelopmentInitiative/CapstoneReport2019.pdf</p>

Summary of strategies that can be taken to overcome challenges experienced at the group level

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Unconscious bias	<p>Build inclusive workplaces that encourage people from different walks of life to form relationships and "get to know one another."</p> <p>Ensure that relationships are built with cultural humility in mind, enabling people to learn from one another.</p> <p>Make unconscious bias training mandatory, especially for people in power.</p>	Employers	<p>Take the free Implicit Association Test to assess individual biases: Harvard University, "Project Implicit," https://implicit.harvard.edu/implicit/takeatest.html</p> <p>Non-profit organizations can access unconscious bias training for their employees at no cost through the Cornerstone OnDemand Foundation: NonprofitReady, "Unconscious Bias Training," https://www.nonprofitready.org/unconscious-bias-training</p> <p>Take or provide individual or organization-wide EDI-training plans available through BIPOC Executive Search Inc., "Training," https://bipocsearch.com/training/</p> <p>Leverage the Canadian Centre for Diversity and Inclusion's toolkit on prejudice, bias, and discrimination: https://ccdi.ca/media/1589/toolkit-3-prejudice-bias-and-discrimination-how-to-stop-the-cycle.pdf</p>



CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Cultural competency	<p>Increase cultural competency through mandatory training.</p> <p>Engage with racialized and newcomer communities when choosing and administering training to ensure the training is up to date, relevant, and appropriate.</p> <p>Consult with racialized and newcomer communities to ensure their cultures are reflected in organizational policies.</p>	Employers	<p>Read the Assembly of First Nation's Education Toolkit Learning Modules (AFN, "It's Our Time Education Toolkit," https://education.afn.ca/learning-modules/)</p> <p>Enrol in a local friendship centre training program such as OFIFC, "Indigenous Cultural Competency Training," https://ofifc.org/training-learning/indigenous-cultural-competency-training-icct/) or one of CCSDH's Indigenous cultural competency training options: https://www.nccih.ca/docs/other/CCSDH-Cultural-Competency-Training-EN.pdf</p> <p>Provide St. John Ambulance's "Cultural Competency in the Workplace" course to employees: https://www.sja.ca/en/first-aid-training/online/cultural-competency-workplace</p> <p>Work with H.E.D.I. Consultants to provide organizational Hate, Equity, Diversity, and Inclusion training: https://www.hediconsultants.ca/</p> <p>Seek corporate training from Indigenous Corporate Training Inc. related to Indigenous employment, recruitment, and retention, as well as training on Bill C-15 (the United Nations Declaration of the Rights of Indigenous Peoples): https://www.ictinc.ca/training</p>
Discrimination and microaggressions	<p>Develop and uphold anti-discrimination policies that protect at-risk groups, including Black, Indigenous, and other racialized communities, newcomers to Canada, persons with a disability, and members of the LGBTQ2SIA+ community.</p> <p>Train and encourage internal and management self-review of operational practices and policies and their potential impact on equity-deserving folks.</p> <p>Encourage an inclusive culture where victims and bystanders of discrimination and microaggressions feel comfortable reporting incidents.</p> <p>Reflect on incidents of discrimination and build targeting education that helps to mitigate repeat incidents.</p>	Employers	<p>Watch the webinar 'Understanding Unconscious Bias and Microaggressions' by Catherine Mattice and Sheila Eason on LinkedIn: https://www.linkedin.com/events/6953560392820219904/comments/</p> <p>Review the Westcoast Women in Engineering, Science and Technology initiative's list of strategies to address microaggressions: https://wwest.sites.olt.ubc.ca/files/2016/02/Microaggressions.pdf</p> <p>Consult the Micropedia of Microaggressions to learn more about microaggressions and their impacts: https://www.themicropedia.org/</p> <p>Leverage the Canadian Centre for Diversity and Inclusions toolkit on "Navigating the conflict zone and becoming an ally": https://ccdi.ca/media/1590/toolkit-4-navigating-the-conflict-zone-and-becoming-an-ally.pdf</p> <p>Watch Sara Ahmed's lecture on complaints to better understand structures and mechanisms of institutional power: https://www.youtube.com/watch?v=4j_LBwPJ0PTE</p>



Strategies to help overcome organizational and institutional-level challenges to career advancement for racialized and newcomer workers.

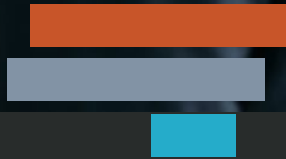
CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Lack of representation of equity-deserving groups in leadership	<p>Develop a strong EDI strategy that is built in a collaborative manner.</p> <p>Engage with EDI consultants and racialized community-serving organizations to ensure the EDI strategy will not have negative unintended outcomes.</p> <p>Set targets to increase the number of racialized workers at the leadership level.</p> <p>Back the EDI strategy with resources.</p> <p>Monitor, evaluate, and improve the EDI strategy in an ongoing manner.</p>	<p>Employers</p>	<p>To ensure EDI strategies are developed collaboratively, employers can build employee resource groups (ERGs) to gather feedback and assess employee needs as they relate to EDI. To get started with an ERG, employers can review the following resources:</p> <p>Benevity’s blog on ERGs: https://benevity.com/resources/employee-resource-groups-create-belonging</p> <p>Gartner’s blog on ERGs: https://jobs.gartner.com/life-at-gartner/diversity-equity-and-inclusion/gartner-s-employee-resource-groups/</p> <p>Salesforce’s study on the structure and operations of ERGs: https://www.salesforce.org/wp-content/uploads/2021/11/spc-report-structure-operations-of-ergs-111021-v1.pdf</p> <p>Consult the CIO Executive Council’s webpage titled “Diversity and inclusion: 7 best practices for changing your culture” to gather tips for strong EDI strategy development: https://www.cio.com/article/228581/diversity-and-inclusion-8-best-practices-for-changing-your-culture.html</p> <p>Choose an EDI consultancy that best suits the needs of your organization. Some examples of EDI consultants include the following:</p> <p>Empowered EDI (national firm): https://www.livempowered.ca/</p> <p>Remedi (national firm): https://www.remеди.com/</p> <p>Crayon Strategies (Nova Scotian firm): https://www.crayonstrategies.ca/</p>
	<p>Invest in the development of talent, including addressing gaps in skill development and providing exposure to the work experience needed for racialized career progression.</p> <p>Providing and enabling professional development during work hours.</p> <p>Improving access or availability of wraparound supports such as financial, transportation, and childcare assistance.</p>		



Download the SRDC’s brief on wraparound supports, which includes examples and outlines a series of considerations and approaches that may support the design and implementation of wraparound supports in employment and skills training: <https://srdc.org/project/wraparound-supports-in-employment-and-skills-training-a-feminist-perspective/>

CHALLENGE AREA	OPPORTUNITY	RELEVANT PARTIES	RELEVANT RESOURCES
Subjectivity and lack of transparency in promotional decisions	Build promotional structures that are structured, data-driven, and free from bias.	Employers	Download and read the report “How to increase transparency of progression, pay and reward” by The Behavioural Insights Team: https://www.bi.team/wp-content/uploads/2021/07/BIT_How_to_improve_gender_equality_guide-ITPPR.pdf
	Ensure promotional criteria are inclusive and flexible, allowing people with diverse experiences to qualify for a promotion.		Read Section H: Retention and Promotion in the Canada Research Chair’s “Best Practices Guide for Recruitment, Hiring and Retention”: https://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_exemplaires-eng.aspx
	Build formal and standardized evaluations and performance review processes. These processes should include honest feedback to all employees to ensure racialized workers engage in professional development in the area that is needed most by their employer.		Download MacLean & Company’s guide on creating inclusive promotional policies and processes: https://hr.mcleanco.com/research/promotion-policy
			Read Equity Methods LLC’s article on promotional equity and pay equity as it relates to an organization’s EDI strategy: https://www.equitymethods.com/articles/promotion-equity-linking-pay-equity-to-diversity-inclusion/





A More Equitable Rebound

Inclusive Career Mobility and Advancement Beyond COVID-19



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