



January 29, 2021

Dear Ms. Rae-Ann Emery,

The *Pacific Society for the Advancement of Employment Equity (PSAEE)* is an organization actively working to see a stronger representation of citizens of colour in the public sector. It is a priority concern for us that hiring processes and practices are being adopted by the city which would tend to bring in rather than screen out citizens of colour. In this area there is room for evaluation, reflection, and change.

In writing to your office today, our organization hopes to learn of the specific hiring policies and practices which are being adopted by your office both now and in the future to ensure that citizens of colour can qualify for positions with the city. In particular we would appreciate it if you would elaborate on the following questions:

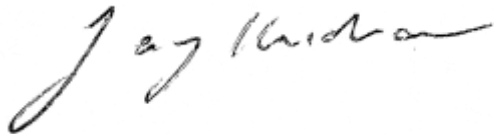
1. Does the city's hiring process provide candidates with an opportunity to self-identify as a visible minority during the hiring process? If yes, then in what way, if any, does the self-declaration affect assessment and decision-making for the candidate in the hiring process?
2. Under your leadership what specific barriers to entry has your office focused on removing for citizens of colour and how?
3. What data does your office collect to measure the hiring process outcomes being produced? Can you list the variables being used to measure the outcomes?
4. What changes does your office plan to make to the hiring processes in the future to bring in citizens of colour to more diversified roles and seniorities in the city?
5. Which departments and offices under the city are citizens of colour largely absent from?
6. In your professional judgement what are the key barriers that visible minorities face in securing employment with the city and what can be done to change that?
7. During the time in your present role have you ever directly received any letter or email from any higher office expressly speaking to you about advancing employment equity goals through the hiring process? If yes, who was it from?
8. What percentage of the city's current permanent full-time (PFT) workforce self-identified as visible minority?
9. What percentage of permanent full-time (PFT) city employees held a degree from a recognized university when they were hired?

10. Has your office demonstrated a high confidence in the Canadian institution of education? If yes, then in the past five years have there been any entry-level vacancies in the city for which having a university degree was sufficient to apply for the position without any further “minimum experience” criteria? Could you please provide the job posters?

These are some of the essential higher-level questions necessary in order to better understand the scope of the commitments and investments of the city in the direction of employment equity. If you would answer these questions in the order they are presented, that would be greatly appreciated. Given the functions and duties of your role as Director of Human Resources it is my hope that you will be able to provide the elaboration that will help the PSAEE move forward towards its purpose. We believe that such considerations and any discussions arising from them are necessary to successfully move towards the development of a representative public sector which can serve the interests of all Canadians of a future Canadian society.

If you would like to learn more about the organization, please visit [www.psaae.org](http://www.psaae.org). If you would kindly respond to this communication by email to [jay\\_krishan@hotmail.com](mailto:jay_krishan@hotmail.com), that would be appreciated. Thank you for your time and I very much look forward to hearing a response from you at your earliest convenience. Thank you very much.

Sincerely,

A handwritten signature in black ink that reads "Jay Krishan". The signature is written in a cursive style with a large initial "J".

Jay Krishan  
PSAEE, Director