

Originally sent via email. March 7, 2021 (reformatted for PDF)

Dear Ms. Rae-Ann Emery,

Thank you for your email.

Evaluation, reflection, and a commitment to positive change must always be given top priority in any leadership role. I think you would very much agree with this Ms. Emery. Promoting and fostering fairness and accountability in public administration requires active leadership and constant evaluation and assessment.

Not collecting data is tantamount to *assuming* fairness and impartiality of processes.

The PSAEE cannot place confidence in processes whose outcomes are not actively measured. Neither can Canadians - nor should they.

I am relisting some of the questions below to encourage your attention on the relevant issues:

- Under your leadership what specific barriers to entry has your office focused on removing for citizens of colour and how?
- 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?
- 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?
- Which departments and offices under the city are citizens of colour largely absent from?
- 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?
- 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?
- 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?

I would like to think that your office will consider some of these questions and provide answers. Such considerations would help ensure that the city's hiring processes are better aligned to produce more equitable and representative outcomes across offices and departments.

Sincerely,

Jay Krishan