

May 30, 2021

Dear Ms. Jensen,

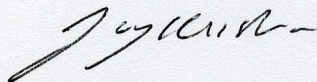
Thank you for your elaboration on the commitments of your department. I will share some of my concerns to further engage you on this very important area.

When matters of equity and progress are under evaluation, it becomes necessary to distinguish between efforts and outcomes. It is encouraging to learn of the efforts your office has been involved with - and I think they are a step in the right direction - however the PSAEE would specifically like to learn of the characteristics and patterns of the workforce being produced through the hiring process as well as the specific barriers that you are working to remove for citizens of colour during your leadership tenure. There are specific changes to the hiring process required before a socially significant progress is seen.

As your office is seeking to improve and better understand the gaps, I would urge you, Ms. Jensen, to engage with the original questions and discuss the challenges you face in answering them with me; they will bring mutual insight into the areas which require attention. **The PSAEE would like to be involved in changes to the current hiring process of the city and any required discussions this would need.** Towards this end, I would welcome engagement with Mandi Sandhu, Head, Service Innovation & Improvement.

As Head of Human Resources for the city, the PSAEE considers that you are in a strong position to propose and bring positive change to patterns which have been adversely affecting citizens of colour. I would like to better understand the limitations and practical challenges your office may be facing in taking action towards making the required changes to the hiring process. Definitions of merit and systems of assessment need to be adopted which would tend to welcome rather than reject citizens of colour. If you share this basic sense, that is sufficient common ground for our continued discussion in this area, and I will look forward to hearing further from you on these considerations.

Sincerely,



Jay Krishan
Director, PSAEE