

CASO Equity Hiring Initiative



CASO is committed to building a skilled workforce that reflects the population of Ottawa as well as the diverse communities we serve. As such, CASO has designed this Equity Hiring Initiative and will seek to fill opportunities identified through this initiative with qualified applicants who self-identify as Indigenous, visible minority, 2SLGBTQIA+ or persons with disabilities under this initiative as it meets the requirements of a **Special Program** under the **Ontario Human Rights Code**.



The Children's Aid
Society of Ottawa | La Société de l'aide
à l'enfance d'Ottawa

Special Program: Ontario Human Rights Code Designated Position(s)

The Children's Aid Society of Ottawa (CASO) is committed to building a skilled workforce that reflects the communities it serves and an inclusive workplace for all. CASO has developed an Equity Hiring Initiative through the OHRC Special Program for positions (hereinafter the "Equity Hiring Initiative"). To support its Equity Hiring Initiative, CASO is inviting applications from qualified individuals from under-represented groups. The Society is seeking to fill career opportunities identified through this initiative with qualified applicants who self-identify as Indigenous, visible minority, 2SLGBTQIA+ or persons with disabilities. These applicants will be considered under this initiative, which meets the requirements of a **Special Program** under the **Ontario Human Rights Code**.

Ontario Human Rights Code: Legal Framework

Prohibition Against Discrimination in Employment

Section 5 of the Ontario Human Rights Code (the "Code") prohibits discrimination in employment, which includes discriminatory hiring practices. Section 23(1) of the Code prohibits job applications that directly or indirectly classify or indicate qualifications by a prohibited ground of discrimination.

There are two applicable exceptions to this general rule: s. 14 ("special programs") and s. 24 ("special employment"). The focus of this Equity Hiring Initiative is the "Special Program" exception only. This exception allows preferential treatment for Code protected groups as part of programs designed to meet one or more of the following criteria (the "Special Program Criteria"):

1. Relieve hardship or economic disadvantage;
2. Assist disadvantaged persons or groups to achieve equal opportunity; and/or,
3. Contribute to the elimination of discrimination.

What is the Intention of this Initiative?

CASO recognizes the historical and continued implication in the oppression experienced by non-dominant groups in society. Specifically, regarding how child welfare has used dominant/mainstream values which institutionalize the “othering” of non-dominant groups and has led to the over-representation of certain groups within our system. CASO has been actively working to reduce these disparities and recognizes that it is these same dominant/mainstream processes that have contributed to systemic barriers in employment, such as hiring practices and advancement opportunities.

To eliminate systemic and discriminatory barriers within our employment systems, there is a need to recognize **historical practices**, the **resulting inequities**, and their **present-day impact**. An example of this would be the underrepresentation and lack of opportunities for certain groups within our workforce. Multiple studies have shown that systemic discrimination towards underrepresented groups in employment “carries cumulative effects over the life-course, but also intergenerational effects as families and communities face ongoing limitations in their social capital and opportunities,” which impacts individuals’ in underrepresent groups quality of life, health, economical status, among many others ([*Barriers to Employment and Training for Equity Seeking Groups*](#)).

CASO management is committed to working to identify ways in which to remove systemic barriers in support of moving towards more equitable hiring practices. As such, CASO has developed this Equity Hiring Initiative as a Special Program under Section 14 of the Code which aims to close the gap of under-representation in designated positions in our workforce.

Special Program Opportunity positions will be designated by CASO on an annual basis (12-month period). Criteria used to designate Special Program Opportunity positions is objective and based on data collected by CASO to determine rates of representation for all designated groups (Indigenous, visible minority, 2SLGBTQIA+, or persons with disabilities). In addition to CASO surveys, CASO will periodically collect data to measure the results of the Equity Hiring Initiative and to determine which groups remain under-represented. Special Program Opportunity positions can be posted for all groups (Indigenous, visible minority, 2SLGBTQIA+, or persons with disabilities) or for one or more specific group depending on the level of under-representation. As a result, CASO will collect and regularly assess data program-wide and, when applicable, within specific roles/departments/pods and will designate Special Program Opportunity positions accordingly.

Definitions Under the Code

VISIBLE MINORITY PERSONS (RACE)

The Ontario Human Rights Commission (“OHRC”) has explained “race” as socially constructed differences among people based on characteristics such as accent or manner of speech, name, clothing, diet, beliefs and practices, leisure preferences, places of origin and so forth. The process of social construction of race is called racialization: “the process by which societies construct races as real, different and unequal in ways that matter to economic, political and social life.” CASO will not be referring to race, but rather visible minority, throughout this initiative as the origin of race is a key part of the history of racism. Race is an invented social construct, which implies that “racial purity” exists and as such the concept of race only exists because of racism. This concept is the root of the power, privilege, status and opportunities that have existed for individuals who identify with the “white race” for hundreds of years, and the racism, discrimination, oppression, and inequities that continue to exist for individual’s who do not.

PERSONS WHO IDENTIFY AS 2SLGBTQIA+

For the purpose of this questionnaire, 2SLGBTQIA+ refers to persons who identify as 2-Spirit, agender, asexual, bisexual, gay, genderfluid, genderqueer, intersex, lesbian, nonbinary, pansexual, queer, questioning, trans, transgender, or another gender/sexually diverse identity.

GENDER IDENTITY

The Code does not define the grounds of gender identity, gender expression or sex. However, the OHRC does explain that gender identity is each person’s internal and individual experience of gender. It is a person’s sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person’s gender identity may be the same as or different from their assigned sex.

PERSONS WITH DISABILITIES (AS DEFINED BY THE CODE)

- Any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- A condition of mental impairment or a developmental disability;
- A learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- A mental disorder; or,
- An injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

The OHRC also explains that people with disabilities are a diverse group, and experience disability, impairment and societal barriers in many different ways. Disabilities are often invisible and episodic, with people sometimes experiencing periods of wellness and periods of disability.

Workplace Census Data for Equity Based Hiring Strategy

The following tables contain information from CASO's 2020 Workforce Census for unionized and management job categories. The tables show the percentage of respondents who identified as Indigenous, visible minority, or living with a disability:

Job Category	Females	Persons with Disabilities	Indigenous Persons*	Visible Minority Persons*	Census Count
Support	80.6%	8.5%	10.8%	25.8%	95
Clinical Support Worker	90.3%	6.5%	0.0%	3.6%	31
Resource Worker	97.8%	11.1%	20.0%	7.0%	47
Child Protection Worker	86.2%	12.3%	4.6%	16.0%	131

Overall, the unionized representation based on responses across each of the designated groups is as follows:

- Indigenous Persons: 8.3%
- Visible Minority Persons: 16.14%
- Persons with Disabilities: 10.17%

Job Category	Females	Persons with Disabilities	Indigenous Persons*	Visible Minority Persons*
Management	81.0%	6.9%	3.4%	13.8%

The table below contains information from CASO's 2020 Workforce Census for all staff, showing the percentage of respondents who identified as 2SLGBTQIA+ persons:

Sexual Orientation	Frequency	Percent	Canada
2-Spirit, Asexual, Bisexual, Gay Lesbian, Pansexual & Queer	34	9.6%	3.0%
Heterosexual	322	90.4%	97.0%

Gender	Frequency	Percent	Ottawa
Male	52	14.4%	48.6%
Female	308	85.6%	51.4%
Trans	0	0.0%	--
2-Spirit	0	0.0%	--
Gender Fluid	0	0.0%	--
Non-Binary	0	0.0%	--
Intersex	0	0.0%	--

Overall, 2SLGBTQIA+ representation across CASO is 9.6% (Note: overall workforce representation is captured here as a figure is not available specific to unionized employees only).

The external comparison population is the Ottawa Census Subdivision, the geographic category used by Statistics Canada to denote the population within the Ottawa municipality. If external comparison data is obtained from another source (e.g., at the provincial level), this will be indicated.

The primary Statistics Canada data sources are as follows:

- 2016 Canada Census – by Ottawa geographic area
- 2017 Canadian Survey on Disability
- 2014 Canadian Community Health Survey

These are the most recent Statistics Canada data available at the time of CASO's 2020 workforce census. Below you will see where groups have been **highlighted** in instances where the percentage of respondents who identified as being part of an equity seeking group is lower than what has been reported for the population of Ottawa.

The representation of Black and Indigenous children in care are from CASO statistics as of December 17, 2021

Indigenous Persons:

- 8.3% of unionized respondents identified as an Indigenous person
- 4.63% of the Ottawa population identified as an Indigenous person
- 20% of children in care identify as an Indigenous person

CASO's Commitment to Reconciliation:

While CASO's internal staff representation of Indigenous peoples may appear closely in line with the Ottawa population at first glance, the devastating reality is that there is an over-representation of Indigenous children and youth in our care. Sadly, 20% of children in our care identify as First Nations, Inuit or Métis compared to the overall Ottawa Indigenous representation of 4.63%. In addition to

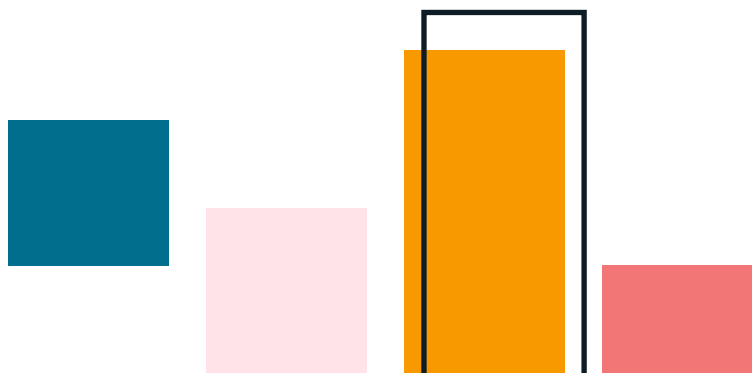
Children in Care by Race/Case Type as of December 17, 2021				
Children in Care by Race / Case Type as of December 17, 2021	Race			
Case Type	Non-Black/Non-FNIM	Black	First Nations, Inuit, or Métis	Grand Total
Child in Care	135	38	82	255
Continued Care and Support for Youth	188	44	21	253
Formal Customary Care			3	3
Voluntary Youth Services	13	7	1	21
Grand Total	336	89	107	532

CASO recognizes the impacts of colonization on First Nations, Inuit, and Métis communities, which includes the Residential School System, the Sixties Scoop, the Millennial Scoop, Day School, and the context within which we work with Indigenous peoples today. Through our commitment to reconciliation, our goal is to ensure that First Nation, Inuit, and Métis children receiving our services have equitable opportunities to grow up at home, achieve their dreams, celebrate their languages and culture, have access to traditional ceremonies, and remain connected to their communities.

As such, CASO is committed to:

- Acknowledging the intergenerational impact of the history between child welfare and Indigenous peoples and the need for a restorative child welfare practice that is framed within an awareness of our colonial history;
- Learning how to work respectfully together using a holistic approach that reflects the whole child, preserving continuity of relationships and recognizing the child is shaped by their culture; and,
- Doing what it can to redress the harm and making changes to ensure it does not happen again by using a restorative Indigenous child welfare practice that is grounded in an Indigenous worldview, trauma-informed, and strengths-based.

In order to disrupt the longstanding oppression that First Nations, Inuit, and Métis communities have experienced through the child welfare system, we must ensure Indigenous representation within our workforce exceeds that of the Ottawa community and is more appropriately in line with the over-representation of these communities in our system. As such, we will be using the 20% figure which reflects the over-representation of Indigenous children in care for the purposes of identifying Special Program Opportunities within this initiative.



Ongoing Evaluation of Workforce Data for Equity Hiring Strategy

CASO DATA

On a go forward basis, CASO will be asking all new hires to voluntarily self-identify if they belong to one of the under-represented groups referenced within the Equity Hiring Initiative. This will allow CASO to collect relevant data in terms of any changes to the representation of these groups across all unionized positions and in doing so make any necessary adjustments to determine special program opportunities.

STATS CAN DATA

As new data is available through Statistics Canada regarding the representation of the identified groups within this Equity Hiring Initiative, CASO will re-evaluate the representation of those groups across its unionized positions and make any necessary adjustments in identifying Special Program Opportunities.

Workforce data and outcomes from this Equity Hiring Initiative will be reviewed, at minimum annually.

