SNAPSHOT: FOCUS GROUP & SURVEY FINDINGS
Overall Workplace Challenges

Inconsistent HR Support, Policies & Procedures

This was a top challenge cited in both focus groups and survey responses. Concerns are characterized by what is perceived as an inconsistent and unclear promotions process, poor on-boarding, and overall dysfunctional operations existing within the Human Resources Department. Prominent sub-themes include:

1. On-boarding, orientation processes are deficient and inconsistent.
2. Promotions process is unclear; no standards.
3. Supervisors are not trained to help develop their staff or prepare them for promotion.
4. Department is under-resourced, not organized well to support staff.
5. Economic issues – concerns over pay equity / ranges.
6. Diversity knowledge within department is low.
7. Tokenism – people feel like some are hired for their identity characteristics as opposed to qualifications; some feel responsible for being the voice of their population.

Exclusion

This was a top challenge cited in both focus groups and survey responses. Staff report experiencing varying degrees of an exclusionary environment at HRC, especially regarding decision-making processes. Exclusion was broad-based and hit all identity groups within HRC. A judgmental working environment, particularly concerning women and feminine-identified individuals, was highlighted in survey responses. Prominent sub-themes:

1. "Soft" skills / feminine traits are not valued; other forms of perceived sexism.
2. Younger / lower paid staff feel excluded, not valued; told to stick to the job.
3. Staff who voice concerns are viewed as complainers; there's a fear of speaking honestly.

Organizational Culture / Climate Not Inclusive

This theme was prominent in both focus groups and survey responses. It is generally characterized by a lack of respectful dialogue within the organization and how/if diversity conversations are supported. Prominent sub-themes include:

1. Not many diversity conversations happen at HRC; no real push for diversity.
2. Leadership culture is experienced as homogenous – gay, white, male.
3. Inappropriate language, humor, and negative talk are used, especially among members of senior staff.

Lack of Commitment to Diversity & Inclusion

This theme emerged most strongly among focus groups. There is a general perception that current diversity efforts are not working and that there's a lack of diversity understanding broadly. Prominent sub-themes include:

1. Diversity only exists within lower tiers of organization; leadership is made up of gay, white men.
2. Lack of shared understanding of diversity and inclusion and how it is operationalized.

Training & Education Deficits

This theme showed most prominently in survey responses, however it also emerged in solutions generated from focus groups. The theme was characterized by poor training – in comprehensiveness, frequency and effectiveness. Prominent sub-themes:

1. Poor consistency with orientation training.
2. Lack of structured on-going diversity and inclusion training.
3. Lack of management training to support supervisors.

Unique Concerns

Three focus groups in particular gave voice to specific concerns that related directly to their unique experiences: Two Remote Staff focus groups and one Trans* focus group. Their concerns were not only unique to their experiences but were views consistently held by most of the members of their group and were worthy of note.

Trans* Staff

- Frequently feel tokenized
- Don't feel safe to come out at HRC
- Are often mis-gendered, even after repeated attempts to educate
- Only one bathroom available
- Dress code not inclusive

Remote Staff

- Feel forgotten
- Report poor web conferencing etiquette
- Lack adequate tech support
- Receive important news second-hand
- Are not recognized as staff when on site