

Observations and new findings

Change is slow but moving in the right direction

Although the numbers are small, there is a slight improvement in overall representation of visible minorities in leadership roles, indicating a move in the right direction. Several specific sectors show changes worth highlighting:

- Among public sector executives, 9.4% are visible minorities, up slightly from last year (8.1%).
- The proportion of minorities sitting on agencies, boards and commissions increased from 18.6% last year to 22.3%.

In many cases, however, numbers were too small to draw definitive conclusions. Table 10 summarizes the results which have been highlighted in this section of this report.

Some organizations are ahead of the pack

This year, the study also examined the variance within sectors (see Table 11). Although in some cases the numbers are too small to be conclusive, the results are striking and suggest that the overall averages of visible minorities in each sector conceal dramatic variations within the sectors. Further research is needed to explain the large variances, but clearly there are lessons that could be learned from diverse organizations and shared within and across sectors.

Table 10. Visible minority representation by sector

Sector	Total analyzed 2009	% Visible minority	Total analyzed 2010	% Visible minority
Elected officials	224	16.1%	227	15.4%
Public sector executives	123	8.1%	139	9.4%
Corporate sector boards and executives	993	4.1%	963	4.1%
Voluntary sector boards and executives	343	12.8%	399	12.5%
Education sector boards and executives	1,191	19.8%	1,212	19.9%
Government agencies, boards, and commissions	382	18.6%	408	22.3%
Total	3,256	13.5%	3,348	14.0%

Table 11. Variances of visible minority leadership within sectors

Sector	Total sub-sectors	Number with 0% VM	Percentage with 0% VM	Number with >20% VM	Percentage with >20% VM
Elected officials					
School board trustees	6	0	0.0%	3	50.0%
Municipal councillors	5	1	20.0%	0	0.0%
MPPs	5	1	20.0%	3	60.0%
MPs	5	2	40.0%	2	40.0%
Public sector					
Municipal executives	7	6	85.7%	0	0.0%
Police chiefs and deputy chiefs	3	2	66.7%	1	33.3%
Assistant deputy ministers and deputy ministers	27	19	70.3%	6	18.5%
Corporate sector					
Corporate boards	52	40	76.9%	5	9.6%
Corporate executives	52	36	69.2%	6	11.5%
Voluntary sector					
Charity boards	14	4	28.6%	3	21.4%
Charity executives	13	8	61.5%	4	30.8%
Foundation boards	6	2	33.3%	0	0.0%
Foundation executives	5	4	80.0%	0	0.0%
Education sector					
School board directors	6	5	83.3%	1	16.7%
University boards of governors	5	0	0.0%	4	80.0%
University executives	5	3	60.0%	2	40.0%
College boards of governors	6	0	0.0%	5	83.3%
College executives	6	2	33.3%	3	50.0%
Government agencies					
Provincial agencies boards and commissions	26	10	38.5%	9	34.6%