

Public sector leaders

Methodology

To ensure comparability with last year, the study focused on the senior most public servants in municipalities and provincial governments. Specifically, it considered the Executive Committee in municipalities (typically the Chief Administrative Officer, City Manager, Deputy City Manager, and Commissioner), police executives (chiefs and deputy chiefs) as well as deputy ministers and assistant deputy ministers in the Province of Ontario.

Findings

Overall in this category there was an increase over last year – from 8.1% to 9.4%.

Visible minorities are only 2.9% of the executive committee members in the municipalities considered compared to 3.6% last year but this may be the result of an increase in the sample (34 versus 28) rather than an absolute change. Given the addition of a second visible minority deputy police chief, the proportion of police executives doubled to 15.4% over last year. Close to 11% of provincial deputy ministers and assistant deputy ministers are visible minorities compared to 9.6% last year.

Table 5. Visible minorities in public sector leadership

Public sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
Total municipal and regional executives	39	39	28	34	72%	87%	1	1	3.6%	2.9%
Total police executives	12	13	12	13	100%	100%	1	2	8.3%	15.4%
Total assistant and deputy ministers	149	150	83	92	56%	61%	8	10	9.6%	10.9%
Total public sector leaders	200	202	123	139	62%	69%	10	13	8.1%	9.4%



**TORONTO
POLICE
SERVICE**

The Toronto Police Service is the largest municipal police service in Canada with over 7,900 employees. It also has the highest rate of visible minority representation in its senior command: two of four deputy chiefs are visible minorities. The process of moving diversity forward occurred over a number of years under the leadership of the Chief, Bill Blair and the Toronto Police Services Board Chair, Dr. Alok Mukerjee.

In 2006, the Toronto Police Service established a Diversity Management Unit to oversee diversity management training, human rights issues, and a diversity policy and procedure review at the Service. The Unit's mandate is to develop a more inclusive workplace environment for members of equity groups throughout the Toronto Police Service. Diversity training is also mandatory for all civilian officers, and includes human rights, religious and cultural awareness, and issues related to aboriginal, disabled and lesbian, gay, bisexual, and transgender (LGBT) employees. While change is challenging, particularly in a large and largely unionized environment, the Toronto Police Service sets targets and sticks to them. The process is data-driven – the Toronto Police Service reviews and updates the number of employees from target groups on a monthly basis – and uses the data to help hiring managers plan, amend and evaluate their recruitment strategies.

The Toronto Police Service has successfully increased the number of new recruits from under-represented groups, thanks to a number of diversity recruiting initiatives. To promote a career in policing to members of Toronto's diverse communities, the Service established a recruiting coalition made up of employees from Chinese, Japanese, South Asian, Black, Somali, Jewish and LGBT groups. Officers participating in the Service's in-house "Ambassador Program" promote the Toronto Police Service as an employer by staffing recruitment booths at various cultural community events and celebrations throughout the year. The Service has also recently launched an aggressive recruitment campaign to encourage more women to consider a career in policing. As part of this campaign, women candidates can enrol in a special preparatory workshop designed to help them improve their chances of successfully completing the physical fitness standards set by the Ontario Association of Chiefs of Police. The makeup of a recent graduating class shows that diversity recruitment efforts are working – nearly 20% of the Service's new recruits were women, while fully one-third were members of visible minority groups. The Toronto Police Service was selected as one of Canada's Best Diversity Employers in 2008, 2009, and 2010.

Mo Lewis

Commissioner
of Finance and
Treasurer,
City of Brampton



Mo Lewis is an accomplished finance professional with more than 25 years of municipal government experience and is currently the Commissioner of Finance and Treasurer of the City of Brampton. As a visible minority, Mr. Lewis occupies one of the most senior roles in a GTA municipal government. His previous experience in municipal finance in senior management roles include: City of Toronto (Director of Accounting), Town of Oakville (Director of Finance and Treasurer), Town of Lakeshore (Chief Administrative Officer) and Town of LaSalle (Treasurer/Chief Financial Officer). Mr. Lewis also attained his Chartered Accountant designation while articling with the public accounting firm of Deloitte, Haskins and Sells. He is a Certified Municipal Officer and Accredited Municipal Clerk Treasurer.

“Growing up in Windsor, Ontario posed many challenges. However, these experiences also provided a strong basis for understanding that effective leadership requires strong will and determination. Being an effective leader means knowing how to relate to people at all levels of an organization to earn their confidence and trust and demonstrate to them that you are all contributing to a common goal and that what they do adds value. I believe that a major key to my success is leading by example. By following these principles I feel that people judge and relate to me based on my ability and professionalism and not the colour of my skin.”



Patricia Li

Assistant Deputy
Minister, Ministry
of Health and
Long-Term Care

Patricia Li is the Assistant Deputy Minister, Direct Services Division, Ministry of Health and Long-Term Care. Prior to this health care portfolio, she was the government’s Interim Advisor with the Royal Botanical Gardens, modernizing Canada’s largest botanical garden. Since 2007 she has also served as a director at the Ontario Pension Board which administers a defined benefit pension plan serving more than 70,000 members and pensioners with over \$16 billion in assets.

Ms. Li has been promoting diversity throughout her career in the Ontario Public Service (OPS). In 2006, she was appointed as the executive lead to initiate a multi-year plan to implement accessibility standards and best practices under the Accessibility for Ontarians with Disabilities Act (2005) across the OPS, which led to the establishment of the OPS Diversity Office. She is one of the executive sponsors with the East Asian Network Group – an employee network within the Ontario Public Service. She was a member of the Council on Inclusive Work Environment with the Conference Board of Canada and is a member of the Women’s Executive Network.

“My approach to leadership is twofold. I think that it is important to learn from every encounter for continuous growth as an individual and to make sure that I am supported by a network of friends, colleagues and family. As a leader in an organization or the community, it is necessary to have a keen eye for talent, spend the time to coach and mentor other leaders, and always respect the work of others around you. I think that to be a true leader, it is necessary to demonstrate these aspects through your actions so that others can identify and feel your excitement.”