

*Garder le cap sur l'ascension professionnelle des femmes aux postes de cadre à la Ville de Montréal*

**January 2016**

**Summary**

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The advisory opinion *Garder le cap sur l'ascension professionnelle des femmes aux postes de cadre à la Ville de Montréal* [Staying the Course: Career Advancement Among Women in Management at the Ville de Montréal] was presented by the Conseil des Montréalaises to Montréal's city council. It updates the recommendations made in the Conseil des Montréalaises' 2008 opinion, which was based on a study conducted in 2007-2008: *Career Advancement Among Female Executives with the Ville de Montreal*. It also examines the status of women in management between 2008 and 2015, as well as data on women across the City's entire workforce in order to compare the situation regarding the latter with that of women in management positions. Since 2008, the Conseil des Montréalaises has followed the evolution of this dossier closely, and it has published this new opinion in 2015 to propose measures it hopes will help to stay the course in years to come with regard to career advancement for women in management at the Ville de Montreal.

**Findings Obtained from the Statistical Portrait of Women Employed by the City, Especially in Managerial and Senior Executive Positions**

Finding 1: In 2014, women represented 38% of the Ville de Montreal's workforce. This percentage declined by 1.2% between 2007 and 2014, decreasing from 39.2% to 38%. The under-representation of women may have an impact on women's opportunities for accessing senior positions as, given that such positions are often filled internally, the pool of potential female candidates would be smaller than that of male candidates.

Finding 2: In 2014, women represented 44% of management in general, which is close to parity. They represented 45% of managerial staff, but only 32% of senior executives.

Finding 3: As of July 21, 2015, women belonging also to other groups targeted by the Ville de Montréal's Equal Access to Employment Action Plan (EAEP)—visible or ethnic minorities, Aboriginal peoples, persons with disabilities—represented 3.7% of managerial staff and 1.6% of senior executives. Between 2010 and 2014, 8% (14 out of 168) of women hired to fill management positions self-identified as also belonging to another EAEP target group. The Ville de Montréal does not have gender-disaggregated data concerning people belong to EAEP target groups, particularly with regard to candidate pools for job openings

Finding 4: In 2014, there was a considerable gap between men and women in terms of promotions and appointments to senior executive positions with the Ville de Montréal, with women accounting for only 30% of all such promotions and appointments.

Finding 5: In 2014, the average salary of women in management positions was lower than that of men, with the difference ranging from 2.7% to 6.1% depending on the level of management.

Finding 6: The Ville de Montréal does not have the necessary data to analyze work-family integration among members of the municipal civil service and thereby meet any related needs.

Between the publication of the Conseil des Montréalaises' first opinion on career advancement among women in management positions at the Ville de Montréal in 2008, and that of the 2015 opinion, there has been considerable improvement in the representation of women in managerial positions, which has gone from 40% in 2006 to 45% in 2014, as well as in senior executive positions, which has risen from 24% in 2006 to 32% in 2014. However, data on the presence, or rather the virtual absence of indigenous women, women from visible or ethnic minorities, or women with disabilities in senior positions is alarming.

**The Conseil des Montréalaises' recommendations for staying the course with regard to career advancement among women in management at the Ville de Montréal**

- A. Ensure monitoring and successful implementation of the Equal Access to Employment Action Plan (EAEP), particularly with regard to indigenous women, women from ethnic or visible minorities, and women with disabilities.
- B. Conduct intersectional gender-based analyses (GBA+) and ensure proper training for the municipal civil service.
- C. Adopt a work-family balance policy for the entire municipal public service.

### **Intersectional Gender-Based Analysis (GBA+)**

Since 2012, the Conseil des Montréalaises has been committed to producing intersectional gender-based analyses taking into account the various types of intersectional discrimination experienced by women of diverse origins or circumstances.

Intersectional gender-based analysis (GBA+) is an analysis and governance tool that provides for a more informed view of the needs of women and men from different populations. GBA+ is an analytical process aimed at highlighting interactions between gender and other social differences or identity markers such as socio-economic status, disability, indigenous status or ethnicity. This type of analysis rejects the premise that gender is the only valid form of discrimination that needs to be fought and recognizes the complex nature of identity and status for women and men. Its objective is to reveal the existence of forms of discrimination based on the intersection of gender and these other distinctions (forms of intersectional discrimination), without presuming the presence or absence thereof. It is an analytical process that fosters equality between women and men of all backgrounds through the adoption of guidelines and actions by society's governing bodies at local, regional, and national levels. Its aim is to discern in a preventive manner the distinct effects the adoption of projects designed for all citizens may have on women and men of various statuses, origins and conditions. Analysis is conducted during the development, implementation, assessment and monitoring of projects. In some situations, GBA+ will result in the provision of different measures for women and men in order to reduce inequalities. Its purpose is to achieve de facto equality. Equality is conceived of as a concept that proposes that people of diverse backgrounds and conditions have equal opportunities to fully exercise their rights, to fulfil their potential, and to contribute to political, economic, social and cultural development while benefiting equally from these changes.<sup>1</sup>

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<sup>1</sup> The definition of GBA+ adopted by the Conseil des Montréalaises has been inspired by the definitions of GBA proposed by the Québec government's Secrétariat à la condition féminine, feminist movement practices, and definitions of gender-based analysis plus (GBA+) provided by the Status of Women Canada (<http://www.cfc-swc.gc.ca/gba-acs/overview-apercu-en.html>).