

<b>TO:</b>	<b>CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE  MEETING ON JULY 22, 2014</b>
<b>FROM:</b>	<b>VERONICA MCALEA MAJOR MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>
<b>SUBJECT:</b>	<b>UPDATE: WORKPLACE DIVERSITY AND INCLUSION</b>

<b>RECOMMENDATION</b>
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That, on the recommendation of the Managing Director, Corporate Services & Chief Human Resources Officer, the following Report **BE RECEIVED** for information purposes.

<b>PREVIOUS REPORTS PERTINENT TO THIS MATTER</b>
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- July 23, 2013 Report to Corporate Services Committee regarding "Update: Workplace Diversity Statement and Plan".

<b>BACKGROUND</b>
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This Report highlights activities undertaken by Civic Administration in the last year which have been intended to attract a diverse workforce which is representative of our community and to create an inclusive organizational culture.

In October 2013 a major communication was launched to employees introducing the new Workplace Diversity and Inclusion Statement (attached hereto as "Appendix A") which had been developed earlier in the year with the assistance of the London Diversity and Race Relations Advisory Committee. The communication to employees also included an update on the 2011 Workforce Census as well as highlights of accomplishments from the previous Workplace Diversity Plan. The communication also encouraged employees to join the new Workplace Diversity and Inclusion Committee.

**Workplace Diversity and Inclusion Committee**

The Workplace Diversity and Inclusion Committee was formed in December 2013, with at least one employee from each of the Corporation's ten Service Areas. Additional representatives were recruited for Service Areas with multiple locations or a significant number of employees. The committee meets monthly to provide advice and support for the implementation of the Corporation's new Workplace Diversity and Inclusion Plan by:

- Championing workplace diversity and inclusion by modelling the behaviours associated with an inclusive organizational culture;
- Assisting in the planning and implementation of workplace diversity and inclusion campaigns and activities at the corporate and work group level;
- Actively marketing workplace diversity and inclusion campaigns and activities to promote employee involvement;
- Collecting feedback from employees on workplace diversity and inclusion campaigns and activities and sharing this with the Committee to guide future planning; and

- Monitoring and evaluating the Committee's work to ensure its ongoing effectiveness.

The committee has quickly proven to be a valuable resource and members have benefited from participation as a developmental opportunity.

### **Workplace Diversity and Inclusion Plan**

Having regard to best practice research and consultation with our employees, a new Workplace Diversity and Inclusion Plan was developed which builds upon the solid foundation laid by the 2009 Workplace Diversity Plan and the accomplishments achieved pursuant to that Plan. The new plan will act as the Corporation's roadmap over the next several years to deliver on the vision set out in the new Workplace Diversity and Inclusion Statement. The plan was launched at the 2014 Employee Update Event through an information booth operated by members of the Workplace Diversity and Inclusion Committee. The booth included activities to heighten people's awareness of their dimensions of diversity. Committee members distributed the Workplace Diversity and Inclusion Plan which is contained in an information booklet; attached as Appendix "B" to this Report and answered employees' questions. The booklet includes contextual information about the Corporation's approach to Workplace Diversity and Inclusion which comes from a place of respecting each other and creating a supportive workplace; in alignment with the Corporation's Strategic Plan Guiding Principles.

The Workplace Diversity and Inclusion Plan has two major focuses: to create a more diverse workforce, reflective of our community and to create a more inclusive organizational culture. Having a wide variety of people in our workplace helps the Corporation to be more flexible, creative and responsive to the needs of the community and ultimately provide better service to the public. An inclusive organizational culture is one where people are comfortable and confident to be their whole selves at work and where they feel like they fit. This is a work environment which recognizes, respects and uses the uniqueness of each employee, encouraging them to contribute to their full potential. The plan has actions intended for implementation over several years.

### **Workplace Diversity and Inclusion Plan Focus Area 1: Create a more diverse workforce, reflective of our community.**

Civic Administration continued to participate in various recruitment outreach activities, focused on promoting employment with the Corporation to a diverse array of potential new talent, raise awareness of our recruitment process and create transparency. The Corporation was represented at six community job fairs, as well as 38 events with community agencies; including speaking engagements. To ensure opportunities for employment with the Corporation were widely communicated, Civic Administration continued to provide all job postings directly to approximately 100 community organizations; many of which support people with employability challenges.

Supporting the integration of young, new talent into our workforce, the Corporation hosted 74 students with co-op and school placements, and one individual with the Engineers In Training Program. Six individuals were hosted under the Corporation's new internship program, focused toward persons with disabilities, new immigrants and recent post-secondary graduates. The program provides four month's paid work experience within the Corporation under the guidance of a City employee and Human Resources. Participants gain strategies to overcome potential employment barriers, increase job readiness and marketability, as well as access to professional networks and employment references.

### **Workplace Diversity and Inclusion Plan Focus Area 2: Foster a more inclusive organizational culture.**

The Corporation's New Employee Orientation segment which introduces workplace diversity and inclusion was updated to reflect the new Workplace Diversity Statement and Plan. This content was also integrated into a revised "It Starts With Me" training program, to be delivered to all employees. This program introduces policies regarding the prevention of harassment and discrimination and promotion of appropriate interpersonal behaviour in the workplace; including accommodation of employees with disabilities and time off for religious observance.

With assistance from LDRRAC, Civic Administration developed for the fifth year, a Multi-Faith Observance calendar to increase awareness of religious celebrations outside of one's own practice. Posters of the calendar were distributed across the Corporation and each month's celebrations are featured on the "Team London" home page of the intranet.

For the first time, the Corporation participated in the London Pride Festival. Employees marched in the parade with a City of London float and operated an information booth to promote employment and City services.

**Alliances and Partnerships**

Civic Administration continued to work with LDRRAC, consulting primarily with the Policy and Planning Sub-Committee on the development and implementation of diversity and inclusion related initiatives.

Human Resources staff also remain members of the Abilities First Coalition, a not-for-profit organization which brings together employers to share best practices and experiences related to hiring and retaining persons with disabilities. The Corporation was featured on the Abilities First Coalition website as an "Employer Success Story", highlighting the experience of an employee in the Parks and Recreation area.

The Corporation continued to be a proud Partner of Pride At Work Canada. This organization provides resources, supports and networking to employers aimed to improve the climate of inclusiveness for LGBT employees in the workplace. Employees from the LGBT community and allies came together for a fun photo which is featured on the Pride At Work Canada website.

Civic Administration continued to coordinate meetings of the Diversity Task Force, with its focus to bring together representatives of the Corporation and the City's agencies, boards and commissions to share best practices and resources. While additional representatives have joined the Diversity Task Force, participation has continued to be low.

<b>PREPARED BY:</b>	<b>RECOMMENDED BY:</b>
<b>AIDAN PRINCE SPECIALIST II, HUMAN RESOURCES</b>	<b>VERONICA MCALEA MAJOR MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>

## APPENDIX "A"



# Inclusive, Diverse and Exceptional!

## Workplace Diversity and Inclusion Statement

Diversity strengthens, diversity is you! We respect and value the human rights and uniqueness of every individual. The Corporation of the City of London will continue to foster an inclusive and supportive workplace respecting the diversity, dignity and perspectives of all.

### Guiding Principles:

- Diversity encompasses many attributes such as: gender, race, ancestry, language, age, sexual orientation, religion, ethnicity, spirituality, socio-economic status, disability, thinking styles, opinions and life experiences.
- A truly diverse workplace environment recognizes, draws upon, and respects the unique characteristics, capabilities, and experiences of each employee.
- We believe that by embracing diverse perspectives our organization becomes more creative, flexible and productive thereby increasing our service capacity.
- A diverse and inclusive workforce benefits individuals, the Corporation and our community.



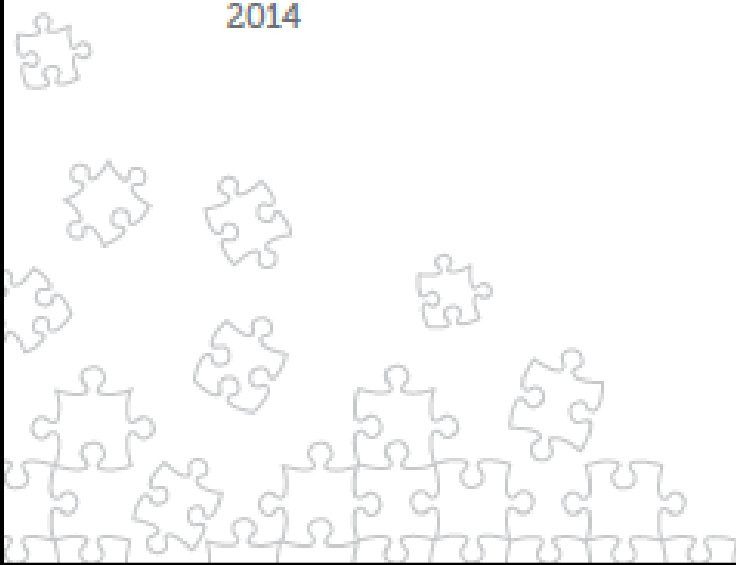
APPENDIX "B"

CORPORATION OF THE CITY OF LONDON

# Workplace Diversity and Inclusion Plan



2014





## Introduction

As an employer, the Corporation of the City of London has a strong commitment to workplace diversity and inclusion. A **“Supportive and diverse workplace”** is one of the governing principles of the **Corporation’s Strategic Plan**.

Having a wide variety of people in our workplace helps our organization to be more flexible, creative and responsive. It helps us provide better service to our diverse community.

An inclusive workplace provides a supportive environment where people are comfortable and confident to be their whole selves at work. It means that we recognize each other’s differences, respect and celebrate them and ideally try to use them to provide better service.



A **Workplace Diversity Statement and Plan** was launched in 2009. There has been a lot of progress since then to help build a supportive and diverse workplace, representative of our community. The statement was updated in 2013 with the help of the **London Diversity and Race Relations Advisory Committee**, which is an advisory group to City Council. The new statement reflects a focus on creating an inclusive workplace and has more concise and impactful wording.

This plan will act as our roadmap over the next several years to deliver on the vision set out in the **Workplace Diversity and Inclusion Statement**.





# Inclusive, Diverse and Exceptional!

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# Diversity is YOU!



THAT'S  
DIVERSITY!

Like puzzle pieces, our employees come in many different shapes, sizes, ages and colours. Like a jigsaw puzzle, it's most meaningful and productive when those individual pieces fit together.

THAT'S  
INCLUSION!



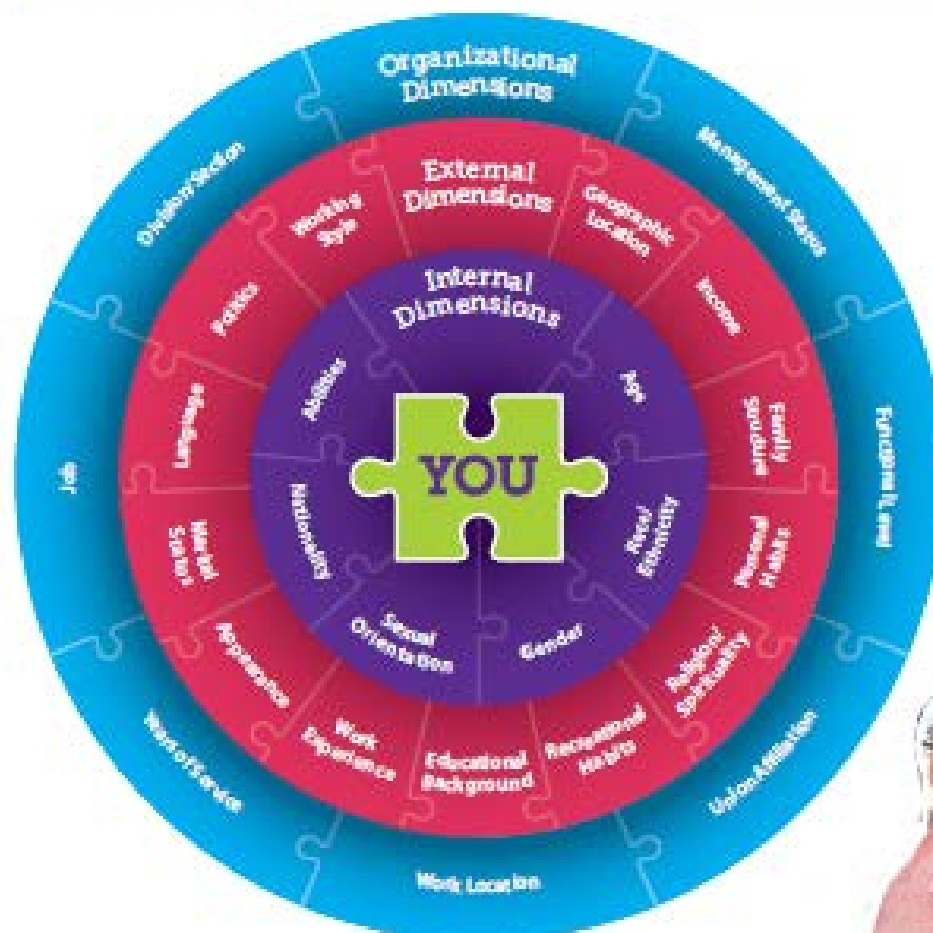
As our Workplace Diversity and Inclusion Statement says, "diversity is you" – it's about all of us. We are all unique, with multiple pieces that make up who we are. Things like your age, gender, nationality, sexual orientation, religious beliefs, language, education, work experience, family structure and job give you a particular perspective.

THESE ARE YOUR  
DIMENSIONS  
OF DIVERSITY!

These pieces make up the special person that you are, although there may be some you bring out more than others in the workplace depending on the situation. These differences create a diverse workforce. Respecting and celebrating these helps create an inclusive workplace.



# Dimensions of Diversity



Adapted from: "Diverse Teams At Work", Gardenswartz and Rowe, Irwin Publishing, 1994.

**Internal Dimensions:**  
Mostly things that you were born with and that are visible.

**External Dimensions:**  
May be less visible and can change over time.

**Organizational Dimensions:**  
Where you fit in the organization.



## Golden Vs. Platinum

Perhaps you learned the **“Golden Rule”** growing up. Unfortunately it may not be the best approach in an inclusive workplace. It suggests that we treat people the way we want to be treated; which may not necessarily be the way they want to be treated.

For example, perhaps I’m a very extroverted, outgoing, loud person and love to have people crowd around my workspace being silly, laughing and telling stories. Should I behave that way with my co-worker Marge who is very introverted, serious, task-oriented and quiet, just because I would be okay with it? That wouldn’t be very respectful.

The **“Platinum Rule”** recognizes that not everyone wants to be treated the same way. It says that we should treat people how they want to be treated, regardless of how we might personally want to be treated in similar situations.



## The Committee

**The Workplace Diversity and Inclusion Committee** has at least one representative from each of the Corporation's Service Areas with a diverse mix of people from various backgrounds. The Committee provides advice and support to carry out the **Corporation's Workplace Diversity and Inclusion Plan**. They do this by:

- Promoting workplace diversity and inclusion by modeling the behaviours associated with an inclusive organizational culture.
- Assisting in the planning and implementation of workplace diversity and inclusion campaigns and activities at the corporate and team level.
- Actively marketing workplace diversity and inclusion campaigns and activities to promote employee involvement.
- Collecting feedback from employees on workplace diversity and inclusion campaigns and activities and sharing this with the Committee to guide future planning.
- Monitoring and evaluating the Committee's work to ensure its ongoing effectiveness.



From the top, left to right:

Paula Appleton	Facilities
Teresa Louckes	Ontario Works
Chris Ginty	Financial Services
Leif Maitland	Planning Policy & Programs
Jen Lajole	City Manager's Office
Rebecca Ruddy	City Clerk's Office
Josh Ackworth	Transportation Planning & Design
Carolyn de Groot	Regional Water Supply
Bob Switzer	Long Term Care
Jeff Shaughnessy	Development Services
Aidan Prince	Human Resources
Allison Vickard	Fire Services
Evan Jones	Aquatics, Arenas & Attractions

# Workplace Diversity and Inclusion Plan

## FOCUS AREA 1

Create a more diverse workforce, reflective of our community by:

Maintaining proactive and responsive recruitment outreach activities which will attract a diverse population of potential employees to the Corporation.

Ensuring recruitment and selection processes and systems are equitable and free from barriers.

### Proposed actions:

- Develop a multi-year recruitment outreach plan with emphasis toward groups identified in the workforce census\* results.
- Enhance the Career Opportunities pages on London.ca to support applicants through the recruitment process and highlight our inclusive work environment.
- Explore possible expansion of the current Internship Program\* to offer positions toward other focused groups.
- Review and revise our recruitment outreach promotion materials to ensure they reflect our new Workplace Diversity and Inclusion language and programs.
- Review the recruitment process through the lens of various dimensions of diversity to identify and resolve potential barriers\*.
- Provide ongoing resources to ensure recruitment staff stay skilled with diversity and inclusion practices.





## FOCUS AREA 2

### Foster a more inclusive organizational culture by:

Developing employee understanding and skill to help create an inclusive workplace.

Creating workplace activities and systems to acknowledge and celebrate the diversity present in our workforce.

Ensuring policies, systems, processes and practices are equitable, free from barriers and allow all employees to contribute to their full potential.

Establishing structures to support the creation and operation of Employee Resource Groups.



### Proposed actions:

- Identify what diversity and inclusion means to us and its value for the Corporation.
- Identify skills sets which would help build an inclusive environment.
- Identify inclusion skills sets in job postings and interview tools.
- Revise existing or create new training and education programs and materials to build knowledge and skills.
- Identify inclusion skills sets in employee performance systems.
- Create a library of diversity and inclusion tools and resources for employees.

- Launch a “Positive Space”<sup>®</sup> campaign, to create LGBT resource people throughout the Corporation.
- Establish structures to profile employees celebrating their dimensions of diversity.
- Expand the current multi-faith observance calendar to include cultural celebrations and other days of international recognition.
- Establish a “Celebration Space” in City Hall for decorations to mark cultural celebrations and other days of international recognition.
- Provide information to employees of celebrations occurring within the City of London; particularly those hosted or supported by the Corporation.
- Review existing employee policies and practices with a diversity lens to identify and resolve potential barriers.
- Review the existing “Time Off For Religious Observance” guidelines.
- Conduct regular reviews of the various Human Resources services through lens of various dimensions of diversity to identify and resolve potential barriers.
- Establishing structures to support the creation and operation of Employee Resource Groups<sup>®</sup>.

For more information on the proposed actions and timing, contact **Aidan Prince** at [aprince@london.ca](mailto:aprince@london.ca) or ext. 2789



## Terminology

**Recruitment outreach:** Two-way communication activities (e.g. job fairs, presentations, info booths, participation in festivals) with various groups in the community to share information about potential employment with the Corporation of the City of London and our processes and to better understand their view on any potential barriers they may face.

**Workforce census:** A confidential survey which asks employees to identify demographic information about themselves such as age, gender, place of birth, religious affiliation, sexual orientation, immigration etc.

**Internship Program:** Launched in 2013, the City of London Internship Program provides 4-month paid internships focused toward persons with disabilities, new immigrants and recent post-secondary graduates.







**Recruitment barriers:** Something which makes it difficult for a person to participate in the recruitment process (e.g. complex language on job postings, qualifications unrelated to the job, web page not accessible for persons with low vision).

**Positive Space Campaign:** A training program which establishes Resource Persons throughout a workplace to help foster a welcoming environment for members of the Lesbian, Gay, Bisexual, Transgender and questioning community (LGBTQ).

**Employee Resource Groups:** A formal connecting structure for employees who share a common diversity dimension and their allies. Members act as supports to each other and a resource to the organization.

**Multi-faith observance calendar:** Posted on City Connect and employee bulletin boards, this calendar lists significant religious holidays and celebrations.

## Measurement

The outcomes and impact of the Workplace Diversity and Inclusion Plan will be measured by reviewing the following sources of information:

- Statistics on recruitment outreach activities.
- Recruitment and selection process reviews.
- Statistics on employee demographics related to dimensions of diversity.
- Feedback from questions related to an inclusive workplace in exit interviews and employee engagement surveys.
- Statistics on investigations related to corporate policies addressing interpersonal conduct.
- Feedback from evaluation forms at training sessions related to workplace diversity and inclusion.
- Statistics on permanent workplace accommodations related to an inclusive workplace.
- Activities and impact of Employee Resource Groups.
- Statistics on participation with activities which celebrate diversity.
- Workplace Diversity and Inclusion Committee feedback.



# You can help!

We all have a part to play in helping to create an inclusive workplace.

Consider these tips:

- Understand your dimensions of diversity and their potential impact on others.
- Share information about the pieces that make up who you are and ask others about theirs.



AN UNFAIR, NON-OBJECTIVE PREFERENCE OR DISLIKE FOR SOMETHING

- Consider your own **biases** and try to ensure they don't negatively influence how you treat others.
- Adjust your approach so that you can work better with the style of others – remember the *"Platinum Rule"* to treat people the way they want to be treated.
- Avoid participating in behaviour which is hurtful to others e.g. jokes, gossip.
- Use inclusive language to avoid making assumptions. For example, say *"happy holidays"* unless you know the person celebrates Christmas, use the term *"partner"* or *"spouse"* until you know the gender of a co-worker's significant other.
- Make an effort to include in activities or reach out to people whom you think are different than you.
- Ensure that people who are different than you are heard, respected and included; particularly if you are in a position of power formally or informally.





**WORKPLACE**  
Diversity & Inclusion



For more information on Workplace Diversity and Inclusion,  
visit our [Team London web page](#) or speak to any member  
of the [Workplace Diversity and Inclusion Committee](#).



London  
CANADA

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