

TO:	CHAIR AND MEMBERS CORPORATE SERVICES COMMITTEE MEETING ON FEBRUARY 16, 2016
FROM:	VERONICA MCALEA MAJOR MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER
SUBJECT:	UPDATE: WORKPLACE AND COMMUNITY DIVERSITY AND INCLUSION

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services & Chief Human Resources Officer:

- a) Part I of this Report which provides an update on initiatives undertaken in support of the Workplace Diversity and Inclusion Plan **BE RECEIVED** for information purposes, and
- b) Part II of the this Report which responds to Council's Resolution of January 26, 2016 requesting a report back with strategies including the potential creation of a staff position within the approved budget, to assist with the attraction and retention of qualified individuals who reflect the diversity of our community; provision of advice and tools to the Municipal Council and the Civic Administration to assist with addressing integration, diversity and inclusion of all Londoners; and the establishment of strategies to create a City of London workforce that is more reflective of the diversity of the community **BE RECEIVED** for information purposes and for purposes of directing Civic Administration with respect to further action required.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- July 22, 2014 Report to Corporate Services Committee regarding "Update: Workplace Diversity Statement and Plan".

BACKGROUND

Part I of this Report provides an update with respect to initiatives undertaken by Civic Administration in support of workplace diversity and inclusion.

Part II of this Report provides information in response to Council's Resolution of January 26, 2016 directing Civic Administration to report back "with strategies including the potential creation of a staff position within the approved budget, to assist with the attraction and retention of qualified individuals who reflect the diversity of our community; provision of advice and tools to the Municipal Council and the Civic Administration to assist with addressing integration, diversity and inclusion of all Londoners; and the establishment of strategies to create a City of London workforce that is more reflective of

the diversity of the community”.

Part I

This part of the Report provides an overview of work completed prior to and under the 2009 Workplace Diversity Plan and details more specifically the activities undertaken by Civic Administration under the Workplace Diversity and Inclusion Plan which was launched in 2014 and is attached as “Appendix A”.

As an employer, the Corporation of the City of London has a strong commitment to workplace diversity and inclusion. Having a wide variety of people in our workplace helps the Corporation to be more flexible, creative and responsive. It helps us provide better service to our diverse community. 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. This type of environment helps the Corporation be better positioned to recruit and retain top talent, to provide exemplary service to our community.

2009 Workplace Diversity Statement and Plan

The Corporation’s first Workplace Diversity Statement and Plan was launched in 2009 and affirmed that the Corporation values diversity and inclusiveness and believes that both are central components towards building a more supportive workplace that is representative of our community.

Key achievements aimed at building a more supportive and diverse workplace, representative of our community undertaken by Civic Administration included:

- with support from the London Diversity and Race Relations Advisory Committee, conducting a review of our recruitment and selection process so all candidates have an equal opportunity to demonstrate their qualifications
- adopting the “Hire Desk” software program, allowing applications to be submitted online with a screening process that eliminates identifiable demographic information
- launching the new “Career Opportunities” section on the London.ca website featuring “Newcomers To Canada” and “Workplace Diversity” pages
- becoming the first municipality in Canada to be a Pride At Work Canada Partner
- becoming an active member of the Ability First Coalition; a resource group promoting employment of persons with disabilities
- reflecting our commitment to diversity in recruitment promotion materials (e.g. job postings, brochures, website)
- establishing relationships with community partners for job postings distribution to maximize communication of opportunities to potential applicants
- attending numerous outreach activities including job fairs, training and community events
- in partnership with representatives from the London Coordinating Committee to End Woman Abuse (“LCCEWA”) developing and delivering the “I Step Forward to End Violence and Abuse in My Community, Workplace and Home” (“I Step Forward”). The I Step Forward program provides employees with information on the dynamics of woman abuse, sexual violence and family violence including elders, children and intimate partners; offer practical tools and strategies to abused employees on how to access support and safety planning in the workplace; offer tools and strategies to managers on how to better assist abused employees to enhance their safety and maintain their employment; as well as to provide referrals

and access to resources in our community. In 2010, the Corporation was awarded the Canadian Association of Municipal Administrators Excellence in Education Award for the I Step Forward program in recognition of innovation, dedication and meritorious service in municipal administration in Canada for this program

- coordinating many co-op and internship placements hosted by the Corporation
- in partnership with LCCEWA developing and delivering “Respect At Work” training which raises awareness and understanding for employees around relating effectively at work, nurturing diversity and fostering a work environment that is free from harassment and discrimination
- developing and delivering “Diversity in the Workplace” and “Moving Toward a More Supportive Workplace” training programs as part of the Management Foundations Program, offered through the Richard Ivey School of Business
- developing a list of employees able to assist with language interpretation
- creating and leading the Diversity Task Force for representatives of the City’s agencies, boards and commissions to share best practices with respect to diversity and inclusion
- in partnership with the London Diversity and Race Relations Advisory Committee developing and publishing an annual multi-faith observance calendar
- conducting a workforce census to assist with understanding the Corporation’s progress in creating a diverse workforce, reflective of our community

2014 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 built upon the foundation laid by the 2009 Workplace Diversity Plan and the accomplishments achieved pursuant to that Plan. The 2014 Workplace Diversity and Inclusion Plan is intended to act as a roadmap over the next several years to deliver on the vision set out in the new Workplace Diversity and Inclusion Statement, which is included in Appendix “A” to this Report.

Supported by the Workplace Diversity and Inclusion Committee which is comprised of employee representatives from across the Corporation, the Workplace Diversity and Inclusion Plan has the following areas of focus:

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.
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.

Key accomplishments during 2015 under each of the Workplace Diversity and Inclusion Plan areas of focus, include:

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 seven community job fairs, as well as 19 events with community agencies. These included events with Fanshawe College, Western University, the London Home Builders' Association, Western Engineers' Society, Student 2 Business, the London-Middlesex Immigrant Employment Council Networking Breakfast and several London high schools.

The Corporation once again supported the operation of Camp FFIT (female firefighters in training) to encourage more women to consider a career in fire service. Managed by a City of London firefighter and supported by volunteers, this one week program provides women 15-18 years of age first-hand knowledge and exposure to performing the duties of a firefighter.

To ensure opportunities for employment with the Corporation were widely communicated, Civic Administration continued to provide all job postings directly to the following community organizations:

- African Canadian Federation of London and Area
- ATN Access Inc.
- Boys and Girls Club
- Brock University
- Canadian Forces
- Canadian Hearing Society
- Chippewas of the Thames
- College Boreal
- Community Employment Choices
- Community Living London
- Daya Counselling
- Employment Sector Council London-Middlesex
- Fanshawe College
- GAIN Employment Centre
- Goodwill Industries
- Hutton House
- Labourers' International Union of North America Local 1059
- LEADS Employment Services
- London Cross Cultural Learner Centre
- London District Catholic School Board
- London Economic Development Corporation
- London Public Library
- London Urban Services
- Organization
- London Training
- London Unemployment Help Centre
- March of Dimes
- Metis nation
- Middlesex County
- Middlesex County Library
- Ministry of Community & Social Services
- N'Amerind Friendship Centre
- Nokee Kwe
- Oneida First Nation
- Pathways Skills Development
- QUEST Centre Community Initiatives
- Skills Centre
- Small Business Centre
- Strathroy Employment Resource Centre
- Thames Valley District School Board
- United Way
- Western University
- Western Ontario Therapeutic Community Hostel
- WIL Employment Connections
- Workforce Development
- Youth Opportunities Unlimited

Supporting the integration of young, new talent into our workforce, the Corporation hosted 69 students with co-op and student placements, and one individual with the Engineers In Training Program. Six individuals were hosted under the Corporation's internship program, which is 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. The internships occurred in the following areas: Housing, Children's Services, Parks & Recreation, Human Resources, Intergovernmental & Community Liaison and the City Manager's Office.

A review of the Corporation's existing recruitment outreach promotion materials (e.g. brochures, posting and e-mail templates) was undertaken by the Workplace Diversity and Inclusion Committee to ensure they reflect our new Workplace Diversity and Inclusion language and programs. Recommendations were provided to the Employee and Client Relations team for consideration upon the next print of these materials, such as increasing colour contrasting for persons with low vision, making some materials more concise, adding social media logos and links, replacing dated location photos and featuring employees who visibly represent persons with disabilities, Indigenous peoples and members of the LGBT community.

To ensure recruitment staff stay skilled with diversity and inclusion practices, presentations were delivered to the Employee and Client Relations team on topics such as building inclusive organizations, recruitment bias, discrimination awareness, supporting introverts and extroverts. As well, resources were provided on topics such as disability sensitivity, LGBT workplace inclusion and generations in the workplace.

Work is underway to develop a multi-year recruitment outreach plan with emphasis toward underrepresented demographic groups identified through a workforce census. The plan will look to identify City employees within underrepresented demographic groups, who can act as resources to the Corporation in connecting with their communities. Additionally, the plan will seek to foster external relationships with members of underrepresented groups, to ensure they are aware of employment opportunities with the Corporation and that they do not experience systemic barriers in applying for employment opportunities. This will allow the Corporation to draw upon the widest pool of potential talent in our recruitment efforts. This plan will be implemented under a new staffing model in Human Resources, established in late 2015. The newly developed Talent Management section includes two Talent Acquisition Specialists, solely focused to support recruitment activities for the Corporation. Future plans, (2020) which will be subject to budgetary approvals, are to add a third member to this team to enable all casual recruitment to be fully centralized within the Human Resources Division.

Changing the face of our organization requires the opportunity to welcome new employees, which given the Corporation's average turnover rate, could take time. Recent changes to the mandatory retirement age and economic conditions have contributed to fewer permanent employees choosing to retire than had been earlier forecast. Civic Administration continues to monitor this trend and projects a potential increase of retirements in 2018. It is hoped, however, that new opportunities for hiring individuals who are representative of our community will be realized sooner through this year's temporary hiring. 2016 marks the beginning of a new four year cycle for summer temporary hiring. Over 200 temporary employees are brought on each spring for a variety of occupations, those hired for most of these positions can now only be employed a maximum of four seasons. This protocol was established in 2012 to provide more opportunities for a larger group of Londoners to access employment opportunities at the City.

Civic Administration plans to conduct another workforce census in 2016, and compare this data with that of the Canada Census and the Corporation's 2011 workforce census. This will help to measure progress of the Corporation's efforts toward creating a more diverse workforce, reflective of our community and identify areas where additional efforts are required. It will also provide insight to our employee demographics and support the delivery of responsive human resources services.

Focus Area 2: Foster a more inclusive organizational culture.

A training segment which introduces the Corporation's approach to workplace diversity and inclusion was introduced late spring 2014. The content is delivered to all new recruits through the New Employee Orientation program and to existing employees as part of the "It Starts With Me" training course. This course 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. To date, 1145 employees have received the Workplace Diversity and Inclusion training.

For the sixth year, Civic Administration published 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. In October, a new electronic calendar was launched on the Corporation's intranet. This interactive and educational tool includes a much broader list of days of significance along with explanation of the meaning behind them. Events which may have scheduling considerations are highlighted, to help ensure the planning of employee or community events take cultural practices into consideration. In addition, London specific community events are listed, with the intent to encourage employee awareness and participation.

Infrastructure to support the creation and operation of Employee Resource Groups (ERGs) was developed and employees were invited to submit proposals for approval. ERGs are formal connecting structures for employees who share a common diversity dimension and their allies. Members act as supports to each other and as a resource to the Corporation. ERGs representing members of the LGBT community, employees with under five years' service and women in gender minority occupations have been formed. The ERG for employees with under five years has established its name as "U5"; they have confirmed their focus and have begun actions from their work plan. Steps are underway to establish membership and begin operations for the remaining groups and ongoing communications will continue to invite proposals for additional ERGs.

Once again, the Corporation participated in the London Pride Festival. Over eighty people, including employees, their families and members of Council marched in the parade with an energetic float which featured several occupations of the Corporation.

One of the planned measurements of the Workplace Diversity and Inclusion Plan was to pose questions related to an inclusive workplace in surveys. This occurred within the Corporation's recent Employee Engagement Survey in which seventy-one per cent of employees participated. The overall corporate results for these questions were quite favourable and provide a solid baseline of information for future measurement. Seventy-eight per cent of respondents strongly agreed/agreed that "We have a work environment that is open and accepts individual differences (e.g. gender, race, ethnicity, sexual orientation, religion, age). Sixty-four per cent of respondents strongly agreed/agreed that "I feel this organization values diversity". Seventy-six per cent of respondents strongly agreed/agreed that "My co-workers respect my thoughts and feelings".

Alliances and Partnerships

The Workplace Diversity and Inclusion Lead continued to work with the London Diversity and Race Relations Committee as a resource member and staff support. This included facilitation of a visioning session and the creation of a work plan. Human Resources staff also remained as an Executive Member of the Ability 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 City of London was the first municipality to be a Pride At Work Canada Partner and proudly continued its alliance this past year. This organization provides resources, supports and networking to employers aimed to improve the climate of inclusiveness for LGBT employees in the workplace, thus helping the Corporation to attract and retain employees from this demographic and foster a safe environment for those who are questioning, or who choose to come out or transition in the workplace. Pride At Work Canada provided resources this past spring to assist the Corporation in supporting a trans employee returning to the workplace. In addition, during the Pride London Festival, the Corporation hosted a community seminar with Pride At Work Canada entitled “LGBT Workplace Inclusion”. Participants included the general public, as well as managers and human resources professionals from area businesses and non-profit agencies. The seminar focused on terminology, history, current legislation and societal factors, the business case for LGBT inclusion, strategies and measurements.

Civic Administration continued to coordinate quarterly 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 education, best practices and resources. Educational materials were shared on the topics of discrimination, bias in recruitment and LGBT inclusion. Training materials and resources were shared on inclusion, bias, the business case for diversity and inclusion, and Pride At Work Canada.

A new alliance is being formed with the Access Centre For Regulated Employment in London, which supports internationally trained individuals seeking licensure or related employment in Ontario’s regulated professions.

Part II

On January 26, 2016 Council passed a Resolution directing Civic Administration to report back “with strategies including the potential creation of a staff position within the approved budget, to assist with the attraction and retention of qualified individuals who reflect the diversity of our community; provision of advice and tools to the Municipal Council and the Civic Administration to assist with addressing integration, diversity and inclusion of all Londoners; and the establishment of strategies to create a City of London workforce that is more reflective of the diversity of the community.”

Workplace Strategies and Supports

As noted above, Civic Administration is committed to working to create a more diverse workforce, reflective of our community and fostering a more inclusive organizational culture. Our 2009 and 2014 Workplace Diversity and Inclusion Plans have focused much effort towards these objectives but there is still work to be done. While various positions within the Human Resources Division facilitate this work, progress relies on the support of employees across the organization as well as groups external to the organization. For example, the following groups and positions have contributed to our progress in these areas:

- London Diversity and Race Relations Advisory Committee – available as a resource to Civic Administration for workplace diversity and inclusion matters
- Pride at Work Canada – provides resources, supports and networking to improve the climate of inclusiveness for LGBT employees
- London Coordinating Committee to End Woman Abuse – available as a resource to Civic Administration regarding relating effectively at work, nurturing diversity, dynamics of woman abuse, sexual violence and family violence, as well as to provide referrals and access to resources in our community
- Ability First Coalition - brings together employers to share best practices and

- experiences related to hiring and retaining persons with disabilities.
- Diversity Task Force - brings together representatives of the Corporation and the City's agencies, boards and commissions to share education, best practices and resources.
- Workplace Diversity and Inclusion Committee – provides advice on and supports implementation of actions from the Workplace Diversity and Inclusion Plan and facilitates two-way communication and culture change within their respective work areas
- Organizational Development Specialist – leads the development and implementation of the Workplace Diversity and Inclusion Plan
- Human Rights Intake Administrator – receives and investigates complaints under the Corporation's Workplace Harassment and Discrimination Prevention policy and Code of Conduct
- AODA Specialist – responsible for the coordination of a corporate wide project that will identify, remove and prevent barriers for people with disabilities
- Talent Development Specialists – deliver training related to workplace diversity and inclusion, as well as harassment and discrimination and code of conduct
- Talent Acquisition Specialists – a newly created centralized service to develop and implement recruitment outreach activities and lead recruitment activities, with a diversity and inclusion lens.
- Talent Management Specialists – support managers and teams in maintaining inclusive work environments
- All Employees – responsible for workplace conduct in keeping with the Corporation's Workplace Harassment and Discrimination Prevention policy and Code of Conduct, contributing to an inclusive work environment

Should Council wish to create an additional staff position to support workplace diversity and inclusion initiatives, an additional staff position could be utilized to finalize the centralization of all recruitments earlier than originally had been anticipated (2020). Alternatively and preferably, the creation of a new position of Specialist, Talent Diversity, Inclusion and Engagement would be welcomed to speed up the pace at which the initiatives under the Workplace Diversity and Inclusion Plan are implemented as well as identify and introduce new initiatives which support diversity and inclusion through:

- Providing strategic direction and advice in the creation of plans to integrate diversity and inclusion activities and goals at the Service Area level
- Consulting with business units to assist in developing action plans to address identified barriers to diversity and inclusion
- Promoting and providing information to the Corporation on best practices, current research and trends related to diversity and inclusion
- Developing and implementing a communication plan to further increase employee awareness of diversity and inclusion goals, benefits, expectations, roles and performance measurement
- Coordinating recognition activities at the corporate level that support achievements by the Corporation, Service Areas, and individuals in furthering engagement goals
- Building new relationships with external organization to stay informed of issues of diversity and inclusion
- Developing training programs, protocols and procedures for applying a gender lens in the development of new policies across the Corporation.

Community Strategies and Supports

The City of London also actively supports community efforts to ensure inclusivity and diversity.

The City co-chairs the London & Middlesex Local Immigration Partnership (LMLIP), which is a collaborative community initiative designed to strengthen the role of our community in serving and integrating immigrants. LMLIP, which is funded by the federal and provincial governments as well as the Association of Municipalities of Ontario (AMO), brings together sectors, volunteers and immigrant communities to develop and implement locally-driven strategic plans for the successful integration of immigrants in London and Middlesex. The work of the LMLIP is guided by a Central Council and six Sub-councils representing issues on education, employment, health and wellbeing, inclusion and civic engagement, justice and protection services and settlement. Outcomes of LMLIP include supports and services for immigrants, communication and access to information, host community, and supports for service providers and advocacy/systemic change.

LMLIP has engaged over 500 individuals and volunteers from ethno-cultural groups, service providers, government and others with an interest in immigrant integration issues and facilitated the development of over 20 innovative products and services (with more underway) built on creative partnerships across sectors.

The City in partnership with the LMLIP and other community agencies has also been instrumental in supporting the local response to the Syrian Refugee Resettlement Initiative. Beginning in September 2015, the City has acted as a leader in efforts to welcome and integrate Syrian refugees into the London community, working with refugee assistance and settlement programs, public and local health agencies, school boards, faith based and community organizations as well as the provincial and federal governments to support refugee families in acclimatizing to their new country, community and homes. The success of this initiative to date speaks to the commitment of community stakeholders to create and sustain a welcoming and diverse community for all.

2016-2019 Budget Impact

As noted above, several Service Areas and Divisions within Civic Administration including; Government Relations, Human Resources and Social Services provide leadership and supports to organizational and community efforts to enhance diversity and inclusion efforts. In addition to the budget funding that supports this work:

- The 2016 Budget currently includes an assessment growth business case to create a dedicated staffing resource in Social Services to address immigration supports and activities.
- The 2016 – 2019 Strategic Initiatives Business Case 23 – includes an internship program to provide work experience to foreign trained professionals.
- Should Municipal Council, wish to create an additional resource to enhance the service levels identified within Human Resources as noted above, the City Treasurer advises that Civic Administration should be directed to:
 - develop a business case outlining the specific enhanced service levels, the desired outcome, the measurable results of the investment, the investment required to achieve the outcome and the impact on the tax levy.
 - The amount requested should then be added to the 2016-2019 budget and funded through a tax levy increase from rates.
 - Should Council, however, indicate this be funded from within the existing budget, other services will have to be eliminated from the budget to accommodate this enhancement. Since there would be no time to identify this prior to the budget being approved, a one-time draw from reserve fund may be necessary to establish time to phase the budget from the services being reduced, to the enhanced service identified above.

Acknowledgement

This Report was prepared with contributions from Martin Hayward, Managing Director, Corporate Services, City Treasurer and Chief Financial Officer (2016-2018 Budget Impact) and Sandra Datars Bere, Managing Director, Housing, Social Services and Dearness Home (Community Strategies and Supports).

PREPARED BY:	REVIEWED BY:	REVIEWED AND RECOMMENDED BY:
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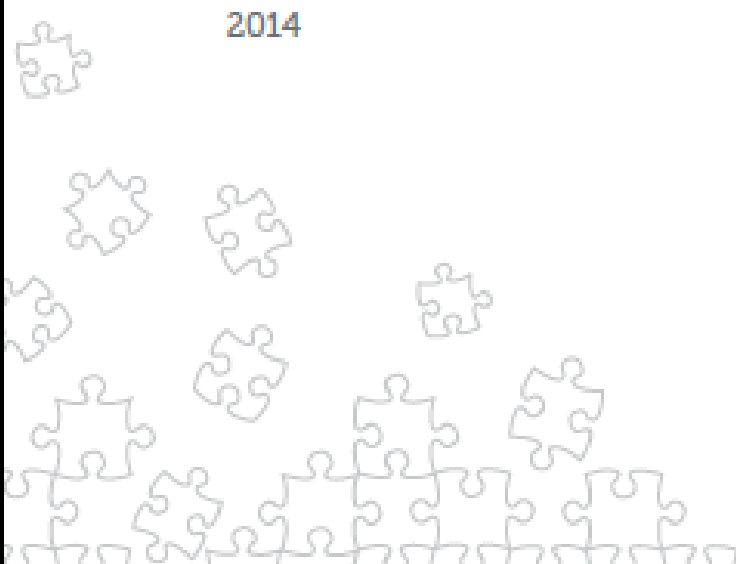
APPENDIX "A"

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!

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, opinion 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.



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!



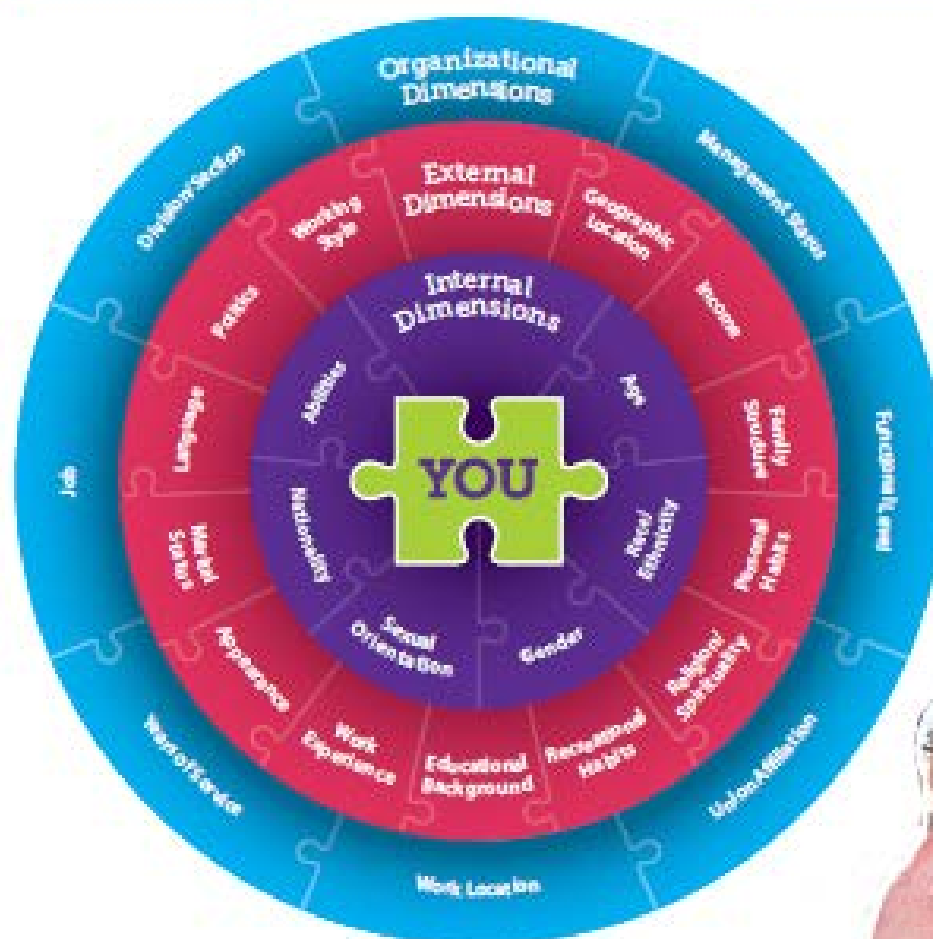
As our Workplace Diversity and Inclusion Statement says, "diversity is you" – it's about all of us. We are all unique, with multiple pieces that make up who we are. Things like your age, gender, nationality, sexual orientation, religious beliefs, language, education, work experience, family structure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

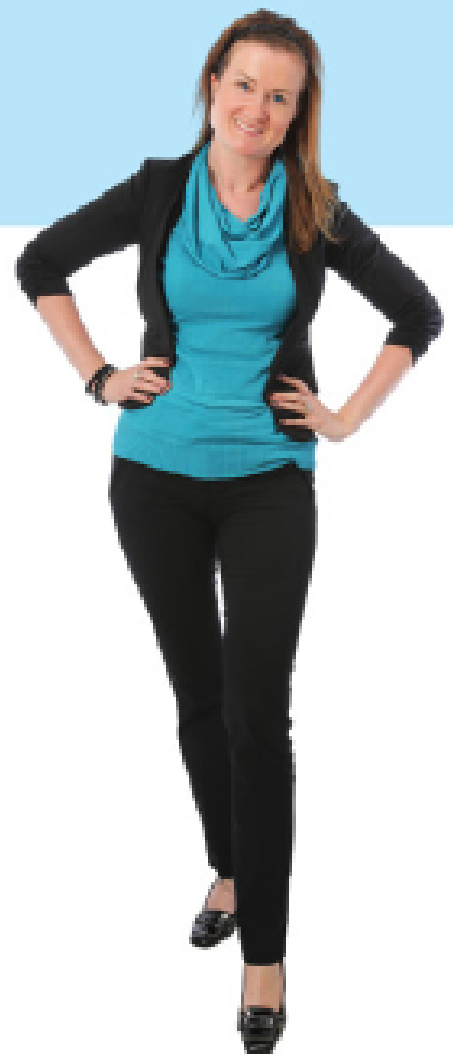
Create a more diverse workforce, reflective of our community by:

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”* 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®.

For more information on the proposed actions and timing, contact **Aidan Prince** at aprince@london.ca or ext. 2789

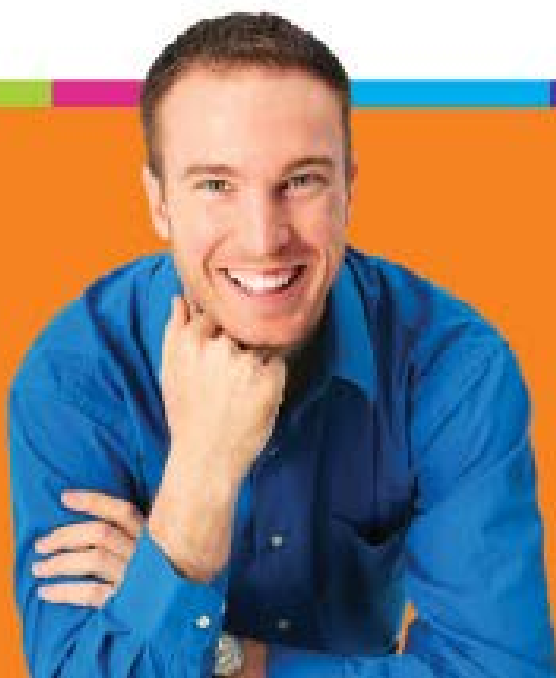


Terminology

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.



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