

TO:	CHAIR AND MEMBERS OF CORPORATE SERVICES COMMITTEE MEETING ON JUNE 19, 2018
FROM:	WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES & CHIEF HUMAN RESOURCES OFFICER
SUBJECT:	UPDATE: WORKPLACE DIVERSITY AND INCLUSION

RECOMMENDATION

That, on the recommendation of the Managing Director, Corporate Services and Chief Human Resources Officer, this report BE RECEIVED for information purposes.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Various verbal and written reports regarding the Workplace Diversity & Inclusion Plan, including:

- May 9, 2017 – Report to Members of Corporate Services Committee titled “Workplace Diversity and Inclusion Activities”
- November 21, 2017 – Report to Members of Corporate Services Committee titled “Data Collection for New Hires”
- January 23, 2018—Report to Members of Corporate Services Committee titled “ Update: Workplace Diversity and Inclusion”

BACKGROUND

This Report provides an update on metrics and activities associated with workforce diversity/demographics and the implementation of the Workplace Diversity and Inclusion Plan (hereinafter referred to as the “Plan”).

Metrics are quantifiable measures that are used to track and assess the status of a specific business process.

Activities identified represent the actions taken to support creating inclusion in the organization. The outcomes from these activities would be measured with a long term goal to result in an increase in the quantifiable metrics.

Metrics: Data Collection for New Employees:

Civic Administration introduced the Employee Demographic Profile Survey after the completion of the 2017 Workforce Census as an ongoing metric assessment for the Focus Area 1. All new and returning employees attending the orientation program are asked to voluntarily complete the Employee Demographic Profile Survey. This data will allow us to track where we are underrepresented and evaluate if our efforts are making a difference.

According to the data releases from the Federal Census of 2016, it is recognized by the staff that the population of London is becoming increasingly diverse:^a

- 21% of the city's population was born outside of Canada (76,585), with almost 15% of the city's immigrant population (11,410) coming to Canada between 2006 and 2011
- 17% of Londoners are visible minorities, with Latin Americans and Arabs being the top visible minority groups, closely followed by Blacks and South Asians
- Londoners report speaking almost 100 different languages
- One-eighth of the population speaks neither English nor French at home, with Spanish and Arabic being the top non-official languages spoken at home
- Less than 2% of the population reported being Aboriginal
- Community organizations estimate that 10% of the adult population belong to the LGBTQ^b communities
- In 2006, approximately 16% of the provincial population had a disability.^c

Between the time frame of **Feb 19, 2017 and April 30, 2018**, the total number of new hires that participated in the process of collecting employee demographic profile voluntarily was **644**.

EMPLOYEE DEMOGRAPHIC PROFILE BREAKDOWN				
Group	Feb 2017 - Oct 2017		Nov 2017 - April 2018	
	# of responses	% of total responses	# of responses	% of total responses
Women	195	42.0	106	58.9
LGBTQ+	34	7.3	9	5.0
Indigenous People	3.0	0.6	0	0.0
Racialized People	74	15.9	44	24.4
People with Disabilities	39	8.4	17	9.4
Immigrant	38	8.2	39	21.7
Immigrant (2011-2017) ^{***}	5.0	1.1	14	5.6
TOTAL	464		180	

^{***} Immigrant (2011-2017): the question asks about the length of their immigration status in Canada so we can ascertain if we are hiring from the category of the immigrants/newcomers that have historically have difficulty finding meaningful employment in their chosen fields.

^a City of London. (2013). *London Census Fact Sheet: Sheet 4. Immigration and Ethno-Cultural Diversity*. Retrieved from <https://www.london.ca/About-London/community-statistics/population-characteristics/Documents/4-%20ethnoculturalJune21.pdf>

^b This is a shortened acronym meant to refer to the entire lesbian, gay, bisexual, trans, queer, questioning, intersex, pansexual, two-spirit, asexual communities and their allies, otherwise referred to as LGBTQIP2SAA

^c Statistics Canada, Participation and Activity Limitation Survey

Please see Appendix A attached for the breakdown of the respondents based on permanent and temporary status.

The following section contains the highlights of activities captured during the Nov 1, 2018 to May 31, 2018 reporting period, grouped by the two main focus areas as described in the Plan.

FOCUS AREA 1 - Activities that support creating a more diverse workforce, reflective of our community:

Community Partners & Stakeholders Engagement

This Period

- Conducted a free of cost to attendees four day training program with support from Parks and Recreation and Ontario Parks Association to train newcomers to London for casual and temporary employment opportunities with the City of London. This was a pilot offering and we will make the necessary changes to the next year training program to ensure hiring from the co-hort. At the end of the 2018 training, we were unable to hire from the trainees. However, that training itself could open up employment opportunities in other sectors.
- Established a series of sessions with agencies serving Indigenous communities in the city and region to network and to work with the HR recruitment specialists and discuss barriers to employment. Four agencies attended representing Namerind, Chippewa on the Thames, Muncey-Delaware and Oneida Nation of the Thames. Focus group to follow for furthering collaboration and development of protocols and processes to work with the First Nations and the Urban Indigenous Population.
- Established a series of sessions the agencies serving newcomer/immigrants to Canada as well as Foreign Trained Professionals were invited to network and to work in collaboration with the HR recruitment specialists and hiring managers from across the Service Areas. Ten agencies attended. A focus group will be conducted for furthering collaboration and development of protocols and processes to work with the Newcomer/Immigrant Population as well as the Foreign Trained Professionals.
- Established a series of sessions where the agencies serving persons with disabilities (visible and invisible, physical and intellectual) were invited to discuss the needs of their clients and possible barriers to employment at the City with the HR recruitment specialists and hiring managers from the across the Service Areas. Seven agencies attended. A focus group will be conducted for furthering collaboration and development of protocols and processes to work with the clients of the above stakeholders as well as other agencies supporting the employment of persons with disabilities.

Looking Forward

- Follow up focus groups are planned between July and September, 2018 to assist with review and update of the next version of the five-year Workplace Diversity & Inclusion Plan (2020-2024).
- Civic Administration will be meeting with members of the Black Community, September, 2018 to discuss employment barriers and challenges that the Black Community in London experience with respect to employment at the Corporation of the City of London.
- An open house is planned for October, 2018 for clients of the agencies serving persons with disabilities in order to meet and greet with HR representatives and hiring managers. This will allow clients to understand our organization better and allows hiring managers to see the talents of persons with disabilities.

Recruitment & Business Solutions

- Attendance at eighteen (18) recruitment events.
- Ongoing sharing of job postings with forty-five (45) community agencies.
- Attendance at five (5) job fairs specifically aimed at the under-represented groups.
- City of London recruitment webpage has been updated and continues to be reviewed to ensure we are not inadvertently creating barriers for the community. The webpage now includes links to agencies and resources that can support job seekers who are Foreign Trained Professionals. Information will be added to support Newcomers to Canada, Persons with Disabilities, International Students looking for employment opportunities. The webpage has been designed to be more inclusive to all dimensions of diversity.
- Hosted eight (8) student placements across the organization.
- All temporary positions with a duration of 15 weeks or less are first sent out to our partnered agencies. We reach out to Leads, March of Dimes, Community Living London, N'Amerind Friendship Centre and Specialisterne Autism.
- As jobs come forward for posting we are assessing if the qualifications are bona fide.
- Hosted five (5) paid 6-month and two (2) paid 1-year internships under the City of London's Internship Program for Foreign Trained Professionals.
- Plans are underway to recruit the 2018 interns.

Professional Development & Training

- "Introduction to Bias Free Hiring" Session was conducted May 4, 2018 for HR Recruitment Specialists.
- Tools & Strategies to Support Bias Free Hiring Practices: another session is scheduled for Fall 2018, hiring managers in addition to the HR recruitment specialists will be invited to attend.

Metrics identified for this focus area:

- Hosted eight (8) student placements across the organization.
- Hosted five (5) paid 6-month and two (2) paid 1-year internships under the City of London's Internship Program for Foreign Trained Professionals. There was representation from gender diverse, racialized, creed and culturally diverse persons within these internships.

FOCUS AREA 2 - Activities that foster a more inclusive organizational culture:

Professional Development & Training

- Across the organization, 132 employees received "Introduction to Workplace Diversity and Inclusion" and "It Starts With Me" training.
- Across the organization, 36 managers and 24 employees received "Workplace Mental Health" training.
- Intercultural competency training development was created and piloted with 51 employees completed in Jan- Feb, 2018. Roll out of full sessions will begin in Summer, 2018.
- Conducting Blanket Exercise with the Senior Leadership Team (SLT), Senior Management Team (SMT) and Operations Management Team (OMT) on July 9, 2018 in preparation for Intercultural Competency Development Training. Blanket Exercise will also be offered as part of iLearn and will be open to all employees four times a year. The Blanket Exercise is a workshop that explores the relationship between Indigenous and non-Indigenous peoples in Canada. Blankets arranged on the floor represent land and participants are invited to step into the roles of First Nations, Inuit and later Métis peoples. The workshop helps people to understand how the colonization of this land impacts those who were here long before settlers arrived. It engages people's minds and hearts in understanding why the relationship between Indigenous and non-Indigenous peoples is often broken and how we can take action together.

Intercultural Competency Development Training Plan attached as Appendix B.

Equity & Inclusion Lens

- Developing the Equity & Inclusion Lens; completion is expected for August, 2018.
- Continuing to use the Gender Equity Lens for policy and practices review currently.

Policy Review & Update

- Review and update of all policies with the gender lens has been completed.
- New policies under development include Anti-Racism Policy, Indigenous Relations Policy and Gender Transitioning Policy.

Employee Resource Groups (ERG)

Employee Resource Groups (ERGs) are a formal connecting structure for employees who share a common diversity dimension and their allies.

- 110 Employee Resources Group members.
- U5 – Difficult Conversations Training provided.
- UP! – Women’s Day Event hosted in March, 2018 & White Ribbon Campaign planned for Winter 2018.
- PRISM – 13 Positive Space Champions Trainings conducted and there are 115 Champions across 19 locations in the Corporation.
- New ERG: ABC: African, Black & Caribbean identifying persons and their allies are finalizing the formulation of an ERG at the Corporation.
- New ERG: 55+ Employees at the City of London, under development, to be formalized by Fall, 2018.
- New ERG: access-Abilities: Employees identifying as persons with disabilities or having loved ones identifying with having disabilities and their allies is under development, to be formalized by Fall 2018.

Workplace Diversity & Inclusion Committee (WDIC)

- WDIC will review the strategies recommended through the Community Diversity & Inclusion Strategy (CDIS) to review, update and formulate the next 5-year Workplace Diversity & Inclusion Plan (2020-2024).

Recruitment Outreach Ambassadors

- A Recruitment Outreach Ambassador Program was created which is intended for City of London employees to be a resource in order to support recruitment efforts with the demographic communities they identify with. Their role is to review and discuss ways in which the organization can increase its representation of the demographic group the ambassadors identify with. There are 17 ambassadors from across the organization.

Awareness Efforts for Diversity & Inclusion

- Diversity and Multicultural Calendar with days of significance identified was distributed to all senior leaders. A monthly email listing the days of significance and information about each day is shared with leaders. The expectation is that the information shared on these dates/events will support the managers with direct reports to help create a welcoming and inclusive environment at work.
- Black History Month Event hosted in February 2018 by WDIC (Workplace Diversity & Inclusion Committee).
- June 21st, 2018 National Indigenous Solidarity Day: City of London will take part in the London Pow Wow hosted by the 3 neighbouring First Nations and Agencies serving the Indigenous Population in the city.
- Session on Truth & Reconciliation Efforts for a group of staff from Social Services to be hosted in June, 2018 to commemorate Indigenous History Month.
- City of London will once again have a float at the annual Pride Parade, July 29, 2018.

Metrics Identified for focus area:

- Formation of three (3) new Employee Resource Groups
- Increase in requests for educational and professional development activities across the divisions
- Recruitment Outreach Ambassador Program

Conclusion:

For future data collection and data analytics, we will look at the Employee Demographic Profile for the Casual employees. Further breakdown of data will also look at the returning employees and where they are situated from one year to the next. The analysis will be made part of the annual report when it is submitted.

Civic Administration continues to recognize that culture shift and change towards a more inclusive workplace requires consistent effort, continuous learning and continued work through partnerships with community agencies.

Civic Administration is recommending that we utilize the momentum we have gained and that we use the data collected as we continue to develop programs aimed at creating an inclusive workplace that is reflective of our community.

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APPENDIX A

The Workforce Census was conducted from Feb 3 to Feb 17, 2017. The data collected from after the Census was completed, is reflected through the Employee Demographic Profile Between the time frame of Feb 19, 2017 and April 30, 2018, the number of new hires that participated in the process of collecting employee demographic profile voluntarily was 644.

Breakdown based on Permanent status and Temporary Status of the Respondents

PERMANENT				
Group	Feb 2017 - Oct 2017		Nov 2017 - April 2018	
	# of total responses	% of total responses	# of total responses	% of total responses
Women	35	43.8	20	38.5
LGBTQ+	10	12.5	2	3.8
Indigenous People	2	2.5	0	0.0
Racialized People	21	26.3	9	17.3
People with Disabilities	9	11.3	4	7.7
Immigrant	15	18.8	6	11.5
Immigrant (2011-2017)***	2	2.5	0	0.0
TOTAL	72		52	

TEMPORARY				
Group	Feb 2017 - Oct 2017		Nov 2017 - April 2018	
	# of total responses	% of total responses	# of total responses	% of total responses
Women	160	41.7	86	67.2
LGBTQ+	24	6.3	7	5.5
Indigenous People	1	0.3	0	0.0
Racialized People	53	13.8	35	27.3
People with Disabilities	30	7.8	13	10.2
Immigrant	23	6.0	33	25.8
Immigrant (2011-2017)***	3	0.8	10	7.8
TOTAL	265		128	

*** Immigrant (2011-2017): the question asks about the length of their immigration status in Canada so we can ascertain if we are hiring from the category of the immigrants/newcomers that have historically have difficulty finding meaningful employment in their chosen fields.

APPENDIX B

City of London Intercultural Competency Plan Overview

	Audience	Training	Timeline
<i>Skills</i>	<i>SLT, OMT, Senior Managers, Union Executives</i>	1. <i>Blanket Exercise</i> 2. <i>Fundamentals of Intercultural Competency for Senior Leaders</i>	May to Aug 2018
	<i>Managers/Supervisors</i>	3. <i>Fundamentals of Intercultural Competency for Manager/Supervisors with Direct Reports</i>	Sept to Dec 2018
	<i>Front line Service Providers</i>	4. <i>Fundamentals of Intercultural Competency for Front line Service Providers</i>	Jan 2019 to Dec 2020
<i>Knowledge</i>	<i>All Employees</i>	5. <i>Blended/Online training and workshop on “Indigenous Communities”</i>	Dec 2020 to Dec 2021
	<i>All Employees</i>	6. <i>Online training support on “Persons with disabilities”</i>	Dec 2020 to Dec 2021
	<i>All Employees</i>	7. <i>Online training support on “Racialized persons/visible minorities”</i>	Dec 2020 to Dec 2021
	<i>All Employees</i>	8. <i>Online training support on “immigrant experience”</i>	Dec 2020 to Dec 2021

*Blanket Exercise will be provided on a quarterly basis to all employees interested in attending.