

TO:	CHAIR AND MEMBERS OF CORPORATE SERVICES COMMITTEE MEETING ON JANUARY 8, 2019
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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Several 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”
- June 18, 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”).

The Workplace Diversity & Inclusion Plan, 2014, supports the vision set out in the Workplace Diversity & Inclusion Statement that was launched in 2009. The Plan identifies two areas of focus:

Focus area 1: Create a more diverse workforce, reflective of our community.

Focus area 2: Foster a more inclusive organizational culture.

The link to the Plan:

<https://www.london.ca/city-hall/employment/employer-of-choice/Documents/Workplace%20Diversity%20and%20Inclusion%20Plan.pdf>

The Plan identified several sources of information to help measure the outputs and impact of its actions. The measurements currently used were selected from best practice research, primarily from the Canadian Centre for Diversity and Inclusion (CCDI) report “What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion”.

<https://ccdi.ca/media/1071/ccdi-report-what-gets-measured-gets-done.pdf>

Civic Administration defines “Metrics” as quantifiable measures that are used to track and assess the status of a specific business process. Below are highlights of metrics captured for this reporting period, grouped by the Focus Area they are connected to. Updates of initiatives related to these metrics are outlined, where applicable.

Activities identified represent the actions taken to support creating a more inclusive organization. The outcomes from these activities would be measured with a long term goal to see an increase in diversity across the spectrum in the workforce.

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

All new and returning employees attending the corporate orientation program are asked to voluntarily complete the Employee Demographic Profile Survey. This data allows 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

- 22% of the city's population was born outside of Canada (83,770), with almost 14% (11,595) of the city's immigrant population coming to Canada between 2011 and 2016
- 20% of Londoners are visible minorities, with Arabs being the top visible minority groups at 18 %, then South Asian, closely followed by Blacks
- Londoners report speaking almost 140 different languages
- 1.6% (6,095) of the population speaks neither English nor French at home, with Arabic being the top non-official languages spoken at home
- Less than 2.8 % 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
- Community organizations estimate that 10% of the adult population belong to the LGBTQ^d communities
- In 2006, approximately 16% of the provincial population had a disability.^e

Between the time period of **April 1, 2018 and September 30, 2018**, **100 %** of the employees who received the Employee Demographic Profile Survey at corporate orientation completed the survey. Our response rate through this process of data collection has consistently been high.

During the same period, the Employee Demographic Survey was given to 169 employees. A total of 393 employees hired, however, there were a total of 226 temporary and casual employees who were not asked to complete the survey. This group will be re-included in the new hire surveys in 2019.

^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 LGBTQQIP2SAA

^c Statistics Canada, Participation and Activity Limitation Survey

^d 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 LGBTQQIP2SAA

^e Statistics Canada, Participation and Activity Limitation Survey

The following charts shows the demographic make up of new hires for the last 3 reporting periods.

EMPLOYEE DEMOGRAPHIC PROFILE BREAKDOWN						
Group	Feb 2017 - Oct 2017		Nov 2017 - Mar 2018		April to Sept 2018	
	#	%	#	%	#	%
Women	195	42.02%	106	58.9%	71	42.59%
LGBTQ+	32	6.9%	9	5%	11	6.59%
Indigenous People	3	0.64%	0	--	0	--
Racialized People	63	13.58%	46	25.56%	33	19.76%
People with Disabilities	39	8.41%	17	9.4%	20	11.98%
Immigrant	38	8.2%	39	21.7%	39	26%
Immigrant (2011 to 2017) ***	5	1.08%	10	5.5%	7	4.19%

*** 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 had difficulty finding meaningful employment in their chosen fields.

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 May 30, 2018 to Oct 31, 2018 reporting period, grouped by the two main focus areas as described in the Plan.

FOCUS AREA 1 – Create a more diverse workforce, reflective of our community by:

- a) Maintaining proactive and responsive recruitment outreach activities that will attract a diverse population of potential employees to the Corporation.
- b) Ensuing recruitment and selection processes and systems are equitable and free from barriers.

Community Partners & Stakeholders Engagement

April-December, 2018

- On June 21st, the National Indigenous Day, the Corporation of City of London employees hosted a Recruitment Booth at the celebration.
- On July 29th, 2018, the Corporation of City of London had a contingent of up to a hundred employees and their families join the entry for the London Pride Parade. The theme was growing in diversity, inclusion and solidarity with all the communities we serve.
- During Pride Week, City of London Positive Space Champions conducted training for the community to showcase and model the Positive Space Champions Training that is offered through teams of trainers at the City.
- A meeting with the employment agencies is set for December 17, 2018. This session is meant to further strengthen the relationships and to explore how to further service the clients of employment agencies.
- An Open House is planned for December 17, 2018 for clients of agencies serving persons with disabilities. Hiring Managers have been invited to attend. It is our hope that this will give clients a better understanding of our organization and allows hiring managers to see the talents of persons with disabilities.
- The Manager, Client and Organizational Support and the Manager and the Business Solutions Team met with the members of the Black Community on September 27, 2018. The Team presented on the hiring process at the City for London and received feedback from the Black Community with respect to employment challenges and possible barriers being experienced. The members of the Black Community have established a team to review how they can better work with the City of London.
- The first meeting of Black Community Working Group took place on November 29, 2018. The 20 members of the community who attended brainstormed around the mandate, vision, and terms of reference for the working group. A follow up meeting is scheduled for January, 2019.

Looking Forward

- The Manager, Client and Organizational Support will be meeting with members of the Hispanic and Latin Communities in the fall of 2019 to discuss any perceived employment barriers and challenges that these communities experience with respect to employment at the Corporation of the City of London.
- The Black Community Working Group with the City of London will continue to meet on a monthly basis from January, 2019 to review any barriers to employment. This is a community led effort with logistical support being provided by the City.

Recruitment

The following section highlights activities during May 1, 2018 to Oct 31, 2018 (reporting period)

- Attendance at thirteen (13) recruitment events.
- Ongoing sharing of job postings with thirty-one (31) community agencies.
- Attendance at a job fair specifically aimed at the under-represented groups.
- City of London recruitment webpage (<http://www.london.ca/city-hall/employment/job-opportunities/Pages/default.asp>) has been updated to include the recruitment process and supporting resources. The webpage now includes links to agencies and resources that can support job seekers who are Foreign Trained Professionals.
- Hosted forty-one (41) student placements across the organization.
- All temporary positions with a duration of 15 weeks are first sent out to our partner agencies prior to considering any other applicants. We reach out to Leads, March of Dimes, Community Living London, N'Amerind Friendship Centre and Specialisterne Autism, LUSO centre, ATN, Goodwill Industries, the Life Skills Centre, Cross Cultural Learner Centre, College Boreal, Immploy, London Employment Help Centre (LEHC), Nokee Kwe, WIL, Fanshawe College, Learning Disabilities Association London, and Pathways.
- As jobs come forward for posting they are assessed for bona fide qualifications.
- Hosted 3 paid 15 week Interns – targeted at the following groups: Indigenous Persons, Persons with disabilities, Racialized persons/visible minorities, New immigrants, and Recent post-secondary graduates.
- Hosted a paid 12 month Intern under the City of London's Internship Program for Foreign Trained Professionals.
- Three interns have been hired (15 week jobs) to begin work January 2019.
- The next 12 month Intern for a Foreign Trained Professional will be in Development and Compliance Service area and is to start employment February 2019.

Professional Development & Training

- Tools & Strategies to Support Bias Free Hiring Practices session conducted in September 2018, for approximately 30 hiring managers and HR recruitment team. The session focused on identifying unconscious bias and managing biases during the processes of recruitment, interview and hiring.
- Intercultural Competency Training Sessions for Managers was launched October, 2018. Each cohort receives information on Intercultural Competency; how the competencies connect with the Vision, Mission and Values of the organization; conversation on bias, stereotypes and how to assess the impact of such on our decisions and thought processes. The attendees also take part in the experiential learning called the Blanket Exercise (supported by Indigenous facilitation team by partners: KAIROS). By supporting the Blanket Exercise, the organization is advancing recommendation number 57 from the Truth and Reconciliation Commission Report, 2016.
- Positive Space Champions Training is now under i-Learn; which means that this training is now a staple training product available four times a year for all employees.
- The Corporation is delivered a conference on December 14, 2018, titled Rights and Dignity for All: Update on Human Rights Legislation & Practice. The conference hosted the Chief Commissioner of Human Rights Commission of Ontario as a keynote speaker. The program also includes experts focusing on topic of accessibility and the topic of gender identity/gender expression. Leaders and participants from the community and surrounding municipalities were invited to attend.

Metrics identified for this focus area:

- Hosted forty-one (41) student placements.
- Hosted 1 paid 1-year internship under the City of London's Internship Program for Foreign Trained Professionals.
- Hosted 3 interns; the following groups were the focus for hiring the interns: Indigenous Persons, Persons with disabilities, Racialized persons/visible minorities, New immigrants, and Recent post-secondary graduates.
- There are 65 new positive space champions for the reporting period (Apr-Dec)

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

Professional Development & Training

- 124 employees received "Introduction to Workplace Diversity and Inclusion" and "It Starts with Me" training.
- 124 employees received "Workplace Mental Health" training.
- Blanket Exercise is now offered as part of i-Learn and is available to all employees.
- Intercultural Competencies Training launched October 2018. The training includes offering of Blanket Exercise to the attendees of the day-long training.

Equity & Inclusion Lens

- Developed the Equity & Inclusion Lens.
- Continue to use the Gender Equity Lens for policy and practices review.

Policy Review & Update

- Review and update of all policies with the gender lens has been completed.
- New policies under development include 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 – Offers monthly to quarterly social and educational events that are shared across the Corporation; U5 members tailor training events to support the needs of the membership.
- UP! – Women's Day Event is planned for 2019.
- 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 had their first meeting September 25, 2018 and work will focus on Black History Month February 2019.
- New ERG: access-Abilities: Employees identifying as persons with disabilities or having loved ones identifying with having disabilities and their allies is now formalized. It will be launched on December 14th at the Human Rights Conference hosted by the City of London to commemorate the 70th Anniversary of International Human Rights Day as well as the International Day of Persons with Disabilities.

Workplace Diversity & Inclusion Committee (WDIC)

- The Workplace Diversity & Inclusion Committee (WDIC) is in the process of developing 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 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.
- The ambassadors meet quarterly and are focusing on developing the work plan for 2019-2020.

Awareness Efforts for Diversity & Inclusion

- The 2019 Diversity and Multicultural Calendar with days of significance highlighted was distributed to all senior leaders. This information will support awareness and help creating a welcoming and inclusive workplace by recognizing these dates of significance of the employees appropriately.
- Black History Month Event being planned for February 2019 by the Employee Resource Group: ABC (African, Black, Caribbean Identifying employees and their Allies)
- The City of London hosted the Chief Commissioner of the Ontario Human Rights Commission as well as speakers from the Commission to a conference on Human Rights. It is being held in commemoration of the 75th anniversary of the Human Rights Day (Dec 10).
- In recognition of the International Day of Persons with Disabilities (Dec 2), we will be announcing the launch of another ERG, access-Ability. Their mandate includes employees identifying as persons with disabilities or having loved ones identifying with having disabilities, and their allies.
- The 2019 Calendar for Employee Resource Group supported events and awareness efforts is attached as Appendix B; it identifies which ERG/Committee will be the key sponsor for the event/effort.

Metrics Identified for focus area:

- One hundred and seventy-six (176) managers with direct reports have received the first module to Intercultural Competency Training.
- One hundred and seventy-six (176) managers with direct reports have experienced Blanket Exercise.
- Thirty-four (34) hiring managers trained on Bias-Free Hiring Practices.
- Launched two new Employee Resource Groups.
- Recruitment Outreach Ambassador Program.
- ERG members up to one hundred and twenty-five (125) for the end of the reporting period.

Conclusion:

For future data collection and data analytics, we will update on the Employee Demographic Profile to add Casual employees who work with the City of London. We will continue to focus on data collection and analysis to help support our efforts towards increased in representation of communities we serve.

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 as well as community representatives.

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 April 1, 2018 and September 30, 2018, the number of new hires that participated in the process of collecting employee demographic profile voluntarily was 169.

PERMANENT

Breakdown based on Permanent status and Temporary Status of the Respondents

PERMANENT						
Group	Feb 2017 - Oct 2017		Nov 2017 - Mar 2018		April to Sept 2018	
	#	%	#	%	#	%
Women	35	49%	20	38%	20	43%
LGBTQ+	8	11%	2	4%	3	7%
Indigenous People	2	3%	0	--	0	--
Racialized People	16	22%	9	17%	12	26%
People with Disabilities	9	13%	4	8%	2	4%
Immigrant (2011 to 2017)	2	3%	0	--	2	4%
Number of Respondents	72	--	52	--	46	--

TEMPORARY						
Group	Feb 2017 - Oct 2017		Nov 2017 - Mar 2018		April to Sept 2018	
	#	%	#	%	#	%
Women	160	60%	86	67%	51	49%
LGBTQ+	24	9%	7	5%	8	8%
Indigenous People	1	0.4%	0	--	0	--
Racialized People	47	18%	37	29%	21	20%
People with Disabilities	30	11%	13	10%	18	17%
Immigrant (2011-2017)	3	1%	10	8%	5	5%
Number of Respondents	265	--	128	--	104	--

*** 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

Calendar of ERG Events at Corporation of City of London

2019

Month	Event/Effort	Lead Sponsor
January	ERGs Executive Meet up	WDIC
February	Black History Month Event	ABC
March	International Women's Day, March 6	UP!
	International Day for Elimination of Racial Discrimination, March 21	WDIC
April	South Asian Heritage Month	WDIC/ ABC
May	Anti-Homophobia and Transphobia Day, May 17	PRISM/ UP!
June	Indigenous Awareness Month	WDIC + ALL ERGs+ Employment Ambassadors
	National Indigenous Day, June 21	
July	PRIDE	PRISM/WDIC
August	Emancipation Day, Aug 1	ABC/WDIC
September	Labour Day	U5
October	Women's History Month	UP!
November	International Day for Men	UP!/WDIC/All ERGs
	White Ribbon Campaign	
December	International Day for Persons with Disabilities, Dec 2	access-Ability/ WDIC/ DIAAC
	International Human Rights Day, Dec 10	

- ABC: African, Black, Caribbean Identifying Employees & their Allies
- access-Ability: Employees who identifying as having disabilities, and whose family members identifying with having disabilities & their Allies
- PRISM: LGBT+ identifying employees & their Allies
- U5: Under 5 (years of employment)
- UP! : Women Supporting Women & their Allies

- ERG: Employee Resource Group
- WDIC: Workplace Diversity & Inclusion Committee
- DIAAC: Diversity, Inclusion, Anti-Oppression Advisory Committee