

<b>TO:</b>	<b>CHAIR AND MEMBERS OF CORPORATE SERVICES COMMITTEE MEETING ON JUNE 18, 2019</b>
<b>FROM:</b>	<b>WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES &amp; CHIEF HUMAN RESOURCES OFFICER</b>
<b>SUBJECT:</b>	<b>UPDATE: WORKPLACE DIVERSITY AND INCLUSION</b>

**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**

Several verbal and written reports regarding the Workplace Diversity and 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”
- January 8, 2019 – 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 and Inclusion Plan supports the vision set out in the Workplace Diversity and Inclusion Statement. 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 Plan identifies 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 report “What Gets Measured Gets Done: Measuring the Return on Investment of Diversity and Inclusion”.

**Metrics - Data Collection for New Employees**

The following section outlines the metrics for the **October 2018 to March 2019** reporting period. Civic Administration defines “metrics” as quantifiable measures that are used to track and assess the status of a specific business process.

Civic Administration introduced the Employee Demographic Profile Survey after the completion of the 2017 Workforce Census as an ongoing metric 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 the City of London to track where we are underrepresented and evaluate if our efforts are making a difference.

According to the data released from the Federal Census of 2016, it is recognized that the population of London is becoming increasingly diverse:<sup>a</sup>

- 22% of the City's population were born outside of Canada, with almost 14% 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% of the population speaks neither English nor French at home, with Arabic being the top non-official language spoken at home.
- Less than 2.8% of the population reported being Aboriginal.
- In 2006, approximately 16% of the provincial population had a disability.<sup>b</sup>

During the reporting period of **October 2018 to March 2019**, the Employee Demographic Survey was given to 374 employees. 100% of employees who received the Employee Demographic Profile Survey completed the survey. Our response rate through this process of data collection has consistently been high.

The aggregate and breakdown of the responses from employees hired during this reporting period, as well as during the last four (4) reporting periods, is outlined below.

EMPLOYEE DEMOGRAPHIC PROFILE BREAKDOWN								
Group	Feb 2017 - Oct 2017		Nov 2017 - Mar 2018		April to Sept 2018		Oct 2018 - Mar 2019	
	#	%	#	%	#	%	#	%
Women	195	42.02%	106	58.9%	71	42.59%	202	54.0%
LGBTQ+	32	6.9%	9	5%	11	6.59%	29	7.0%
Indigenous People	3	0.64%	0	--	0	--	2	0.005%
Racialized People	63	13.58%	46	25.56%	33	19.76%	72	19.2%
People with Disabilities	39	8.41%	17	9.4%	20	11.98%	48	12.8%
Immigrant	38	8.2%	39	21.7%	39	26%	54	14.4%
Immigrant (2011 to 2017) ***	5	1.08%	10	5.5%	7	4.19%	16	4.3%

\*\*\* 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.

See Appendix A for the breakdown of the respondents based on permanent and temporary status.

The following section contains the highlights of activities captured during the **October 2018 to March 2019** reporting period, grouped by the two main Focus Areas as described in the Plan. 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

<sup>a</sup> 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>

<sup>b</sup> Statistics Canada, Participation and Activity Limitation Survey

## **FOCUS AREA 1 – Create a more diverse workforce, reflective of our community**

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

### **Community Partners & Stakeholders Engagement**

- The first meeting of Black Community Working Group took place in November 2018. The 20 members of the community who attended brainstormed around the mandate, vision, and terms of reference for the working group with the purpose of developing a model to support, advance and progress employment efforts of all those persons who identify as Black. The Black Community Working Group has met regularly since January 2019. They have developed a Terms of Reference and established a structure for their working group.
- A meeting with the London employment agencies was completed in December 2018. This session was meant to further strengthen the relationships and to explore how to further service the clients of employment agencies.
- An Open House was held in December 2018 for clients of agencies serving persons with disabilities. Hiring Managers were invited to attend. This event gave clients a better understanding of our organization and allowed hiring managers to see the talents of persons with disabilities.
- Ongoing collaboration with the Urban Indigenous Partner agencies including Namerind and Ontario Federation of Indigenous Friendship Centres through networking and supporting their events.
- The City of London presented their Positive Space Champion training to various community organizations in an effort to showcase this training. Childreach hosted two training sessions in March 2019 that were led by City of London employees.
- Collaboration with London and Middlesex Local Immigration Partnership in the development and design for the annual training day, recognizing March 21<sup>st</sup> as the International Day for Elimination of Racial Discrimination.
- City of London Diversity and Inclusion Specialist, presented on panel established for the Indigenous students at Fanshawe College in March 2019.
- The City participated in the Dolphin Disabilities Mentoring Day ('Dolphin DMD') in October 2018. Dolphin DMD is a one-day job-shadowing event that takes place across Canada where job-ready persons with disabilities are paired with workplace mentors. In London, the Dolphin DMD mentor-mentee matching program is facilitated by the March of Dimes Canada.

### **Looking Forward**

- On June 21<sup>st</sup>, at the National Indigenous Day, the City of London is hosting a booth.
- On June 28<sup>th</sup>, Storybook Gardens will be hosting an inaugural Multicultural Festival for Children, in recognition of the Canadian Multiculturalism Day. The Festival was proposed by City of London employees after they attended the Intercultural Competency training as one of the action items they wanted to take on to support diversity, equity and inclusion across the City.
- In July 2019, the City of London will be contributing with a float entry to the PRIDE parade under the theme of "From Last 5 to the next 50 years" and will have a contingent of employees representing the City of London.
- A meeting with the employment agencies is scheduled for September 2019 as a follow up to the meeting hosted in December 2018. This session is meant to further strengthen the relationships and to explore how to obtain progress in providing service to the clients of employment agencies in London and surrounding area.
- An Open House is planned for September 2019 for clients of agencies serving persons with disabilities. Hiring Managers have been invited to attend. This Open House will give clients a better understanding of the City of London and provide an opportunity for hiring managers to see the talents of persons with disabilities. This is a follow up to the first Open House hosted in December 2018.
- The City of London 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 City of London.
- The City of London will be meeting with advocacy supports for persons with disabilities in

the winter of 2019 to discuss any perceived employment barriers and challenges that these communities experience with respect to employment at the City of London.

### **Recruitment**

- Ongoing attendance at various recruitment events.
- Ongoing sharing of job postings with 31 community agencies.
- Ongoing attendance at a job fair specifically aimed at the under-represented groups.
- Hosted 53 student placements across the City of London.
- All temporary positions with a duration of 15 weeks are first sent to our partner agencies prior to considering any other applicants. These include 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.
- Ongoing, as jobs come forward for posting they are assessed for bona fide qualifications.
- Hosted three 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. The 12 month Intern for a Foreign Trained Professional was hired in Development and Compliance Service area.

### **Professional Development & Training**

- Tools and strategies to support bias free hiring practices session were conducted in January 2019, for approximately 30 hiring managers. 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 in October 2018. Each cohort received information on Intercultural Competency, how the competencies connect with the Vision, Mission and Values of the City of London, conversation on bias, stereotypes and how to assess the impact of such in our decisions and thought processes. The attendees also took part in the experiential learning called the Blanket Exercise (supported by Indigenous facilitation team, KAIROS Canada). By supporting the Blanket Exercise, the organization is advancing recommendation #57 from the Truth and Reconciliation Commission Report, 2016.
- Positive Space Champions training is now being offered four (4) times a year for all City of London employees through iLearn@london.
- The City of London delivered a conference in December 2018, titled 'Rights and Dignity for All: Update on Human Rights Legislation and Practice'. The conference hosted the Chief Commissioner of Human Rights Commission of Ontario as the keynote speaker. The conference also included experts focusing on the topic of accessibility and the topic of gender identity/gender expression. Leaders and participants from the community and surrounding municipalities were invited to attend.
- In March 2019, the City of London hosted the Ontario Human Rights Commission for a half-day session on the 'Use of Indigenous Medicines in the Workplace'.
- A specialized training module on offering customer service with cultural competency has been piloted with a team from Neighbourhood Children and Fire Services employees that are frontline service providers.
- Presentation by City of London's Diversity and Inclusion Specialist, on 'Creating Inclusive Spaces for LGBTQ+ Employees' at a regional conference for the Parks and Recreation employees, hosted by Halton Region in January 2019.
- Presentation by City of London's Diversity and Inclusion Specialist on 'Diversity, Equity and Inclusion Practices' at the London Chapter of the International Association of Business Communicators in March 2019.

### **Metrics identified for this Focus Area:**

- Hosted 53 student placements.
- Hosted two paid 1-year internship under the City of London's Internship Program for Foreign Trained Professionals. One intern started in January and another will start in September.
- Hosted three (3) interns starting January 2019. Another three (3) will start in September. 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 15 internal new positive space champions and 24 external positive space champions within community.

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

### **Professional Development and Training**

- Continuing through corporate orientation introduction to Workplace Diversity and Inclusion, It Starts with Me, I Step Forward training. These include 'Introduction to Workplace Diversity and Inclusion and 'It Starts with Me'.
- Introduced module on Championing Diversity and Inclusion for the Management Training Program.
- Blanket Exercise 'Train the Trainer' was offered in April 2019 to City of London employees. Twenty two employees completed this training.
- Phase 1 Intercultural Competencies training has been completed for managers, supervisors and Union/Association members. This training included an introduction to Intercultural Competencies, framework used at the City of London, competencies that support the Vision, Mission, Values of the City of London, as well as the experiential learning through KAIROS Blanket Exercise.
- Phase 2 Intercultural Competencies training is under development and is expected to be launched in late Fall/Winter 2019 and will focus on front line workers.
- City of London video titled 'Why does diversity matter to me' is in development.
- In the Spring 2019 a new Accessibility Ambassadors program is being launched to train staff from each Service Area on the use of new accessible service supports and technology.

### **Equity and Inclusion Lens**

- Training on the Equity and Inclusion Lens and how it should be applied is scheduled for June 2019.

### **Practice and Procedure Review and Update**

- Review and update of all policies using the Equity and Inclusion Lens underway.
- 'Use of Indigenous Medicines' in the workplace practice and procedure in development.
- Practice and Procedure on 'Gender Identity and Gender Expression' in development
- 'Gender Transitioning Guidebook' in development.

### **Employee Resource Groups (ERG)**

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

- 150 Employee Resources Group members.
- U5 – This ERG offers monthly to quarterly social and educational events that are shared across the City of London. U5 members tailor training events to support the needs of the membership.
- UP! –This ERG has restructured and expanded the mandate. UP! hosted an event in February 2019 to promote and engage allies and members for ERG. Work is starting on the launch of the 'White Ribbon Campaign' as one of their key deliverables for 2019.
- PRISM – This ERG has held five (5) sessions during the reporting time-frame. One session specifically for Dearness Home employees was held.
- ABC's (African, Black and Caribbean) – This ERG has been meeting regularly and completing the groundwork to entrench themselves in the City of London. ABC led the Black History Month recognition event at Dearness Home. The ERG was able to promote itself, get new members and speak about the overall support that all ERGs provide at the City of London.

### **Equity and Inclusion Employee Committee (EIEC)**

- The Equity and Inclusion Employee Committee is the evolved body from the Workplace Diversity and Inclusion Committee. The Committee will have representation from various levels of the organization. The Committee will meet with executives of the ERGs as well as representatives from the localized diversity committees. The purpose is to have a holistic view of activities that support equity and inclusion across the City of London.

**Awareness Efforts for Diversity and Inclusion**

- The 2019 Diversity and Multicultural Calendar, noting days of significance, has been distributed to all Senior Leaders. This information will support awareness and help create a welcoming and inclusive workplace by recognizing these dates of significance.
- Black History Month Event was hosted in February 2019 by the ABC Employee Resource Group (African, Black, Caribbean). This was first time a session was hosted at the Dearness Home.
- Monthly acknowledgements for dates of significance to local communities are posted on the public facing social media as of December 2018. These are also supported by monthly reminders that are shared with Senior Leaders for dates of significance and the possible impact they may have on accommodation requirements.

**Metrics Identified for Focus Area:**

- 309 managers have received the first phase of the Intercultural Competency training.
- 306 managers have experienced Blanket Exercise.
- 64 hiring managers have been trained on Bias-Free Hiring Practices.
- Development of one new Employee Resource Group.
- 150 ERG members.

**Conclusion**

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 going forward annual reporting on the metrics activities that support Diversity, Equity and Inclusion at the City of London be provided on an annual basis, commencing January 2020 for the year 2019. This will provide a more effective perspective and showcase impact in a more tangible and measurable manner.

<b>PREPARED BY:</b>	<b>REVIEWED BY:</b>
<b>SALEHA KHAN, DIVERSITY AND INCLUSION SPECIALIST</b>	<b>PAT FOTO MANAGER, TALENT MANAGEMENT</b>
<b>RECOMMENDED BY:</b>	
<b>WILLIAM C. COXHEAD MANAGING DIRECTOR, CORPORATE SERVICES AND CHIEF HUMAN RESOURCES OFFICER</b>	

**APPENDIX A**  
**Employee Demographic Profile based on Permanent and Temporary Status**

<b>PERMANENT</b>								
<b>Group</b>	<b>Feb 2017 - Oct 2017</b>		<b>Nov 2017 - Mar 2018</b>		<b>April 2018 - Sept 2018</b>		<b>Oct 2018 – Mar 2019</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Women	35	49%	20	38%	20	43%	26	32.5%
LGBTQ+	8	11%	2	4%	3	7%	5	6.3%
Indigenous People	2	3%	0	--	0	--	1	1.3%
Racialized People	16	22%	9	17%	12	26%	13	16.3%
People with Disabilities	9	13%	4	8%	2	4%	7	8.8%
Immigrant (2011 to 2017)	2	3%	0	--	2	4%	1	1.3%
<b>Number of Respondents</b>	<b>72</b>	<b>--</b>	<b>52</b>	<b>--</b>	<b>46</b>	<b>--</b>	<b>80</b>	<b>--</b>

<b>TEMPORARY</b>								
<b>Group</b>	<b>Feb 2017 - Oct 2017</b>		<b>Nov 2017 - Mar 2018</b>		<b>April 2018 - Sept 2018</b>		<b>Oct 2018 – March 2019</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
Women	160	60%	86	67%	51	49%	175	59.5%
LGBTQ+	24	9%	7	5%	8	8%	21	7.1%
Indigenous People	1	0.4%	0	--	0	--	1	0.3%
Racialized People	47	18%	37	29%	21	20%	58	19.7%
People with Disabilities	30	11%	13	10%	18	17%	41	13.9%
Immigrant (2011-2017)	3	1%	10	8%	5	5%	14	4.8%
<b>Number of Respondents</b>	<b>265</b>	<b>--</b>	<b>128</b>	<b>--</b>	<b>104</b>	<b>--</b>	<b>294</b>	<b>--</b>

\*\*\* 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.