

TO:	CHAIR AND MEMBERS FINANCE AND ADMINISTRATION COMMITTEE MEETING ON NOVEMBER 16, 2011
FROM:	JEFF FIELDING CITY MANAGER And VERONICA MCALEA MAJOR CHIEF HUMAN RESOURCES OFFICER
SUBJECT:	UPDATE: WORKPLACE DIVERSITY STATEMENT AND PLAN

RECOMMENDATION

That, on the recommendation of the City Manager and Chief Human Resources Officer:

- (a) Civic Administration **BE DIRECTED** to amend the Terms of Reference for the Diversity Task Force to allow for participation by representatives from external organizations (i.e. organizations not affiliated with the Corporation of the City of London);
- (b) representatives from the City of London's Agencies, Boards and Commissions **BE ENCOURAGED** to participate on the Diversity Task Force; and
- (c) the balance of this Report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- August 25, 2010 report to Chair and Members Board of Control "Update on Diversity and Supportive Workplace Initiatives";
- March 25, 2009 report to Chair and Members Board of Control "Update on Workplace Diversity Initiatives";
- November 14, 2007 report to Chair and Members Board of Control "Update on Diversity and Supportive Workplace Initiatives";
- July 11, 2007 report to Chair and Members Board of Control "Update on Corporate Human Rights Model Review, Code of Conduct Program and Corporate Initiatives Aimed at Building a More Supportive Workplace";
- May 29, 2007 report to Chair and Members Board of Control "Update on Initiatives Aimed at Building a More Supportive Workplace"; and
- Quarterly and Year End Reports on the Corporate Human Rights Program, Code of Conduct Program and Corporate Training Initiatives.

BACKGROUND

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Further to a motion introduced by Councillor Harold Usher, Municipal Council on May 14, 2007 resolved, "that the Chief Administrative Officer be requested to provide a report that

identifies and illustrates strategies we will use to transform the City of London into a welcoming and inclusive city, which embraces diversity within its workplace and workforce and encourages the same in its departments, boards, commissions and affiliated community partners, leading to a just and integrated society where diversity is valued and dignity and integrity are sustained for all; such report to also include what practices and policies the City of London and its Boards and Commissions already have in place in support of the aforementioned objectives.”

In accordance with that Resolution, Civic Administration began reporting to Council with respect to its strategic priority and initiatives of building a more supportive workplace and a talented and diverse workforce that is representative of our community.

A key component in achieving the noted Strategic Priority has been the development of a Workplace Diversity Statement and Plan (“WDSP”). The WDSP was developed in consultation with the London Diversity Race Relations Advisory Committee (“LDRRAC”) after consideration of a number of factors including: input from employees, labour market trends, organizational best practices, the existing Diversity Policy for the City of London; as well as existing workplace policies and training programs including the Workplace Harassment and Discrimination Prevention Policy and the Code of Conduct.

The Workplace Diversity Statement is as follows:

A workforce environment that is truly diverse draws upon and respects the unique characteristics, skills and experiences of all employees. Diversity encompasses many individual attributes such as; gender, race, ancestry, language, age, sexual orientation, religion, socio-economic status, disAbility, thinking styles, opinions and life experiences. We believe that by further increasing the wide array of perspectives resulting from diversity our organization becomes more creative, flexible and productive as we increase our service capacity. Diversity benefits individuals, the corporation and our community. We recognize that each employee brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels in the organization and in all the services that we provide as these enrich the organization and workplace.

This statement affirms that the Corporation of the City of London values diversity and inclusiveness and believes that diversity and inclusiveness are central components towards building a more supportive workplace.

In addition, Civic Administration developed (in consultation with LDRRAC) a Workplace Diversity Plan in support of the Workplace Diversity Statement. The Workplace Diversity Plan outlines initiatives that increase workplace diversity and continue to move the organization towards a more supportive workplace. Equally important, the Workplace Diversity Plan anticipates that further initiatives will be recommended as the plan is implemented and evolves. As such, the WDSP is the guiding document and framework necessary to ensure that the Corporation is “attracting”, “engaging”, “developing” and “celebrating” exceptional people in public service and building a talented and diverse workforce this is representative of our community.

Council endorsed the Workplace Diversity Statement and Plan in March 2009 (as attached at Appendix “A”) and resolved, among other things, that:

- (a) a Diversity Task Force, led by the City of London and comprised of representatives of the City of London, the London Diversity and Race Relations Advisory Committee (LDRRAC) and members of the City’s Boards and Commissions **BE ESTABLISHED** in order to further advance initiatives aimed at recognizing, celebrating and enhancing diversity and inclusiveness throughout the organization; and
- (b) the Civic Administration **BE REQUESTED** to report back on a process for benchmarking and monitoring the success of the workplace diversity and inclusiveness initiatives.

This Report is intended to provide an ongoing update on the work underway in accordance with the WDSP including an update on one of the processes that Civic Administration will be

utilizing to benchmark and monitor the success of the Corporation's workplace diversity initiatives.

UPDATE: WORKPLACE DIVERSITY STATEMENT AND PLAN (WDSP) INITIATIVES

Since the roll-out of the Diversity Statement and Plan in March 2009, Civic Administration has undertaken initiatives aimed at "attracting", "engaging", "developing" and "celebrating" exceptional people in public service and building a talented and diverse workforce, that is representative of our community. These initiatives will allow us to increase the size and diversity of our applicant pool and draw upon the many talents, backgrounds, and experiences of those in our community. The initiatives will also create opportunities for investing in our employees and ensure we build specific skills and experience necessary to deliver valued service. Additionally, these programs will provide that individuals and teams are given appropriate and timely recognition for their contributions and acknowledge and celebrate the value that our employees add to the organization and the difference they make in our community.

Diversity and supportive workplace initiatives undertaken since our August 25, 2010 Report include the following.

1. Attracting

Civic Administration has undertaken a number of initiatives aimed at attracting exceptional people to work in public service and building a talented and diverse workplace that is representative of our community.

- **City of London Career Opportunities Website**

Civic Administration in consultation with LDRRAC and our community partners has developed a new career opportunities website that outlines our current employment opportunities and links to our online application. Further, the website has a dedicated page for new immigrants that provides useful information and links to a number of agencies to assist with their transition to Canada. The website will also feature the Corporation's Workforce Diversity Statement and Plan.

In addition, the website provides useful background information to potential applicants on the Corporation's history, Corporate Plan, Values and Behaviours, benefits and compensation packages in various sections such as: welcoming messages from our Mayor and City Manager, Pride in Public Service, Awards and Recognition, Workplace Accessibility, More to Offer, Getting Hired, Student Employment, and Frequently Asked Questions.

The website is targeted to go live January 2012.

- **Temporary Employees**

On an annual basis the Corporation hires over two hundred temporary employees to perform seasonal duties. Many temporary employees who have worked for the Corporation in previous years apply for and are appointed to the temporary positions in successive years. This significantly reduces the number of opportunities for "new" employees entering the Corporation on an annual basis.

Beginning in 2012, Civic Administration will implement a policy whereby an individual can hold a temporary position (with some exceptions) for a maximum of four fixed terms. This new practice will assist us in our efforts to build a talented and diverse workforce that is representative of our community by offering employment opportunities to a greater number of individuals, including university and college students, each year.

- **Recruitment and Selection Training for Managers**

Civic Administration, in consultation with LDRRAC, is developing a Recruitment Selection training program for hiring managers. This program is intended to equip

managers, who interview on behalf of the organization, with a clear understanding of the City of London's recruitment process and their role and responsibilities in that process. The training program will address prejudices, what stereotyping means, and understanding bias and will also include: a review of Corporation policies and legislation related to hiring including the Workplace Diversity Statement, the Time Off for Religious Observances Guideline, the Accommodation of Employees with Disabilities Guideline, the Ontario Human Rights Code; developing appropriate interview questions and how to evaluate a candidate. The goal of the program is to ensure fairness, equity and consistency of our recruitment and selection processes.

This training is scheduled to begin in early 2012.

- **Job Fairs and Recruitment Outreach**

In an effort to increase the size and diversity of our applicant pool and draw upon the many talents, backgrounds, and experiences of those in our community, Civic Administration continues to expand our outreach by attending a number of job fairs with the aim of building a talented and diverse workforce that is representative of our community, including:

- Student to Business, UWO All Campus Job Expo, UWO Career Fair, Summer Job Information Fair, Fanshawe College Career and Summer Job Fair, Connect to Your Future, Employment Ontario Job Fair, London Works Job Fair, Public Library Job Fair, Skills London Oxford Middlesex Elgin, South London Job Fair

In addition, Civic Administration continues to send all job postings to a number of community organizations. These organizations represent many applicants and are able to determine if a match may exist between one of their clients and a position within the Corporation. When a potential match is identified, the organization works with Civic Administration to navigate the recruitment process. These organizations include:

- WIL Employment Connections, Oneida First Nation, Nokee Kwe, ATN Access Inc. , Daya Counselling, Boys and Girls Club, Employment Sector Council London – Middlesex, Thames Valley District School Board, Community Living London, Chippewas of the Thames First Nations, Strathroy Employment Resource Centre, Ontario Ministry of Agriculture, Food & Rural Affairs, Goodwill Industries, Pathways Skills Development, London Training, Fanshawe College, GAIN Employment Centre, Ministry of Community & Social Services, LUSO Centre, Western Ontario Therapeutic Community Hostel, Family Services Thames Valley, London District Catholic School Board, March of Dimes, College Boreal, London Economic Development Corporation, LEADS Services, QUEST Centre, Middlesex County, Middlesex County Library, London Unemployed Help Centre, Association canadienne – française de l'Ontario London – Sarnia, Workforce Development, Over 55 (London) Inc. , Metis Nation, N'Amerind Friendship Center, Hutton House, Small Business Centre, Community Employment Choices, Canadian Hearing Society, Skills Centre, London Cross Cultural Learner Centre, Canadian Forces, Youth Opportunities Limited

- **Partnerships with Community Organizations**

Civic Administration continues to work in partnership with community organizations such as Community Living London and the London Employment Help Centre to provide meaningful workplace opportunities and placements.

Recently, the City of London hired an individual with physical limitations as a result of a partnership with ATN Access Inc., a local agency who provides opportunities for individuals with injuries or physical, sensory or learning disabilities to gain access to employment or reach their learning goals through a variety of assessment, skills upgrading and personal development services. The Corporation was able to

accommodate the individual's physical limitations. The placement has been very successful and we are currently exploring a longer term placement for this individual.

Further, Civic Administration continues to participate on the Ability First Coalition, a not-for-profit organization of volunteers working to bring business people together to share best practices related to hiring and retaining persons with disabilities.

His Worship Mayor Joe Fontana has been named as Honourary Chair of the Ability First Coalition and as his first official act as Chair, issued a challenge to the London business community to consider how they can recruit and hire more persons with disabilities. In support of this initiative, Mayor Fontana and members of Civic Administration toured the TD-Canada Trust Tech Lab to see how new equipment advances and smart uses of technology can assist those with disabilities enter the workforce and provide accommodations for existing employees.

2. Engaging, Developing and Celebrating

As we move towards our initiative of attracting a diverse workforce that is representative of our community, it is important that our current and future employees experience a supportive workplace where they are engaged and the Corporation is investing in people to build the specific skills and experience necessary to ensure that the right person is in the right job at the right time. In addition, initiatives aimed at celebrating include those intended to celebrate the diversity and inclusiveness of our supportive workplace.

Since our last update, some of the initiatives undertaken by Civic Administration aimed at “engaging”, “developing” and “celebrating” our current and future employees include the following:

- **Diversity Task Force**

Meetings of the Diversity Task Force commenced in the Fall of 2009. The Task Force currently includes representatives from LDRRAC, London Police Service, London Transit Commission, London Public Library, Museum London, Middlesex-London Health Unit, London Convention Centre, Tourism London, Upper Thames River Conservation Authority, London Hydro, London and Middlesex Housing Corporation, and the Corporation of the City of London.

The Diversity Task Force is a forum for the above noted organizations to share initiatives and discuss best practices with respect to diversity. Past topics addressed by the Diversity Task Force include: the Corporation's Workplace Diversity Statement and Plan, the Accessibility for Ontarians with Disabilities Act and Standards, the City of London's Standing Together – Employees Caring for Employees Program, diversity training at London Police Services, diversity training at the London Transit Commission, job fair participation, and the development and usage of an employee census. In June 2011, Mayor Joe Fontana presented his vision for diversity in the City of London to the Diversity Task Force. In September 2011, Councillor Harold Usher spoke to the group regarding “Valuing Diversity.”

Civic Administration has been approached by representatives from external organizations (i.e. organizations not affiliated with the City of London) asking to participate on the Diversity Task Force. In support of the Workplace Diversity Statement and Plan and in furtherance of the Corporation's commitment to partner with community organizations to build a more supportive workplace and strengthen diversity initiatives within the City of London, Civic Administration is recommending that the Terms of Reference for the Diversity Task Force be amended to allow for participation by representatives from external organizations.

- **Co-op Placements**

The City of London continues to provide co-op placements for high school, college and university students. These placements provide an excellent learning opportunity for the students as well as an opportunity for our employees to work with individuals who may have different thinking styles, opinions and life experiences.

Recently Civic Administration learned the Corporation had been selected by Fanshawe College to be recognized for the support the Corporation has provided to the College's students and graduates.

- **Job Share**

The Corporation recognizes that employees have unique needs and circumstances when trying to balance work and home life. This recognition has led to the creation of job sharing/alternate work arrangement opportunities. In a job sharing arrangement, two employees share one job and design a schedule that meets each of their individual needs as well as the needs of the department/division.

The Corporation remains committed to exploring new job share/alternate work arrangement opportunities as they can foster a more supportive workplace for our employees.

- **"I Step Forward to End Violence and Abuse in My Community, Workplace and at Home" ("I Step Forward") Program**

Work on the second training program under the Standing Together – Employees Caring for Employees initiative, "I Step Forward to End Violence and Abuse in My Community, Workplace and at Home" ("I Step Forward"), began in 2008 with our partners at LCCEWA. This innovative program is intended to provide 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; as well as to provide referrals and access to resources in our community.

The program is also designed to offer tools and strategies to managers on how to better assist abused employees to enhance their safety and maintain their employment and encourages all employees to be Champions for Peace. Additionally, the "I Step Forward" program is designed to offer tools and strategies to managers on how to better assist abused employees to enhance their safety and maintain their employment and encourages all employees to be *Champions for Peace* by making a positive impact in their community, workplace and in their homes.

The "I Step Forward" program is believed to be the first of its kind in Canada for a workplace taking a leadership role in shifting a workplace culture which, in turn, will begin a shift in our community's response to these issues. 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.

Since our last update, Civic Administration has held approximately 75 "I Step Forward" training sessions for over 1250 employees.

- **Development of Third Training Program in Support of the Standing Together – Employees Caring for Employees Initiative**

The third training program in support of the Standing Together – Employees Caring for Employees initiative is being developed in partnership with LDRRAC and will provide employees with a greater appreciation for the diversity within our workplace and of the citizens and customers we serve. The LDRRAC Policy and Planning Committee as well as the Diversity Task Force began preliminary discussions this spring to identify potential content for this training program. The next step in the training program needs assessment is to undertake a survey of various businesses to determine the objectives and content of training programs that have been developed within public and private sector employers dealing with this topic. This training is scheduled to begin in late 2013 and will be rolled out to all employees.

- **“It Starts with Me” Training Program**

The “It Starts with Me” training program has been developed by Civic Administration and will replace our existing Workplace Harassment and Discrimination Prevention Policy and Code of Conduct training programs and will also address a number of policies/procedures including: workplace violence, appropriate use of technology, accommodation of employees with disabilities, and time off for religious observance. This program pilot began in June 2011. It is anticipated that the formal launch of the “It Starts with Me” training program will begin in 2012 upon completion of the “I Step Forward” training program.

- **Corporate Orientation Program**

The Corporate Orientation Program was launched in 2006. The goal of this program is to welcome and support all new employees as they join the Corporation and to foster pride and enhance employee engagement. The Corporate Orientation Program includes numerous topics that support our efforts around building a more supportive workplace including: an overview of the City’s Corporate Plan; customer service training including accessible customer service training, career development; and training on the WHDPP&CP, Code of Conduct, and Workplace Violence Prevention policy.

In addition, as part of the Corporate Orientation Program training is provided to all managers on the duty to accommodate employees with disabilities.

Since our last update, approximately 240 new full-time, part-time and casual employees attended Corporate Orientation.

- **Multi-Faith Observance Calendar**

With assistance from LDRRAC, Civic Administration developed for the third year, a Multi-Faith Observance Calendar. The 2011 calendar was printed in hard-copy format and distributed to all departments for posting. In addition, the calendar was posted on the intranet with links that provided additional information regarding each day of religious observance. This has generated interest and dialogue from employees wanting to learn about different faiths of their fellow employees.

- **Take Our Kids To Work Day**

In 2011, the Corporation will again participate in “Take Our Kids To Work Day”. This is an annual national program in which grade 9 students are hosted by parents, relatives and volunteers at workplaces across the county. The program supports career development by helping students connect school, the world of work and their own futures.

EVALUATING OUR PROGRESS

- **Employee Census**

The Corporation’s Workplace Diversity Statement and Plan includes a commitment to evaluating our progress and ensuring continuous improvement in achieving our Strategic Initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community. In order to assist in this endeavour, Civic Administration identified a need to gather demographic information about our workforce through an employee census with the goal of using this information to identify future initiatives in support of the Workplace Diversity Statement and Plan and our commitment to building a more supportive workplace.

Specifically, information obtained from the employee census will be used to identify and develop human rights and human resources strategies to verify, monitor, measure and address gaps, trends, progress and perceptions; proactively identify opportunities for improvement and growth; and attract and retain a diverse workforce.

Civic Administration began the work of developing the content of the employee census and determining best practices with respect to administration and data collection. This initial phase included a number of steps including: researching applicable legislation including the Ontario Human Rights Code and the *Municipal Freedom of Information and Protection of Privacy Act*; reviewing other relevant survey instruments including surveys from other organizations as well as past census information from Statistics Canada; conducting a number of focus groups with various stakeholders including LDRRAC, the Diversity Task Force, representatives from the Corporation's unions/associations; and discussions with our community partners.

The employee census as attached at Appendix "B" will include questions pertaining to gender, age, place of origin, length of employment, education, sexual orientation, ethnic origin, languages spoken, religious affiliation, disabilities (as defined under the Ontario Human Rights Code), and the Corporation's Workplace Diversity Statement and Plan. The census will be voluntary and individual answers will remain confidential. To ensure that employees feel comfortable completing and returning the census, Civic Administration engaged an arm's length partner to administer, tabulate and report back with respect to the information obtained from the census.

In addition, a comprehensive communications plan has been developed to support the implementation of the employee census. The objectives of the communications plan are to reach all employees and ensure they are aware of the census, understand why it's important and encourage employee participation. Key messages will include the importance of the Corporation's Workplace Diversity Statement and Plan and how this information will help the City to attract, engage, develop and celebrate our employees.

Further, Civic Administration has engaged our various Agencies, Boards and Commissions regarding this initiative and has invited them to participate in the employee census for their employees, if desired. Several of our Agencies, Boards and Commissions have expressed an interest in participation.

The Employee Census is scheduled to be distributed in November 2011 and information obtained from the Employee Census will be available in the first quarter of 2012.

- **LDRRAC Planning & Policy Sub-committee**

Civic Administration regularly meets with members of LDRRAC's Planning & Policy Sub-Committee to seek advice and expertise with respect to corporate diversity and supportive workplace policies, programs and initiatives. In the past year, discussions have focused on: Workplace Diversity Statement and Plan; Corporation's recruitment and selection process; HireDesk; Employee Census, Career Opportunities Website, training initiatives under the Ivey Management Foundations Program and the Standing Together – Employees Caring for Employees Program; Diversity Task Force; Multi-Faith Observance Calendar; and the Corporate Orientation Program.

SUMMARY

Civic Administration remains committed to the ideals set out in the Workplace Diversity Statement and Plan. To achieve these important objectives, Civic Administration will continue to monitor our existing programs, introduce new initiatives, and report back on our progress toward "attracting", "engaging", "developing" and "celebrating" exceptional people in public service and building a talented and diverse workforce, that is representative of our community.

PREPARED BY:	PREPARED AND RECOMMENDED BY:
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