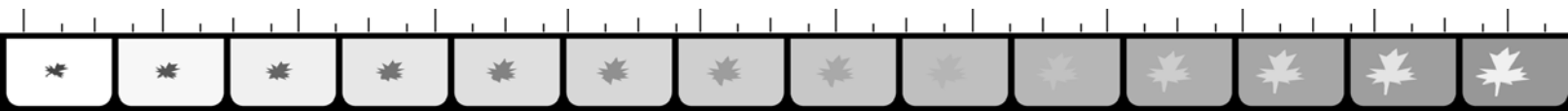


Workplace Diversity Statement and Plan



London
CANADA

WORKPLACE DIVERSITY STATEMENT AND PLAN

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I. Background

The Corporation of the City of London and its employees have identified and ranked a more Supportive Workplace as the number one Workplace Strategic Priority. As a result of that ranking, Civic Administration has developed a Strategic Objective of “attracting”, “engaging”, “developing” and “celebrating” exceptional people in public service and a Strategic Initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community.

Developing a Workplace Diversity Statement and Plan (“WDSP”) is a key component to achieving the Strategic Priority and Initiative as outlined above. In developing the WDSP we consulted with community partners, our employees and, private sector organizations, and referenced 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 Complaint Procedure and the Code of Conduct for employees.

Our Consultations

Our partnerships with the community and private sector groups began with discussions with the London Diversity and Race Relations Advisory Committee (“LDRRAC”) early in 2006 regarding the development of a module on diversity to be delivered as part of the City of London Ivey Management Foundations Program. This module was focused on the management group and was delivered in November 2006 and held over two days. Day one of the module included cases dealing with changing workplace cultures, what does workplace diversity and inclusion mean (could my attitude be perceived as non-inclusive), as well as code of conduct and harassment issues. Day two of the module featured presentations by LDRRAC and private sector organizations recognized as leaders of best practice in the fields of corporate values initiatives (Maple Leaf Foods and St. Elizabeth Healthcare), diversity programs (TD Canada Trust, 3M, LDRRAC) and featured a presentation from the Great Places to Work Institute. LDRRAC was consulted by Civic Administration and Ivey throughout the development of this module and provided feedback on module content. Members of LDRRAC attended day one classroom sessions and participated in the panel presentations and assisted in the facilitation of the roundtable discussions on day two.

As part of day two of the module we also consulted our employees through a series of facilitated roundtable discussions centered on creating a more supportive workplace, defining corporate values, identifying the characteristics of a diverse workforce and the initiatives required to achieve diverse workplaces, and reviewing the Inspire London program.

The diversity questions from the day two round table discussions focused on the implementation of diversity initiatives within the workplace. The diversity roundtable asked participants questions to elicit input into an action plan to implement diversity initiatives. We compiled and utilized the feedback on the diversity questions in designing our WDSP and creating the strategic initiatives contained in this document.

We also utilized the feedback received from our employees at facilitated discussions at the 2007 Employee Appreciation Week in response to a number of questions including:” What would a more supportive workplace look like at the City of London?” and “What do the Values Individual Responsibility and Collective Accountability mean” in creating this Workplace Diversity Statement and Plan.

The Research

Our research found that the workforce is undergoing significant change that will create opportunities for employers to expand their pool of candidates for positions which should in turn increase the diversity of workplaces. With respect to the London market studies have shown that:

The London region labour market and workforce has undergone significant changes in recent years, and demographic projections show us it is only the beginning. In the coming ten to fifteen years, a shortage of workers is expected to grow significantly.

Many London region employers report they are already attracting fewer qualified applicants for job postings. There is a growing awareness that meeting workforce requirements could be one of the most pressing challenges that businesses have faced in many years.

Even as Canada has started to experience a shortage of workers, there has been a rise in the number of educated and skilled immigrants who are coming to our country. These qualified and motivated newcomers represent our best hope for increasing the size and strength of our workforce in the coming years.¹

Canada's populations and its workforce are undergoing a seismic shift that will affect every employer:

- Aging baby boomers are moving towards retirement
- Lower birth rates are leading to fewer young people entering the workforce
- Demand is increasing for more highly educated and skilled workers
- Attracting and retaining skilled workers is more difficult than in the past
- Job vacancies are taking longer to fill
- The traditional methods for attracting skilled workers are not as effective any more.²

Our research also considered a number of studies including "*Managing for Diversity & Inclusiveness: Results of the 2004-2005 Ivey Strategic Diversity and Inclusiveness Survey*".³ (See Appendix 2 for a Summary of the Survey Questions). This survey focused on nine action areas for diversity management and was a survey to assess the readiness of Canadian companies to respond to the rapidly changing cultural diversity of the future Canadian labour force. While the questions were designed to assess preparedness for managing diversity within Canadian companies, it was helpful to consider these questions as we developed the Workplace Diversity Statement and Plan.

We referenced the Diversity Policy for the City of London as a guide in developing our Workplace Diversity Statement and Plan.

We also considered existing policies and training programs the Corporation of the City of London has implemented, including; the Workplace Harassment and Discrimination Prevention Policy and Complaint Procedure and the Code of Conduct Policy in developing the WDSP. Both of these policies has a goal of ensuring that every employee has a workplace that is safe and free from harassment, discrimination and inappropriate conduct.

¹ Employment Ontario, [Global Talent, Hiring Immigrants Makes Good Business Sense](#) ³

² Employment Ontario, [Global Talent, Hiring Immigrants Makes Good Business Sense](#) ⁴

³ Konrad, Alison M; Maurer, Cara; Yang, Yang, [Managing for Diversity & Inclusiveness: Results of the 2004-2005 Ivey Strategic Diversity and Inclusiveness Survey Responses from Human Resource Managers and CEOs, 2005.](#)

Summary

We recognize that our consultations, research and the review of existing policies and training programs are just beginning. As we move forward with our initiatives, we need to continue to consult our employees, community and private sector partners, utilize existing employee feedback, reference organizational best practices, monitor workforce trends and participate in conferences and training opportunities to expand our understanding of diversity. These actions will move us towards achieving our Strategic Initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community.

The City of London is diverse along many dimensions. Our diversity encompasses differences in many areas including ethnicity, gender, language, age, sexual orientation, religion, and socio-economic status, physical and mental ability, thinking styles, opinions and life experiences. When we respect, value, and nurture diversity as an exciting and integral part of our collective experience and identity we can strengthen our commitment to a more supportive workplace.

The Workplace Diversity Statement and Plan that follows 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.

The Corporation of the City of London is committed to an inclusive workplace that embraces diversity within its workforce. The Corporation of the City of London is committed to contributing to a just and integrated society where diversity is valued and dignity and integrity are sustained for all.

II. WORKPLACE DIVERSITY STATEMENT

Celebrating Diversity

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.

III. Workplace Diversity Plan

This Workplace Diversity Plan (“WDP”) has been developed in support of the Workplace Diversity Statement as a means of increasing workplace diversity. The Corporation of the City of London in consultation with its employees and community partners has undertaken or will be undertaking the following actions in pursuing the Strategic Initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community.

It is to our advantage to draw upon the many talents, backgrounds and experiences of those in our community and workplace. To embrace the celebration of diversity and to ensure inclusiveness is integral in our efforts towards building a more supportive workplace. The following processes and activities will be undertaken and it is anticipated that further initiatives will be recommended as the WDP is implemented:

Attracting

“Attract exceptional people to work in public service, within a supportive workplace, that are representative of our community.”

When we promote the Corporation of the City of London as a diverse and inclusive workplace that is welcoming of all in our community, we are able to attract the best candidates possible. This benefits our employees and our community.

Reaching externally for diverse talent can:

- help us fill our open positions while recognizing that the larger the pool of candidates we create, the greater the chance of finding that next great employee
- enhance our customer service by ensuring our employees are representative of our customer base and our community
- provide the workplace with fresh ideas, new approaches and different skill sets that we may not currently have

The following action plans have been implemented or may be implemented:

1) Recruitment Process:

- a) Assess the job posting process to ensure that fair assessment practices are in place to provide equal opportunities for all candidates to demonstrate their qualifications:
 - i) Ensure Managers who are involved in the recruitment process receive diversity awareness training
 - ii) In partnership with LDRRAC, review and ensure that the recruitment process is built on non-discriminatory basis
 - iii) Include on all internal job postings an opening paragraph that is reflective of the WDSP
 - iv) Utilize our outreach recruitment alliances with various organizations in the City of London for maximum reach to all members of the community

2) Recruitment Plan

- a) Establish a recruitment plan identifying targeted recruitment fairs, locations and cultural agencies for presentations on “Careers and Job Opportunities at the Corporation of the City of London”, as well as our hiring process and “how to apply”
- b) Continue to provide and develop partnerships and presentations to the local high schools on employment opportunities within the Corporation of the City of London
- c) Continue to provide employment and volunteer opportunities - continue to partner with community agency programs that specialize in providing work experience for diverse members of our community

- d) Identify other agencies and partnerships that would further our progress towards building a talented and diverse workforce that is representative of our community
 - e) Advertise in various formats as well as various locations and websites
 - f) Examine our interview process and ensure that it is structured so as to allow innovative means for candidates to demonstrate skills
 - g) Develop recruitment materials that reflect our strategic initiatives and the Workplace Diversity Statement.
- 3) Recruitment Website
- a) Continue to advertise all external positions on the city website for equal access to all candidates.
 - b) Redesign the employment listing website and make the following revisions:
 - i) Create link to City of London's Workplace Diversity Statement
 - ii) Create an opening paragraph that describes our celebration of diversity within our supportive workplace
 - iii) Create a link to the Immigration Portal
 - iv) Create a statement regarding the importance of working in the public service
 - v) Create links outlining the Divisions of the Corporation and what they do
 - vi) Establish hit counter and statistics to determine traffic and application rates
 - vii) Improve website for easier submission of resumes and applications
 - viii) Add links to agencies that facilitate international accreditation
 - ix) Add links to agencies that facilitate resume writing

Engaging and Developing

Engaging

"Foster a workplace where teamwork, integrity and respect for individual perspectives, expertise and diversity are valued and recognized and where information is communicated across all levels of the organization. Foster an environment where employees take individual responsibility for their actions and the organization takes collective accountability for its outcomes and living the Corporate Behaviours of Trust, Pride and Standing Together."

Developing

"Foster learning and leadership skills and abilities as part of our corporate culture, encourage creativity and innovation and actively and visibly invest in the ongoing skills and knowledge development of employees, based on both personal goals and corporate objectives."

As we move towards achieving our initiative of attracting a talented and diverse workforce that is representative of our community, it is crucial that our employees experience a supportive workplace.

An engaged employee includes a person who is fully involved in, and enthusiastic about, his or her work. Studies have shown that engaged employees are more productive, more customer-focused, work safer and are less likely to leave their employment. Engaged employees feel a strong emotional bond to the organization that employs them. These employees care about the future of the City of London and will act in a way that furthers the City's interests.

Developing our employees is about investing in our people to build the specific skills and experience necessary to ensure that the right person is in the right job at the right time. The Corporation of the City of London may experience potential retirements of up to 800 workers over the next 5 years. In response to this, it is important to increase the skill and knowledge level of our employees and develop viable succession plans to ensure that there are suitable candidates ready to take on critical roles within the Corporation. Our development and succession planning efforts will balance our desire to

develop our existing employees with the need to attract external candidates that are representative of our community.

The following action plans have been implemented or may be implemented:

- 4) Standing Together – Employees Caring for Employees. A key training initiative offered to all employees which we will continue to add new modules to in order to build upon our strategic priority of building a more supportive workplace.
 - a) The first module will be Respect at Work and is intended to raise awareness and understanding for managers and employees around relating effectively at work, nurturing diversity and fostering a work environment that is free from harassment and discrimination
 - b) The next module will be the Responding to Woman Abuse, Family Violence and Sexual Violence program. This module is intended to provide employees with information on the dynamics of woman abuse, family violence and sexual violence, offer practical tools and strategies to abused employees on how to access support both in the workplace as well as providing access to resources in the community, and safety planning in the workplace. This module is being developed in partnership with the London Coordinating Committee to End Woman Abuse (LCCEWA) Communications and Advocacy Sub-Committee.
 - c) The third module will focus on Celebrating Diversity within our workplace and will be developed with advisory input from LDRRAC and will include training on our WDS. This module will also be made available to the participants of the Diversity Task Force for their own organizations. (See creation of task force).
 - d) Ivey Management Modules to be developed including modules on:
 - cross-cultural interviewing techniques as well as managing a diverse workforce
 - “Diversity Leadership” for managers
- 5) Workplace Diversity Training – Ensure that all employees have been trained or will be trained on our Workplace Diversity Statement, Workplace Harassment and Discrimination Prevention Policy and Complaint Procedure training, Code of Conduct Policy training, “Time off for Religious Observances”, “Accommodation of Employees with Disabilities” and other guidelines that may be developed.
- 6) Corporate Training Calendar – Continue to offer the following courses to advance awareness of diversity:
 - a) Discovering Diversity – Workshop that focuses on the knowledge that we all have diverse backgrounds and experiences that help to enrich our organization
 - b) Ability Awareness – Full day workshop to educate participants about the abilities of persons with disabilities and the barriers persons with disabilities experience in their day-to-day lives. The training will provide knowledge to assist in enhancing the development of positive relationships
- 7) Language and Interpretation Volunteers - For improved customer service as well as showcasing our diverse language skills in the workplace we will update and internally market our list of language volunteers to be called upon for customer or employee assistance. We will then post the updated list on City Connect for all employees to access as well as a link on our recruitment website.
- 8) Retirement Preparedness - The Corporation of the City of London will be addressing the potential number of retirements that the City may experience over the next 10 to 20 years through:
 - a) Co-operative learning placements to promote the entrance of skilled trades and other professions into our workplace
 - b) A formal strategy of workforce planning processes and/or tools to capture workplace knowledge in order to capture critical knowledge and experience from our employees approaching retirement
- 9) Succession Planning – The Corporation of the City of London will adopt a formal succession

planning model to balance the need to develop employees to deliver services while experiencing a high volume of retirements

- a) The Succession Planning Model will identify the skills of those individuals who may be retiring and assess the pool of candidates that may be able to work towards acquiring those skills. We will develop strategic recruiting plans to acquire those skills that cannot be developed internally

10) Supportive Workplace Initiatives – Consider initiatives aimed at work/life balance and wellness such as; compressed work week, flex days, part-time positions, job shares etc.

11) Diversity Task Force

Studies have shown that organizational learning involves individual learning, and those organizations that make the shift from traditional organization thinking to learning organizations develop the ability to think critically and creatively. Learning organizations are where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together. We will continue to work towards building a more supportive workplace and bring our learning back into the organization to achieve our goals.

a) Create a Diversity Task Force

In partnership and consultation with LDRRAC, the Corporation of the City of London will take a leadership role in bringing together a Diversity Task Force comprised of representatives of the City of London, LDRRAC and members of the Boards and Commissions of the City in order to further advance initiatives aimed at Celebrating Diversity throughout the organization.

Purpose and Objectives of the Diversity Task Force:

- i) To ensure that the Diversity Policy for the City of London, adopted by Council on November 15, 1999 and contained herein as Appendix 1, is widely communicated and that the Boards and Commissions have access to this policy
- ii) Share best practices with respect to existing policies and processes, encourage groups to develop/communicate their own WDPs
- ii) Identify training opportunities that can be shared across the representatives
- iii) Collectively market the Corporation of the City of London and the Boards and Commissions with community groups and at recruitment fairs and expositions
- iv) Share best practices that facilitate celebrating diversity within our organizations

12) Continue to participate in Diversity Workshops and Conferences

13) Continue to work with LDRRAC and Abilities First to promote their events, Open House as well as the Abilities First Conference

14) Recognizing that change begins with the individual, encourage individuals to consider taking the following personal actions in moving towards a more supportive workplace

- (a) Evaluate own interactions with fellow employees
- (b) Get engaged in workplace programs and projects that promote building a more supportive workplace
- (c) Access the corporate training programs to increase their knowledge and understanding of celebrating diversity

Celebrating

“Create a workplace in which employees feel valued, rewarded, appreciated, recognized and proud to be employees of the Corporation of the City of London.”

Initiatives aimed at “celebrating” include those intended to celebrate the diversity and inclusiveness of our supportive workplace. The continued celebration of our employees is part of the approach to fostering a more supportive workplace where employees feel valued for who they are as individuals recognizing their unique characteristics, skills and experiences.

The following action plans have been implemented or may be implemented:

- 15) Multi-Ethnic Calendar - Implement multi-ethnic “events” to be displayed within the Corporate Calendar on City Connect, as well as local Diversity celebrations.
- 16) World’s Fair - Initiate a “world’s fair” where employees from various cultures are able to display their cultural roots through food, crafts or booths etc.
- 17) Employee Feedback - Continue utilizing the discussion and feedback mechanisms and continue to implement some of the suggestions from employee feedback.

IV. Evaluating Progress and Ensuring Continuous Improvement

The following measurements and plans are dependent upon the recommended initiatives within our Workplace Diversity Plan that are implemented and further measurements and suggestions will be ongoing as we work to achieve our strategic initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community. The measurements may include:

- Continue to research and review best practices regarding diversity initiatives
- Measure enrollment of managers in recruitment & diversity leadership training
- Include question as to where applicants learned of the job vacancies in all interviews and monitor success of recruitment plans
- Capture number of hits on our employment website to the number of applications
- Monitor the number of training sessions being offered as well as the number of attendees
- Monitor the number of agency volunteer or work placements we participate in
- Survey other municipalities to learn of their initiatives and successes

We will continue to work in partnership with LDRRAC to evaluate our progress and ensure continuous improvement in achieving our Strategic Initiative of building a talented and diverse workforce, within a supportive workplace, that is representative of our community.

Appendix 1
Diversity Policy for the City of London

Adopted by Council on November 15, 1999

Policy STATEMENT

The City of London and its citizen's value diversity and the personal, cultural, social, and economic benefits it brings to the community. As such, the London community enables all people to have equal rights, opportunities, and access for their benefit and well-being including, but not limited to, the domains of employment, education, health, accommodation, and leisure.

The City of London and its citizens also recognize the human and economic costs associated with discrimination on the basis of individual or cultural differences. As such, the London community does not condone any form of discrimination or harassment. We endorse and embrace both the Canadian Charter of Rights and Freedoms and Ontario's Human Rights Code, which Code prohibits discriminatory practices because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender ("sex"), sexual orientation, age, record of offences, marital status, family status, receipt of public assistance, or disability ("handicap").

WHY Diversity?

When we understand and accept diversity, we lower barriers and achieve important benefits.

- When we encourage the full and active participation of every person, we are drawing on the diverse life experiences and points of view of our fellow citizens. This leads to more innovative solutions.
- When we promote London as a diverse city that is welcoming of all people, the city is more competitive in the global marketplace and more attractive as a destination for visitors and new residents. This benefits our economy.
- When we respect, value, and nurture diversity as an exciting and integral part of our collective experience and identity we can strengthen and create a safe, healthy, and vibrant community. This benefits our society.

In order to enjoy the benefits of a diverse community, we need to address barriers that impede equal participation, work toward the elimination of bias, prejudice and discrimination (which can be intentional, unintentional or systemic) and promote the awareness of the value of diversity.

VALUING Diversity

- We can pursue more inclusive strategies for members of the community by recognizing the barriers and discrimination faced by all people.
- We can maximize the potential of each person by promoting an environment of equality within the community and within the Corporation for all people.

What will The CORPORATION of the City of London do?

Recognizing that The Corporation of the City of London (including its agencies, boards, commissions, and advisory committees) plays a role in leadership and education in the community, the Corporation is committed to:

- promoting the Diversity Policy both internally and for the community of the City of London;
- ensuring that organizations and individuals have access to this policy;
- encouraging and recognizing excellence in corporate and community citizenship in the area of diversity;

- encouraging public and private organizations to respect and adhere to the objectives of this policy; and
- leading by example.

What can ORGANIZATIONS in the community do?

Recognizing that The Corporation of the City of London, organizations, businesses, and community agencies (including businesses and organizations that provide services, supplies or products, to, or on behalf of The Corporation of the City of London) set the tone for the community, the Corporation will do the following and encourage other organizations to do so:

- ensure that this policy is widely communicated and that all employees, and others to whom the policy applies, understand its intent;
- ensure that existing policies and practices, including employment policies, are built upon non-discriminatory bases such as merit; that future policies and practices meet the objectives of this policy; and that revisions are communicated to the entire organization;
- review current practices to ensure that every person is treated without discrimination and to eliminate barriers in accessing goods and services;
- seek opportunities to involve people of diverse backgrounds in the design, use and evaluation of goods and services;
- provide training and involve staff and volunteers in activities designed to promote an awareness, acceptance, and celebration of diversity;
- establish mechanisms to ensure that discrimination and harassment are not encouraged or tolerated;
- monitor organizational compliance with this policy; and
- lead by example.

What can you as an INDIVIDUAL do?

Recognizing that social change begins with individual change, you can, as a resident or visitor to the City of London:

- evaluate your own actions and preconceived ideas about individuals and groups;
- educate yourself, volunteer your time, and participate in activities which will broaden your experience and understanding of diversity;
- encourage and support the development of programs and projects that promote harmony;
- advocate both the elimination of discrimination and the celebration of diversity within your own workplace or community;
- challenge discrimination when you experience it or are aware of its existence; and lead by example

Appendix 2
Summary of 2004-2005 Strategic Diversity and Inclusiveness
Based on the "Managing for Diversity & Inclusiveness: Results of the 2004-2005 Ivey Strategic Diversity and Inclusiveness Survey"⁴

Survey Action Area	Survey Questions
1. Linking diversity to strategic business goals	<ul style="list-style-type: none"> a) Include valuing diversity in the company's mission or values statement. b) Have a clear understanding of how diversity is linked to bottom-line business goals. c) Align diversity strategy with the business strategy. d) Have an internal diversity/inclusiveness committee or council e) Do senior executives participate in the internal diversity committee? f) Does the internal diversity committee participate in strategic business planning?
2. Including diversity in human resource planning	<ul style="list-style-type: none"> a) Have a strategic resource plan aimed at getting the right talent in the right positions in order to achieve strategic goals. b) Include diversity goals in the strategic HR plan. c) Set goals for achieving staff diversity in specific positions. d) Require that key project teams are staffed with a diverse group.
3. Recruiting a diverse workforce	<ul style="list-style-type: none"> a) Identify feeder pools likely to generate a diverse set of qualified job candidates. b) Support job fairs targeting diverse candidates c) Design recruiting materials aimed at attracting a diverse group d) Utilize search firms or employment agencies specializing in finding a diverse set of qualified candidates e) Advertise job openings in publications targeting women or visible minorities.
4. Selecting a diverse workforce	<ul style="list-style-type: none"> a) Inform line managers of the diversity goals for their units b) Utilize a structured interviewing process c) Identify ways that candidates can demonstrate job qualifications beyond traditional experiences d) Require hiring managers to interview a diverse group of candidates e) Use a diverse team to interview candidates
5. Training and developing a diverse staff	<ul style="list-style-type: none"> a) Offer internal leadership development training b) Target a diverse group of employees for training and development opportunities c) Have a formal mentoring program d) Ensure that a diverse group of employees is receiving mentoring e) Support employee participation in professional associations targeting diverse groups, such as women's professional associations.
6. Monitoring the effectiveness of staffing for diversity <i>**As permitted by the Ontario Human Rights Code</i>	<ul style="list-style-type: none"> a) Track applicant diversity b) Track diversity of candidates invited for interviews c) Track the diversity of new hires d) Track the diversity of employees receiving promotions e) Track turnover rates by demographic group
7. Providing work-life flexibility	<ul style="list-style-type: none"> a) Flexible work scheduling b) Work at home option c) Job sharing d) Reduced work hours e) Modified work week (compressed, fewer than 5 days) f) Part-time positions for professional/technical/managerial staff. g) Dependent care resource and referral service h) On-site or company-supported dependent care centre
8. Creating an inclusive working environment 9. Senior Executive support for diversity.	<ul style="list-style-type: none"> a) Actively support diversity and inclusiveness b) Support work-life balance for employees c) Work to ensure that the company's top management team is demographically diverse d) Frequently communicate their support for diversity and inclusiveness e) Hold their direct reports accountable for supporting diversity and inclusiveness f) Hold their direct reports accountable for developing a diverse internal talent pool g) Hold their direct reports accountable for building a welcoming climate for demographically diverse group of employees h) Reward their direct reports for leading diversity effectively i) Mentor a demographically diverse set of employees.

⁴ Konrad, Alison M; Maurer, Cara; Yang, Yang, Managing for Diversity & Inclusiveness: Results of the 2004-2005 Ivey Strategic Diversity and Inclusiveness Survey Responses from Human Resource Managers and CEOs, 2005.

