INFORMATION REPORT

TO: Mayor and Members of General Issues Committee	**WARD(S) AFFECTED:** CITY WIDE

| **COMMITTEE DATE: October 11, 2011** ||

| **SUBJECT/REPORT NO:** City of Hamilton *"Include Me!"* Workforce Census Report (HUR11012) - (City Wide) ||

SUBMITTED BY: Chris Murray, City Manager **SIGNATURE:**	**PREPARED BY:** Helen Hale Tomasik, ext. 4155 Mary Agro, ext. 2630

Council Direction:

The *City of Hamilton Workforce Census* was approved by Council in the 2009 budget process as a one-time funded diversity survey.

Information:

The purpose of this staff report is to:

- provide members of Council with a copy of the final Workforce Census Report provided by TWI Inc;

- highlight those findings where the City's workforce varies significantly from the external population;

- highlight findings that are critical to the City's workforce planning, attraction and retention strategies;

- outline our next steps to review and action the recommendations from TWI Inc

Executive Summary:

Human Resources has received the report, *Include Me! Workforce Census from TWI* Inc which is attached as Appendix A to HUR11012. The Workforce Census collected demographic information about the City's employee population and compared the data to the Hamilton Census Sub-Division, indicating how reflective the City's workforce is of the community it serves. The findings indicate the City's workforce is more highly educated, older aged, lagging in representation from visible minorities and landed immigrants, but has a higher representation of Aboriginals and GLBTQ persons in

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comparison to the general population. Just over 14% of employee respondents (502) indicated their plans to retire within the next 5 years and another 16.7% (579) indicated their intention to retire within 6 to 10 years, for a total of 1,081 employees who completed the survey. The vacancies that are created through this attrition will shift the demographic profile of the City's employee population as the City recruits from a younger, more diverse talent pool of recent graduates from secondary and post secondary institutions. The data generated from the Workforce Census will assist the City in current and future workforce planning initiatives, including attraction and retention of a diverse and inclusive workforce.

Background:

Over the years, Council and staff have received recommendations from the Committee Against Racism, the Advisory Committee for Persons with Disabilities and the LGBTQ Advisory Committee to conduct a diversity survey of our employee population. The City of Hamilton is committed to developing a skilled, adaptive and inclusive workforce that will meet the needs of the changing communities we serve. To this end, the City established within its Strategic Plan, a desired end result that its workforce be inclusive and reflective of the diversity of Hamilton's available labour market pool. To measure this objective, it was necessary to assess the diversity of the City's workforce through a survey of the employee population. Establishing a baseline enables the City to measure progress over time as we work to develop and implement strategies that support a diverse and inclusive workforce. The Workforce Census demonstrates the City's commitment to inclusion.

The data collected by the Workforce Census also provides important information for workforce planning, attraction, recruitment and retention strategies. Historically, the City's workforce data has been limited to gender and age. As a result of the Census, the City has a clearer picture of its employee attributes such as languages spoken and educational achievements, an understanding of what attracted employees to work at the City of Hamilton, their on-going educational pursuits, issues of work-life balance, as well as an indication of when staff are planning to retire. Such information helps to inform and direct the focus of our Human Resources policies, programs and management practices.

The ultimate goal of the City's Workforce Plan is to ensure that the City has a workforce capable of delivering on its business objectives today and in the future. The Workforce Census has provided valuable data that will be incorporated into a baseline profile of our current workforce; an important first step in strategic workforce planning.

"Include Me!" Workforce Census

The City of Hamilton's "_Include Me!"_ Workforce Census was sponsored by the Senior Management Team and managed by Organizational Development staff within Human Resources.   The Workforce Census was developed by TWI Inc. and customized for the City of Hamilton based on input from a cross-corporate Workforce Census Advisory and the community advisory committees to Council. TWI Inc. has experience with other organizations who have undertaken similar surveys including Home Depot, Mount Sinai Hospital, OPSEU, Ottawa Police Services and others. Most questions were designed to have direct comparability with the 2006 Statistics Canada Census data for the Hamilton Census Sub-Division so that we could compare our employee population with the general population. TWI Inc. received all of the confidential and anonymous surveys, analyzed the data and prepared the final report which is attached to this report as Appendix A.

Participation in the Workforce Census was voluntary and confidential for all full-time, part-time, permanent, and temporary employees. The data collection period was September 13 to October 1, 2010. The instrument included a total of 31 questions related to organizational demographics, individual demographics, education, ethnicity, culture and religion, language, children and other dependents, and non-work activities. Employees were allowed time at work to complete the census and could do so either electronically through an eNet link or by completing a printed hard copy, both of which went directly to TWI Inc There were extensive promotion and communication tactics used before and during the data collection period to encourage employees to complete the Census.

Result Highlights:

1. Response Rates

   A total of 3,489 employees completed the Census which represents an overall participation rate of 52%. By way of comparison, the City's first employee attitude survey in 2006 resulted in a corporate-wide response rate of 43%. To our knowledge, the only other municipality that has done a workforce census of this kind is the City of Edmonton with a response rate of 38% in 2008. TWI expressed satisfaction with the City's participation rate and advised that response rates for voluntary self identification workforce census surveys that they have conducted have ranged from 23% - 84%.

   Departmental response rates (refer to Chart 1) ranged from a high of 94% to a low of 27%; 21 of the City's 32 divisions achieved response rates of 73% to 100%. Overall, divisional response rates ranged from a high of 100% to a low of 21%. Lower response rates in some departments and divisions were attributed to the large number of employees who had to complete a hard copy census form and/or the

higher proportion of temporary and part-time staff. Part-time and temporary staff had lower response rates than full-time and permanent staff.

Chart 1: Response Rate by Department
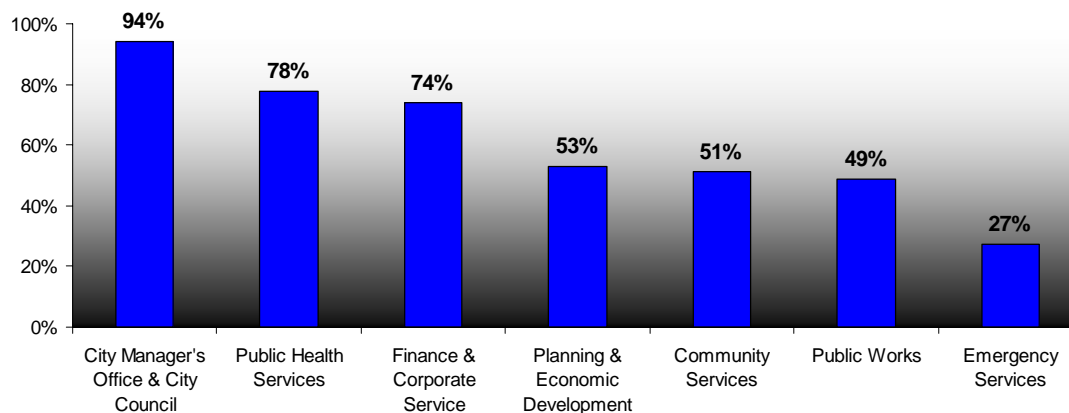
2. Highlighted Findings where City of Hamilton Workforce Differs from General Population (2006 Hamilton Census Sub-Division data)

- **Education** - The City's employees are highly educated compared to the general Hamilton population with 79% of respondents having a post-secondary certificate, diploma or degree, compared to 48% of the general population. Forty-three percent (43%) of employee respondents indicated that they spend time on studies and educational pursuits in a typical week.

- **Older Aged** – Fifty-three percent (53%) of the survey respondents were aged 45 to 65 years, compared to 35% within the external Hamilton population.

- **Lagging in number of visible minorities and landed immigrants:** The City's current employee population of visible minorities is lower than the external population with 7.6% of respondents identifying as visible minorities compared to 13.6% of Hamilton's external population. The Census adopted the Statistics Canada Census definition of visible minorities (also known as racial minorities) as persons non-white in colour/race regardless of place of birth (does not include Aboriginals). Additionally, 15.5% of employee respondents identified as landed immigrants in comparison to 26.4% in the Hamilton Census sub-division.

- **Higher Representation of Aboriginals and GLBTQ (gay, lesbian, bisexual, two-spirited, questioning)** compared to the external population:
  - 2.7% of employee respondents consider themselves to be of aboriginal ancestry compared to 1.5% in the Hamilton Census sub-division.
  - 3.7% of employee respondents identify with a sexual orientation other than heterosexual compared to 1.5% of persons in the Ontario population as reported in the 2003 Canadian Community Health Survey.

- **Higher representation of persons with disabilities compared to the employed disabled population in Ontario** - 5.3% of respondents identify themselves as persons with a disability at the City of Hamilton compared to 4.8% of employed persons in Ontario with disabilities[1]. Statistics Canada did not collect data on disabilities in 2006 Census so there is no comparison with Hamilton Census Sub-Division.

3. Other noteworthy findings that will impact and inform workforce planning, recruitment and retention strategies:

- **High Number of Pending Retirements** – The Census provided an opportunity to determine employees' intention to retire - **14.5% of employee respondents (N = 502) indicated that they plan to retire within the next 5 years**; and another 16.7% (N= 579) plan to retire within 6 to10 years, for a total of 1,081 employees who completed the Workforce Census. The divisions with the highest anticipated number of retirements within the next 5 years include:
  - Fire, Emergency Preparedness, Emergency Communication, Administration at 22.8%
  - City Housing Hamilton at 21.3%
  - Information Services at 20.8%
  - Operations and Waste Management at 20.3%

  The City does have an older workforce with 32% of our workforce being aged 50 – 64 years[2], compared to 24% of the general employment-aged population in Hamilton. The vacancies that are created through this attrition will shift the demographic profile of the City's employee population as the City recruits from a younger, more diverse talent pool of recent graduates from secondary and post secondary institutions.

- **18.8% of employee respondents started working at the City as a student**. This finding suggests that the City has had success retaining employees who began their employment at a young age. The City would benefit from focusing on student engagement opportunities through internships, co-op placements and

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[1] 2006 Participation and Activity Limitation Survey (PALS) from Statistics Canada, which measures the populations whose day-to-day activities may be limited due to a condition or health problems.
[2] PeopleSoft data, September 2010

summer student positions with a particular emphasis on divisions with the largest anticipated retirements over the next five years.

- **Over 65 languages are spoken by employee respondents** in the Workforce Census. As the demographics of the external Hamilton population continue to change, the demand for diverse language skills will also increase. Thirty-two percent (32%) of respondents indicated that they could have benefited from informal interpreter assistance while performing their jobs at the City.

- **67.5% of employee respondents have dependent care responsibilities** (children, elders, dependents with special needs) which confirms the need for providing flexibility to assist employees with balancing their work and family responsibilities. The City updated its Flexible Work Arrangements Policy in 2009 to assist employees with balancing their work/life responsibilities, where operationally feasible to do so. Research has shown that such policies are a standard expectation of Gen Y and Gen X employees[3], and as such, are important attraction and retention measures for the City.

- **51% of employee respondents from all divisions and at all levels in the organization indicate that they work unpaid overtime in a typical week**, with 31% working 1 to 4 hours, 16% working 5 to 14 hours, 3% 15 to 24 hours and 1% working 25 hours or more unpaid overtime. Twenty-four divisions (75%) have employees who report working 15 to 24 hours of unpaid overtime in a typical week. Divisions with employees who report working in excess of 24 hours unpaid overtime in a week include:
  - Mayor's Office, City Council & CMO Administration
  - Human Resources
  - Treasury Services
  - Information Services
  - Customer Service, Access and Equity
  - Culture
  - Employment and Income Support
  - Social Development & Early Childhood Services
  - Operations and Waste Management
  - Transportation, Energy & Facilities
  - Clinical & Preventive Services
  - Family Health
  - Fire Services
  - Emergency Medical Services

Further analysis is required to determine the drivers of unpaid overtime.

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[3] Gen Y refers to individuals born between 1980 and 1995 and Gen X refers to individuals born between 1965 and 1979

4. Workforce Census Recommendations and Next Steps

TWI Inc. compiled 17 recommendations based on the findings of the Workforce Census and their experience working with other organizations who have undertaken diversity and inclusion initiatives (refer to Appendix A).   Staff has grouped the recommendations into three theme areas for further review and action planning:

- **Communication of Workforce Census Results** – Staff have prepared a communication plan to be initiated during the last quarter of 2011. This includes dialogue with department management teams, the Unions, and Council Advisory Committees to help staff develop and prioritize implementation plans with current staff resources.   Implementation plans that may require additional resources and/or realignment of existing resources will be brought to Senior Management Team for approval.

- **Implementation of the City's Equity and Inclusion Policy and AODA Requirements** - Recommendations related to mandatory diversity and inclusion training, qualitative assessment of work environment, visible minorities, landed immigrant and disabled persons representation gaps, leadership accountability for diversity and inclusion, and creating diversity and inclusion vision have been shared with the Customer Service, Access and Equity Division and will be the subject of a joint planning day in November.   In addition, Senior Management Team has supported the creation of an Equity and Diversity Strategic Implementation Team to oversee and advise on corporate-wide equity and inclusion initiatives. This team will facilitate the implementation of the Equity and Inclusion Policy, the Integrated Accessibility Standard pursuant to the Accessibility for Ontarians with Disabilities Act (AODA) and will take into consideration the relevant findings and recommendations from the Workforce Census.

- **Work Force Planning, Retention and Attraction Strategies** – A number of the recommendations speak to analyzing the data to inform talent management strategies. Human Resources is in the process of consolidating an overall Workforce Profile that describes our current employee population, demographics, turnover rates (voluntary and retirements, turnover of critical roles), workforce trends and projections. Data from the Census will be incorporated into this profile which will serve as a baseline for our workforce planning over the next 1 to 3 years. Of increasing concern for the City as well as other organizations that have an aging workforce is whether we will have enough qualified people available to deliver the City's business objectives today and into the future. Simply put, our human resource challenge today is to ensure that we have the right people with the right skills and corporate knowledge to maintain city operations as retirees leave the organization over the next 5 to 10 years.

There are three fundamental ways of planning for the expected changes brought about by an aging workforce:

- **Retaining the employees we have** by ensuring that the City has policies, programs and an organizational culture that engenders satisfaction with the City as an employer. Retention strategies encompass succession planning, career development, leadership development, employee recognition and compensation.
- **Increasing the supply of available workers** by: tapping into groups with lower labour force participation rates such as skilled and professionally trained immigrants and persons with disabilities; attracting the younger demographic through targeted marketing at university and college campuses and coordinated student placement programs; bringing back retired employees for critical skill gaps
- **Improving and supporting the productivity of the current workforce** by investing in labour-saving technologies, investing in learning and development, reducing absenteeism, enhancing wellness initiatives, and implementing effective performance management systems

Over the next year, Senior Management Team will be setting business priorities, reviewing the Workforce Profile, forecasting their workforce needs, and identifying current and future gaps where the City will have the greatest 'employee supply and skill set' risk. The outcome of this planning exercise will be a long term and short term workforce plan with specific and targeted employee retention, attraction and investment strategies to ensure we have the people we need to deliver City of Hamilton services for the next 5 to 10 years.

City of Hamilton

Workforce Census Report - Final
September 2011

Created by:
TWI Inc.
www.twiinc.com

Acknowledgements

The City of Hamilton's Senior Management Team extends its sincere thanks to all who took the time to participate and ‚be included'. Through your involvement, we have taken an important first step to further our commitment to inclusion and understanding the demographics of the City's workforce. We wish to recognize invaluable contributions of the Workforce Census Advisory Committee (WCAC) who, as advocates, showed dedication and expertise to ensuring that the *Include Me! Workforce Census* initiative was a success.

- Susan Harding Cruz, Public Health Services;
- Marilyn Pankhurst, Community Services;
- Maxine Carter, Finance & Corporate Services;
- Blaine Lucas, Hamilton Emergency Services;
- Tami Sadonoja, Public Works;
- Carla Ippolito, Public Works;
- Tyler Shepherd, Planning & Economic Development;
- Christine Newbold, Planning & Economic Development;
- Glenn Brunetti, City Manager's Office;

- Denise Crawford, City Manager's Office;
- Gordon Muise, City Manager's Office;
- Diana Belaisis, City Manager's Office;
- James O'Brien, City Manager's Office;
- Susan Power, City Manager's Office;
- Linda Fillmore, City Manager's Office;
- Dawn Hannemann, City Manager's Office;
- Mary Agro, City Manager's Office.

Additional thanks to external Council Committees who provided valuable input on census questions.
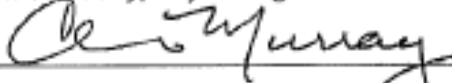
- Gay, Lesbian, Bisexual, Transgender & Queer Advisory Committee (GLBTQ) Committee;
- Committee Against Racism;
- Hamilton Status of Women Committee;
- Advisory Committee for Immigrants and Refugees;
- Advisory Committee for Persons with Disabilities;
- Hamilton Aboriginal Advisory Committee.

Our thanks, to other key stakeholders, who helped in many ways throughout the entire project.
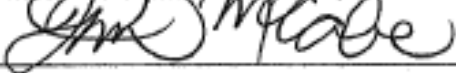
- City of Hamilton Mayor and Council, for their sponsorship;
- City of Hamilton Unions;
- Consuelo Cachay, Community Services Department;
- Organizational Development Specialists;
- Human Resources employee volunteers;
- Administrative Coordinators.

Thank you for helping us plan for the future and participating in the *Include Me! Workforce Census 2010*.
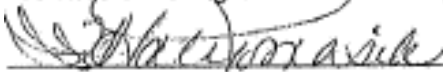
Chris Murray, City Manager
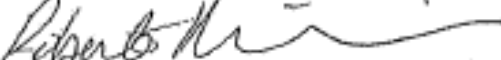
Tim McCabe, General Manager, Planning and Economic Development

Helen Hale Tomasik, Executive Director, Human Resources & Organizational Development

Rob Rossini, General Manager, Finance & Corporate Services

Gerry Davis, General Manager, Public Works

Joe-Anne Priel, General Manager, Community Services

Dr, Elizabeth Richardson, Medical Officer of Health, Public Health Services

Art Zuidema, Director, Corporate Initiatives, City Manager's Office

Executive Summary

In June 2008, City Council approved the Corporate Strategic Plan for the City of Hamilton. As part of its commitment to *Focus Area 1 - Skilled, Innovative & Respectful Organization*, in November 2009 the City partnered with TWI Inc. to conduct a workforce census.

As the municipal government representing the fourth largest city in Ontario, an employer of approximately 7000 employees, and provider of a wide range of services to over a half million residents, th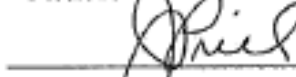e City of Hamilton is committed to developing a skilled, adaptive and diverse workforce. To this end, the City recognizes the need to determine the extent to which the City's workforce is reflective of the increasingly diverse communities it serves.

The workforce census collects information about demographic characteristics of the workforce in demographic areas that include organizational, individual, educational, ethnic/cultural, religious/spiritual, language, dependent care, and non-work activity variables. The results of the workforce census provide a description of workforce attributes, baseline representation data, and comparisons to Statistics Canada census data for the Hamilton Census Sub-Division (CSD), the geographic division for the Hamilton municipality, where available.

The workforce census is intended to help the City more effectively address the needs of its workforce and communities. The information collected will create a profile of workforce attributes – information that can be used to underpin planning, monitor trends, and inform priorities and programs. The workforce census will help inform the City about the extent to which its workforce is reflective of the community it serves and will assist the City in future workforce planning initiatives, including attraction, recruitment and retention of a diverse, skilled, innovative workforce.

Some of the key findings of City of Hamilton's Workforce Census include:

Participation

- 3,489 employees across all departments, job categories, employment status categories, and union groups participated by providing valuable demographic information for the workforce census. The overall response rate is 52%.

- The data collection period for the Workforce Census was September 13, 2010 to October 1, 2010.

Response rates on self identification workforce censuses conducted by TWI range from 23% to 84%. Factors such as the number of electronic surveys, organization size and structure, union support and participation, and a professional communication campaign are all relevant factors that can impact response rates.

The 52% response rate for the City of Hamilton is the new baseline comparison for municipalities since this is the first census of this nature conducted by a city in Canada. In light of the precedent-setting nature of this initiative, we believe 52% is a very good response rate. It is also important to note that most divisions have response rates over 75%, which is excellent in light of the voluntary nature of this intervention.

Analyses along various demographic variables indicate that differences in participation were not found to be considerable for many areas, and that areas of difference that did arise have overlapping characteristics. It is important to remember that like any survey, the respondents make up a portion of the total workforce population and the results should be interpreted accordingly.

What Attracted Employees to Work at the City

- The most common responses are: 54% Opportunity to Use My Skills, 49% Proximity to Home or Work, 47% Total Compensation Package, and 41% Opportunity to Learn New Skills.

- The least common responses are: 7% Socially Responsible Policies and Practices, 11% Management and Leadership, 11% Diversity of Workforce, and 17% Reputation of City of Hamilton.

There are opportunities to leverage the areas that are more commonly valued by employees, whether for recruitment purposes or enhancing employee engagement. Areas with relatively low endorsement should be evaluated in relation to the City's strategic plan, and measures taken to improve the perception and profile of priority areas. Further investigation of areas with low endorsement through listening sessions or focus groups may provide insight into areas that are not highly endorsed.

Age

- 53% of respondents are age 45 to 65 compared to 35% of the external population.

About half of the City's workforce consists of persons who are baby boomers. This is a substantial segment of employees who are in line to exit the organization. This has implications for succession planning and for sourcing and developing qualified persons to fill workforce roles vacated by a highly experienced workforce.

Retirement

- 14% of respondents plan to retire within the next 5 years and another 17% plan to retire within 6 to 10 years. This is equivalent to 31% of respondents within a 10-year span.

This has implications for recruitment, staffing and succession planning as a large portion of the workforce will have to be replaced within a relatively short time frame. Replacement processes will be aided by expanding candidate pools and actively sourcing qualified persons to fill workforce roles, while ensuring fit with the job and organization. This creates opportunities in relation to enhancing strategies, policies and practices to foster a workforce that reflects the City's diverse communities.

Disabilities

- 5.3% of respondents are persons with a disability compared to 4.8% of employed persons in Ontario or 12.6% of Ontario residents overall (age 15 to 64). 40% of persons with disabilities had a disability before joining the City as an employee. 51% of respondents with disabilities have more than one type of disability. Many types of disabilities identified are not visible to others. The most common types indicated by respondents include pain, mobility and chronic illness.

These findings suggest that there may be employees with disabilities of whom the City may not be aware. Policies that enhance accommodation, ensure a welcoming and safe environment, and provide support to persons with disabilities may help attract a workforce that is more reflective of the general population.

Gender Identity and Sexual Orientation

- 0.5% of respondents identify as transgender individuals and 4% of respondents identify with a bisexual, gay, lesbian, questioning, or two-spirit sexual orientation.

These findings put emphasis on the fact that implementation of policies and practices related to gender and sexual identity should be further reviewed to ensure that they provide a work environment where Lesbian, Gay, Bisexual, Transgender, Two-Spirit, or Questioning (LGBTTQ) employees feel included and safe.

Educational Pursuits

- 23% of respondents attended a school, college, Collège d'Enseignement Général et Professionnel (CEGEP), or university within the past year. 72% of respondents participated in conferences, workshops, courses, certificate programs, or self-directed learning (outside of a school, college, CEGEP or university). 43% of respondents indicated that in a typical week they spend time on studies or educational pursuits.

These findings illustrate the high level of education and skill development in which employees participate, and the potential to provide educational programs that align with the City's needs and goals. To ensure that the City fosters the ongoing educational pursuits of its workforce, education support policies (e.g., reimbursement, leave) may require evaluation to determine whether they are in line with current and future workforce requirements. It is important to ensure that opportunities fit the growing skills of the workforce. Being able to use one's training and alignment between one's skills and work can foster satisfaction, performance, and retention, while employing talent where it most benefits the organization.

Ethnicity and Culture, Race and Immigration

- 56% of respondents have British Isles origins compared to 45% of the Hamilton population; 9% have French origins compared to 8% externally; 3% have Aboriginal origins compared to 2% externally; and 16% have other North American origins compared to 20% externally.

- 41% of respondents have European origins compared to 45% of persons in the external population. 9% of respondents account for all respondents within the Caribbean, Latin, Central and South American, African, Arab, West Asian, South Asian, East and Southeast Asian, and Oceania ethnic origin families. Respondent representation in most of these categories is lower than external levels.

- 8% of respondents consider themselves to be visible minority persons compared to 14% of persons in Hamilton. 15% of respondents immigrated to Canada compared to 26% of persons in Hamilton.

The above findings suggest that it is important to ensure that the City's workforce grows with the changing diversity in Hamilton. According to Statistics Canada, by 2015 100% of net labour force growth in Ontario will be a result of immigration, which will lead to increased ethnocultural and racial diversity in the labour force. With the increasing role of immigration on labour force growth, more attention needs to be directed toward ensuring that access to opportunities is equitable, promoting work environments that are welcoming and inclusive, and fostering skills and talents to strengthen fit within the City.

Language

- More than 65 languages are represented by City respondents. There are opportunities for the City to use this diversity of language to form stronger connections with its communities.

- 98% of respondents can speak English well enough to have a conversation, 8% can speak French, and 17% can speak European languages. The most common languages are: English, French, Italian, Spanish, German, Croatian, Polish, and Serbian. These are also some of the most common languages known by Hamilton residents.

- 6% of respondents speak languages outside of English, French and European languages. There are indications that many of these languages are spoken by a smaller percentage of City respondents compared to the external population. Examples of the more common external languages include Arabic, Panjabi (Punjabi), Vietnamese, Urdu, Persian (Farsi), and Korean.

It is possible to assume that language diversity is related to the degree of ethnic diversity (e.g., outside of North American, British, French and European ethnic origins) and the degree of foreign-born representation. As diversity increases in the external population, the demand for language skills will increase both from the perspective of employees whose first language is not English and from the perspective of Hamilton residents who may prefer to communicate in their first language. The essential services and information provided by the City place particular significance on ensuring accurate and effective communication.

Children and Other Dependents

- 67% of respondents have dependent care responsibilities. 53% of respondents care for children. 37% of respondents care for persons who are often not recognized as "dependents" in support policies: 13% care for elders, 27% care for other immediate family members, 3% care for dependents with special needs, and 3% care for friends.

This suggests that traditional support policies focused primarily on child dependents may not be relevant for a sizable segment of the workforce. With the growing awareness of diversity, it is important to recognize diverse definitions of family and diverse norms related to caring for persons outside one's immediate family. The concerns associated with dependent care affect a large portion of employees and speak to the need to ensure that employees have the resources and support required to provide proper care for their dependents (e.g., child care, health benefits, stress-management, flexibility in leave, etc.).

Work-Life Balance

- 25% of respondents indicated that they work paid overtime in a typical week and 51% of respondents indicated that they work unpaid overtime in a typical week, for a combined total of 67% of respondents (including a 9% overlap) who report working overtime with the City in a typical week.

- 56% of respondents spend their time looking after children in a typical week. 33% of respondents look after other types of dependents.

- 43% of respondents apply their time toward studying or furthering their education, 19% of respondents work at a second job, and 41% of respondents volunteer in a typical week.

These findings have implications for employees' well-being and work-life balance, and speak to the need to enhance policies and programs that may help the workforce manage these demands. Workplace resources can direct employees to sources of information and support to help employees manage stress and the effects of work on their out-of-work lives. Additional resources and improved processes can help reduce workload. Programs aimed at managing stress and promoting health and policies such as flexible work arrangements are examples of measures that can help enhance employee effectiveness, well-being and balance.

The detailed findings contained within the full report provide a strong information base from which to strategically plan the City's next steps. This report provides City of Hamilton with TWI Inc.'s recommendations to meet and support its diversity and inclusion objectives.

The findings from the census tell a compelling story about the City, its employees, and their needs. These findings point to areas for action that can benefit all employees and will ultimately make the City stronger in its services. The City of Hamilton is demonstrating its commitment to diversity and equity through this initiative with a professional spirit of transparency and foresight.

Recommendations

Strategic Recommendations

This report provides City of Hamilton with a set of priority actions to enhance its ability to foster a fair and inclusive organization, to learn more about its workforce, and to ensure all employees can take full part in the workplace.

TWI Inc. has developed the following recommendations from the data gathered in the City of Hamilton Workforce Census to help the City achieve its diversity and equity goals:

1. The City must communicate the findings of the 2010 Workforce Census to the entire workforce population and other stakeholders, acknowledging the participation of City employees and the support/partnership of the unions.

2. The City must work with the unions to understand the long term implications of the workforce census findings in relation to selection, promotion and the collective bargaining process.[1]

3. The City must strategically look at census data to get a focused analysis on talent differentiation, career development and succession planning and key positions, and managing retirement and replacement strategies over the next decade.[2]

4. The City must conduct a qualitative assessment of the work environment, with a focus on diversity and inclusion issues. The assessment should cover the current climate for diversity and inclusion, including opportunities for selected groups as well as perceptions of harassment and discrimination by group. The survey should also assess employees' perceptions of the fairness of policies and practices related to promotion, selection and development opportunities. This assessment needs to examine recruitment and selection practices to ensure they do not include systemic bias against under-represented groups.[3]

5. The City must strategically look at a rigorous talent differentiation strategy, including a comprehensive corporate memory loss prevention program for key and critical positions that includes the use of active mentorship for high potential/high productive employees.[4]

6. The City should identify key target areas based on the workforce census data, set goals, and develop a roadmap for closing gaps and evolving with the changing composition of the Hamilton municipality. Particular attention should be paid to visible minority and immigrant representation gaps. It is recommended that representation goals for these critical areas are set using the most recent Statistics Canada population projections for the Hamilton Census Sub-Division (CSD) versus the most recent census data.[5]

7. The City should review existing flexible and alternative workplace policies and programs as a way of reducing the existence of significant unpaid overtime hours and reducing the corporate loss impact over the next decade.[6]

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[1] See Q3 Union, Q6 Age and Q7 Retirement. See Q10 Disability, Q12 Transgender Identity, Q13 LGBTTQ, Q19 Aboriginal, Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, and Q25 Religion.

[2] See Q6 Age and Q7 Retirement. See Q16 and Q17 Educational Pursuits. See Q1 Department/Division and Q2 Job Category.

[3] See Q5 What Attracted Employees. See Q10 Disability, Q12 and Q13 LGBTTQ, Q19 Aboriginal, Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, Q25 Religion, and Q28 Dependents.

[4] See Q6 Age, Q7 Retirement, Q14 Highest Credential and Q15 Field of Study.

[5] See Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, Q25 Religion, and Q27 Languages.

[6] See Q30 Overtime, Q6 Age, Q7 Retirement, Q14 Highest Credential and Q15 Field of Study.

8. The City should consider mandatory Diversity, Inclusion and Human Equity training for all executives, managers and front line workers. The content should include the findings and implications of the Workforce census.[7]

9. The City should develop systems and content to ensure managers and leaders are well trained to identify and leverage the current and future skills and abilities of the City of Hamilton workforce. The City should consider a comprehensive skills-mapping program focused on unique ability career development, which can be used in combination with succession planning and retirement/replacement programs.[8]

10. The City should consider actively promoting alternative and flexible workplace policies for key producers within the segment of the workforce retiring over the next 10 years, in order to capture and preserve corporate knowledge.[9]

11. The City should introduce an effective leadership accountability framework for diversity, inclusion and human equity which can be integrated into the existing performance management process.[10]

12. The City should develop or enhance a Diversity and Inclusion vision and mission that is agreed-upon and shared by stakeholders (including the unions).

13. The City should promote and support the establishment of Employee Resource Groups for significant or under-represented populations identified in the workforce census (e.g., LGBTTQ).[11]

14. The City should develop relationships with relevant community groups that can provide insight and information into the needs of diverse communities and advise on ways to improve access to services.[12]

15. The City should join the movement to establish October, 2011 as National Disability Employment Awareness Month in Canada.[13]

16. The City should consider creating a coordinated effort to successfully adapt and implement programs to further the suitable employment of skilled immigrants to the Hamilton area including a structured mentoring program that brings together skilled immigrants and established professionals from the City's workforce.[14]

17. The City should seek to be named on Canada's Best Diversity Employers within a reasonable and specific timeframe.[15]

These strategic recommendations from the results of the workforce census include positive practices and programs that have been adopted by other TWI clients to achieve important milestones in their diversity and equity endeavours, and provide a solid base to strengthen the City's diversity, inclusion and human equity strategy.

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[7] See Q5 What Attracted Employees. See Q10 Disability, Q12 and Q13 LGBTTQ, Q19 Aboriginal, Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, and Q25 Religion.

[8] See Q6 Age and Q7 Retirement. See Q5 What Attracted Employees. See Q14 and Q15 Educational Credentials.

[9] See Q6 Age and Q7 Retirement. See Q5 What Attracted Employees.

[10] See Q5 What Attracted Employees. See Q10 Disability, Q12 and Q13 LGBTTQ, Q19 Aboriginal, Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, and Q25 Religion.

[11] See Q10 Disability, Q12 and Q13 LGBTTQ, Q19 Aboriginal, Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, Q25 Religion, and Q28 Dependents.

[12] See Q10 Disability, Q12 and Q13 LGBTTQ, Q19 Aboriginal, Q20 Visible Minority, Q22 Ethnic Origin, Q23 Landed Immigrant, and Q25 Religion.

[13] See Q10 Persons with Disabilities.

[14] See Q6 Age, Q7 Retirement, and Q23 Landed Immigrant.

[15] See Q5 What Attracted Employees.

9

Suggested Follow-Up Actions

General

- ❑ Review policies and practices to ensure that they are fully inclusive, respect diversity, and consider the needs of unique groups.

- ❑ Develop programs to promote work environments that are welcoming and inclusive (e.g., sensitivity and awareness training).

- ❑ Review policies and practices (e.g., recruitment and selection, promotion, training and development, performance appraisal, salary and benefits, etc.) to ensure they are equitable, barrier-free and applied consistently throughout the City.

- ❑ Develop a long range plan for recruitment and outreach that enhances the diverse mix of potential future candidates, combined with fostering key knowledge, skills and abilities important to being employed by the City.

- ❑ Develop systems and content to ensure that City employees are well trained to meet the needs of a diverse workforce and diverse client base.

Retirement and Replacement

- ❑ Establish mentoring programs or similar initiatives which offset the relative inexperience of newer workforce members by helping them gain skills and experience in an accelerated and guided manner.

- ❑ Enhance communication of career development opportunities with the City and access to information about job requirements and relevant training and development.

- ❑ Review training and development programs and assess their fit with areas of development that might require particular attention due to turnover.

- ❑ Examine existing policies to ensure that they account for the level of transition expected in the upcoming years.

- ❑ Systematically offer confidential exit interviews and report aggregate exit information as part of continuous improvement with respect to fostering a fair and inclusive work environment.

- ❑ Research whether the City is competitive in terms of compensation, job characteristics, environment, and other factors required to attract and retain the breadth and depth of skilled and educated talent required to staff a municipal organization.

Attracting the Young Demographic

- ❑ Investigate reasons for the lower representation of staff under age 30 (e.g., educational requirements, work experience, attitudes toward public service, etc.).

- ❑ Develop a strategic plan for recruiting persons from younger age groups.

- ❑ Identify aspects of employers and employment that matter most to persons in the young demographic.

- ❑ Review recruitment strategies to ensure that they account for dimensions that may appeal to young candidates.

- ❑ Augment selection processes to identify persons with high potential and key skill sets, but who may have minimal work experience and training.

Persons with Disabilities

- ❑ Review programs, services and policies to identify potential barriers to access for employees with disabilities.

- ❑ Assess whether the City can institute additional measures to enhance accommodation for existing employees and to help attract and support prospective future employees with disabilities.

- ❑ Work with organizations that support the hiring of persons with disabilities.

- ❑ Include instructions on job ads and postings to advise candidates how to discuss any required accommodation to attend or participate in an interview.

Education

- ❑ Determine whether educational policies and supports align with the educational pursuits of the workforce.

- ❑ Assess the demand for educational programs by City employees to understand the types of training that are valued by employees and reasons employees seek additional education.

- ❑ Enhance the City's role in educational pursuits of the workforce to develop programs and training to foster skills and training that align with the City's objectives.

- ❑ Develop a curriculum to prepare City employees for the ongoing growth and changing diversity in the population and the impact on service provision.

- ❑ Review existing programs that promote upward mobility (i.e., that help staff acquire and develop skills to access workplace opportunities and succeed within the workplace) for effectiveness, equity, and coverage of areas with need within the City.

- ❑ Understand the values that matter to an educated workforce (e.g., challenge-level, autonomy, opportunities) to inform recruitment of new staff and engagement of existing staff.

- ❑ Further examine, develop and document demonstrated performance indicators beyond educational credentials (e.g., experience, lateral skills) that can help to identify high potential talent while enhancing the breadth of potential candidates.

Ethnicity, Culture and Race

- ❑ Further cut data to determine representation of key diverse group types in general organizational areas.

- ❑ Analyze representation of diverse groups in leadership positions within the workforce.

- ❑ Research the representation of persons from ethnic, cultural and racial groups within educational programs/institutions and within the workforce to accurately gauge the levels of availability in applicant pools.

- ❑ Identify gaps in the City's applicant pools, such as particular skill sets or the availability of talent from diverse groups.

- ❑ Develop programs that help strengthen the fit within the City (e.g., language training, skills training, enhanced orientation programs, mentoring, etc.).

- ❑ Enhance the City's role in providing education and guidance to help residents with unrecognized credentials achieve accreditation in Ontario or find occupations that allow use of one's training and skill sets.

Religion

- ❑ Assess whether policies and practices take into account the religious diversity at the City (e.g., whether holidays and other special religious occasions are accommodated).

- ❑ Incorporate and promote an online calendar highlighting religious and spiritual days of all employees.

- ❑ Monitor the changing religious diversity within Hamilton when new data is released in 2011 (as the most current external data was last collected in 2001).

- ❑ Work with organizations to participate in religious and spiritual events in the community that reflect the diversity of Hamilton.

- ❑ Provide instruction to supervisors and managers on how to discuss any needs for religious or spiritual accommodation.

- ❑ Develop a system and content to ensure managers and leaders are well trained to understand the religious diversity within the Hamilton municipality.

Language

- ❑ Develop, update and promote an internal informal language database for City employees.

- ❑ Evaluate the degree of need for language resources, such as ESL training, multilingual documents and translation services based on changing trends in the external population.

- ❑ Further investigate the usage of languages other than English by employees in their jobs to identify key contexts and frequency of occurrence.

- ❑ Ensure that employees, particularly leaders and managers, are fully informed with respect to how people understand each other across different languages and accents, and provide information as to how to facilitate understanding.

Dependent Care

- ❑ Ensure that programs, services and policies related to dependent care are relevant to all employees with dependent care responsibilities and move beyond a traditional focus on child dependents.

- ❑ Develop a formal alternative or flexible workplace policy and process that utilize the opportunities created by new and emerging technology (e.g., distance learning).

- ❑ Determine whether there is a need for additional supports that can help employees manage their dependent care responsibilities.

- ❑ Test the feasibility of increased flexible schedules and work arrangements to address possible issues related to the stress of balancing work with dependent care responsibilities.

- ❑ Investigate the feasibility of flexible leave policies so that employees with dependents can allocate leave days toward dependent care requirements.

Work/Life Balance

- ❑ Identify sources of disconnect between scheduled hours and unpaid overtime hours worked by employees.

- ❑ Develop a strategy for understanding and moderating potentially excessive workloads, beginning with identifying areas where demands are most intensive or where there are levels of demand that are unexplained.

- ❑ Test the feasibility of increased alternative work arrangements or flexible work arrangements to address possible issues related to stress and workload.

- ❑ Test the feasibility of flexible work arrangements that utilize the opportunities created by new and emerging technology.

- ❑ Determine whether there are additional supports that can be developed to help employees enhance work-life balance.

- ❑ Assess where additional resources would be most effective and investigate ways to streamline workplace processes.

Demographics At-A-Glance

The following pages present a demographic description of the City of Hamilton's respondents at a glance:

Organizational Demographics

The City's respondents span all departments, job categories, union groups, and employment statuses.

- Within the respondents, the departments in order of percent representation are: 31% Community Services, 27% Public Works, 10% Public Health Services, 10% Planning & Economic Development, 9% Finance & Corporate Services, 9% Emergency Services, and 4% City Manager's Office and City Council.

- Within the respondents, job categories in order of percent representation are: 44% Front-Line Worker / Service Provider, 20% Professional / Specialist / Project Manager / Individual Contributor, 14% Manager / Supervisor / Superintendent / Senior Project Manager, 12% Administrative Support, 2% City Manager / General Manager / Director. 8% of respondents indicated "Other".

- 76% of respondents are unionized employees. 51% of respondents are members of CUPE 5167, 6% CUPE 1041, 5% ATU Local 107. The remaining unions comprise 12% of respondents (each representing less than 4% of respondents), and 2% of unionized respondents did not specify their union.

- 84% of respondents have normal hours of 35 to 44 hours per week and 16% have normal hours of less than 35 hours per week.

- 91% of respondents are employed on a permanent basis and 9% on a temporary basis.

- The aspects of working at the City that were endorsed by the highest percentage of respondents are: 54% Opportunity to Use My Skills, 49% Proximity to Home or Work, 47% Total Compensation Package, and 41% Opportunity to Learn New Skills.

- The aspects of working at the City that were endorsed by the lowest percent of respondents are: 7% Socially Responsible Policies and Practices, 11% Management and Leadership, 11% Diversity of Workforce, and 17% Reputation of the City of Hamilton.

Individual Demographics

The City's respondents are composed of a diverse range of characteristics in age, gender, marital status, and sexuality.

- 22% of respondents are age 15 to 34, 23.7% are age 35 to 44, 37.6% are age 45 to 54, and 16.6% are age 55 or higher.

- 18% of respondents do not know when they plan to retire, 31% plan to retire within the next 10 years, 26% within 11 to 20 years, and 25% in 21 years or more.

- 23% of respondents are single, 60% are married, 6% are separated, 9% are divorced, and 2% are widowed.

- 13% of respondents are in a common-law partnership.

- 5% of respondents are persons with disabilities. The most common disability types indicated are pain, mobility and chronic illness. More than half of persons with disabilities have more than one type of disability.

- 40% of respondents with disabilities were disabled before joining the City as an employee.

- 43% of respondents are male and 57% are female.

- 0.5% of respondents identify as transgender individuals.

- The sexual orientations of respondents consist of 1.5% bisexual, 1.0% gay, 96.3% heterosexual, 0.8% lesbian, 0.3% questioning, and 0.1% two-spirited.

Education

The City's respondents are skilled and educated.

- 2% of respondents do not have a certificate, degree or diploma and 19% have a secondary school diploma or equivalency.

- 5% of respondents have a registered apprenticeship certificate or other trades certificate or diploma.

- 34% of respondents have a college, CEGEP, or other non-university certificate or diploma.

- 6% of respondents have a certificate or diploma below the bachelor's level and 23% have a bachelor's degree.

- 4% of respondents have a certificate or diploma above the bachelor's level and 0.3% have a degree in medicine, dentistry, veterinary medicine or optometry.

- 6% of respondents have a master's degree and 0.3% have earned doctorates.

- The major field of study reported with the highest frequency are: 19% Health, Parks, Recreation and Conservation, 17% Business Management and Public Administration, 13% Social and Behavioural Sciences and Law, and 12% Architecture, Engineering and Related Technologies.

- 23% of respondents attended school, college, CEGEP or university within the last year – 15% part-time and 7% full-time.

- 72% of respondents participated in a conference, workshop, course, certificate program, or self-directed learning (outside of school, college, CEGEP or university) within the last year. 37% of respondents attended conferences, 46% attended workshops, 30% attended courses, 19% participated in certificate programs, and 21% participated in self-directed learning.

- 77% of respondents are using their professional designations/skills in their current position at the City.

- Of those respondents not using their skills/designation, 97% indicated that their credentials are recognized, but they have chosen a position that does not require them, while 3% have credentials that are not recognized in Ontario.

Ethnicity, Culture and Religion

The City's respondents have a wide range of affiliations across ethnicity and culture, race and religion.

- 2.7% of respondents have Aboriginal ancestry. 2.1% of respondents are First Nations, 0.6% are Métis and <0.1% are Inuit.

- 8% of respondents consider themselves to be visible minority persons. The most frequently identified visible minority groups are 1.6% Black, 1.5% South Asian, 1.4% Chinese and 1.1% Mixed Race.

- 29% of respondents identify with ethnic or cultural groups in more than one origin family.

- 56% of respondents have British Isles origins, 9% have French origins, 3% have Aboriginal origins, 17% have other North American origins (e.g., Canadian), and 41% have European origins.

- 9% of respondents have ethnic or cultural origins outside of British Isles, French, European and North American origins (e.g., Caribbean origins, Latin, Central and South American origins, African origins, Arab origins, West Asian origins, South Asian origin, East and Southeast Asian origins, and/or Oceania origins).

- 15% of respondents immigrated to Canada. 14% of respondents who immigrated were granted landed immigrant status from 2001 onward.

- 75% of respondents have a religious or spiritual affiliation and 25% do not.

- 34% of respondents are Catholic, 30% are Protestant, 5% are Christian Orthodox, <1% belong to an independent Christian affiliation. 3% of respondents have a Buddhist, Hindu, Jewish, Muslim or Sikh affiliation.

Languages

The language capabilities of the City's respondents span more than 65 languages.

- 32% of respondents indicated that they could have benefited from informal interpreter assistance in their jobs with the City of Hamilton, for the most part on a monthly basis or less.

- 98% of respondents can speak English well enough to have a conversation, 8% can speak French and 17% can speak European languages.

- 6% of respondents can speak a language other than English, French or European languages.

- The most common languages reported by respondents include: 98% English, 8% French, 6.4% Italian, 2.4% Spanish, 1.7% German, 1.7% Croatian, 1.6% Polish, and 1.3% Serbian.

- 26% of respondents can speak languages in more than one language family.

Children and Other Dependents

Dependent care is a significant factor in the lives of many of the City's respondents.

- 67% of respondents have dependent care responsibilities.

- 78% of respondents with dependents (or 53% of respondents overall) provide dependent care for children.

- 19% of respondents with dependents (or 13% of respondents overall) provide care for elders.

- 40% of respondents with dependents (or 27% of respondents overall) provide care for immediate family members (other than children and elders).

- 5% of respondents with dependents (or 3% of respondents overall) provide care for dependents with special needs and 4% of respondents with dependents (or 2.5% of respondents overall) care for friends.

- 49% of respondents with dependents rely on spouses or partners to provide dependent care during work hours, 45% rely on relatives, 22% rely on childcare, 16% rely on friends, and 14% rely on sitters or neighbours.

Staff Activities

Outside of work, respondents from the City dedicate a lot of time to non-work responsibilities and personal activities.

- 25% of respondents work paid overtime hours in a typical week. 22% of respondents work less than 15 paid overtime hours in a typical week and 3% work 15 hours or more.

- 51% of respondents work unpaid overtime hours in a typical week. 47% of respondents work less than 15 unpaid overtime hours in a typical week and 4% work 15 hours or more.

- 56% of respondents look after children. 29% of respondents devote up to 14 hours per week and 27% devote 15 hours or more per week toward looking after children.

- 33% of respondents spend time looking after dependents other than children. 30% of respondents devote up to 14 hours per week and 4% devote 15 hours or more per week toward looking after dependents other than children.

- 19% of respondents have a second job. 13% work up to 14 hours per week and 6% work 15 hours or more per week at a second job.

- 43% of respondents put time toward furthering their education. 39% put in up to 14 hours per week and 4% put in 15 hours or more per week furthering their education.

- 41% of respondents give their time toward volunteer activities. 40% give up to 14 hours per week and 1% give 15 hours or more per week toward volunteer activities.

- 84% of respondents spend time pursuing hobbies. 79% of respondents spend up to 14 hours per week and 5% spend 15 hours or more per week pursing hobbies.

- 87% of respondents commit time to physical fitness. 59% of respondents spend 2.5 hours or more per week on physical fitness.

- 27% of respondents require regular time per week to attend to personal medical needs. 26% of respondents require up to 5 hours per week and 1% require 6 hours or more per week for personal medical needs.

Points of Interest

Retirement and Workforce Replacement

The City is facing a large volume of retirements that may entail replacing one third of the workforce over the upcoming decade. 14% of respondents indicated that they plan to retire within the next 5 years and another 17% indicated that they plan to retire within 6 to 10 years. 63% of respondents are age 40 to 59, meaning that there is the potential for another large wave of employees who will be eligible to retire after the initial 10-year span.

The age and education distribution of respondents suggests that this is an experienced and skilled workforce. 14% of respondents are under age 30 compared to 26% of working-age persons in the external population. 74% of respondents have college or university-level credentials compared to 38% of persons in the external population.

The challenges related to the high volume of anticipated retirements include replacing lost talent through recruitment and selection, developing existing talent to fill vacated roles at the higher levels, and ensuring policies and practices account for the segment of employees that will be transitioning into retirement.

In terms of diversity and inclusion, there are opportunities to enhance policies and practices to foster a workforce reflective of the diversity of the general population.

Actions to consider:

- Identify the policy implications of having to replace a large portion of the workforce (e.g., staffing, succession planning, benefits, etc.).
- Develop a strategic plan for expanding and optimizing future applicant pools.
- Develop metrics for measuring effectiveness of processes and tools used for recruitment and selection.
- Consider establishing mentor programs or similar initiatives which offset the relative inexperience of newer employees by helping them learn and gain experience in an accelerated and guided manner.
- Review recruitment strategies to ensure that they take into account for dimensions that may appeal to potential candidates.
- Expand communication of career opportunities with the City and access to information about job requirements and relevant training and development.
- Augment leadership development programs to improve access to persons with high potential but who may require concentrated development of key skill sets.
- Enhance training and development opportunities and improve their alignment to development areas that will be in demand due to gaps created by the retiring workforce.
- Examine existing policies to ensure that they align with the needs of the pre-retirement workforce and that they account for changes to come.
- Augment the exit questionnaire with a larger focus through a diversity lens.

The Lower Ethnic and Cultural, Racial and Religious Representation of Non-Western Groups

There are several indicators that point to the underrepresentation of persons with backgrounds from areas to the east and south of Europe through to Southeast Asia.

9% of respondents have ethnic or cultural origins outside of British Isles, French, Aboriginal, other North American, and European origins. Compared to the external population, respondents of African, Arab, West Asian, South Asian, and East and Southeast Asian ethnic and cultural origins appear to be underrepresented.

8% of respondents consider themselves to be visible minorities compared to 14% of persons in the external population. By extension, the representation of most visible minority groups (e.g., Arab, Black, Chinese, Filipino, Japanese, Korean, Latin American, South Asian, Southeast Asian, and West Asian) is below the level in the external population.

In terms of religious or spiritual affiliation, 3% of respondents have a Buddhist, Eastern, Hindu, Jewish, Muslim or Sikh affiliation compared to 5% of persons in the external population.

Lastly, there is a lower representation of foreign-born persons within the City's respondents than in the external population. 15% of respondents are or were landed immigrants compared to 26% of persons externally. 14% of respondents who immigrated became landed immigrants from 2001 to 2010.

Actions to consider:

- Develop a strategic plan for ensuring that recruitment and selection policies and procedures reach out to persons of all backgrounds.
- Improve recruitment and selection practices to enhance inclusiveness and increase applicant pools.
- Ensure standardization of selection processes to minimize any potential for bias and error.
- Develop metrics for measuring effectiveness of processes and tools used for recruitment and selection.
- Set up processes to monitor the representation of persons of diverse ethnic, racial, foreign-born, and religious backgrounds within the workforce.
- Determine gaps in the City's applicant pools, such as particular skill sets or the availability of talent from diverse groups.
- Further develop policies and procedures to ensure that they are fully inclusive and respect diversity.
- Evaluate policies and practices for accommodation of diverse beliefs and practices (e.g., scheduling protocols, leave, etc.).
- Source benchmark information about ethnic/cultural and racial representation within other municipalities.
- Source best practices information about diversity and inclusion from other municipalities.

Diversity at the City

The City has a strong presence of persons with diverse identities that should be recognized and celebrated.

Respondents of diverse gender and sexual identities, persons with disabilities, and Aboriginal ancestry are all well-represented compared to the external population.

Respondents who identify as transgender individuals account for 0.5% of respondents. 3.7% of respondents identify with a bisexual, gay, lesbian, questioning or two-spirit sexual orientation compared to an estimated 1.5% of the general population.

5.3% of respondents consider themselves to be a person with a disability compared to 4.8% of employed persons in Ontario, and this is a good starting point to bridging the gap toward the labour force availability of persons with disabilities.

2.7% of respondents consider themselves to be of Aboriginal ancestry compared to 1.5% of the general population.

Although the representation by ethnic and cultural origin, racial group, foreign born status, and religion is not as well-aligned with the external population, the workforce composition at the City includes many diverse ethnic, racial and religious identities, and more than 65 languages are represented within the respondents.

Looking beyond representation (and measures to foster a workforce reflective of the external diversity), it is essential to promote equitable practices within the workplace and be aware of the experiences of diverse individuals in the workplace. Challenges associated with being an inclusive employer include providing a safe and welcoming workplace, removing barriers to equitable access to opportunities (e.g., training, promotion, salaries, occupational groups, etc.), supporting and accommodating diversity, educating the workforce in diversity, inclusion and equity, and taking measures to strengthen the fit of diverse persons within their jobs and the organization.

Actions to consider:

- Develop a city-wide diversity calendar with information about occasions and events of diverse ethnic and cultural groups to celebrate diversity, promote awareness, and inform scheduling.
- Review policies and procedures to ensure that they are fully inclusive and respect diversity, and that they consider the needs of unique groups.
- Investigate whether existing workplace policies provide adequate support and accommodation diverse needs.
- Evaluate whether policies and practices related to gender and sexual identity are required to ensure that the City provides an environment that is safe and welcoming.
- Review workplace practices and programs with respect to promoting awareness of diversity and sensitivity to persons of a diverse background.
- Examine the alignment between workplace records of disability and the disability reported in the workforce census. Identify gaps where further investigation or action may be warranted to ensure that all persons and all types of disability are being considered. Assess whether employees feel safe revealing their disabilities and utilizing workplace resources.
- Analyze representation of persons from diverse groups in relation to leadership positions in the organization.

Work-Life Balance

In addition to work responsibilities, City employees have many responsibilities and demands on their time outside of work.

On the whole, two-thirds of respondents report working overtime hours in a typical week. 25% of respondents work paid overtime hours and 51% work unpaid overtime hours. (9% of respondents overlap across both types of overtime).

19% of respondents have a second job; about half of these respondents work 15 hours or more per week at a second job. 43% of respondents spend time furthering their education; about a quarter of these respondents spend 6 or more hours per week furthering their education. 41% of respondents volunteer on a regular basis; about half of these respondents volunteer 2.5 hours or more per week.

67% of respondents have dependent care responsibilities. 56% of respondents look after children; about half of these respondents spend 15 hours or more per week looking after children. 33% of respondents look after other types of dependents; about a quarter of these respondents spend 6 hours or more per week looking after dependents other than children.

The majority of respondents pursue activities outside work that foster well-being. 59% of respondents spend 2.5 hours or more on physical fitness per week and 84% of respondents pursue hobbies. More than a quarter of applicable respondents spend 6 hours or more per week on activities related to physical fitness or on hobbies.

Actions to consider:

- Review leave policies to determine whether they are effective in helping employees balance life's demands.
- Evaluate whether additional workplace supports are required to help employees manage stress and learn ways of coping with the effects of work on their out-of-work lives.
- Determine whether employees are fully informed of the City's support policies, programs and services.
- Assess whether persons at the City feel safe requesting support or assistance, acknowledging stress, and utilizing workplace resources.
- Seek out additional information to understand the unpaid overtime hours reported by respondents. Identify roles or areas where this occurs to a higher degree.
- Develop a plan to address excessive work hours, including implementing additional resources, streamlining processes, and offering alternative work arrangements.
- Consider increasing the flexibility of leave, schedules and work arrangements to provide employees with more control over their time.

Supporting Workforce Learning

The City has a highly educated workforce. 74% of respondents have college or university-level credentials.

Concurrent with the high level of education, learning and skill development at the City is an active, ongoing process. 23% of respondents were enrolled in a school, college, CEGEP or university within the past year, and 72% of respondents have participated in conferences, workshops, courses, certificate programs, or self-directed learning within the last year.

41% of respondents indicated that the opportunity to learn new skills attracted them to work at the City, and 54% of respondents indicated that the opportunity to use their skills attracted them to work at the City.

77% of respondents are using their skills/designations in their current positions with the City. 97% of persons who are not using their skills/designations indicated that their skills/designations are recognized in Ontario, but they have chosen a position that does not require them. This suggests that most respondents with unused credentials voluntarily opted to accept positions based on experiences, interests and skill sets outside of their educational credentials.

The challenges related to the high-level of education and demand for skill development include: ensuring that employees are matched with positions that challenge and engage them while using their skill sets, ensuring access to learning opportunities and educational supports is equitable, and aligning the demand for learning with the City's operations and objectives.

Actions to consider:

- Establish a skills framework for the workforce based on key qualifications, experiences, knowledge, skills and experiences common to important roles within the City.
- Ensure the available learning opportunities are aligned with the City's future goals for its workforce skills composition.
- Investigate whether access to educational opportunities and supports is equitable for all persons.
- Review policies related to educational supports and benefits to ensure that they are sufficient and aligned with future demand.
- Further develop policies related to access to training and development opportunities and educational supports and benefits to ensure that they are equitable and inclusive.
- Establish metrics to better understand the "return on investment" by the City into the education of its workforce.

Table of Contents

Just point to the census topic with your mouse and control-click it to reveal the census results.

Introduction

Methodology

Organizational Demographics

Individuals Demographics

Table of Contents *continued...*

Table of Contents *continued...*

The Road to City of Hamilton's Workforce Census

Background

The City of Hamilton has a vision for the future of Hamilton and a core set of values to guide behavior and actions related to the management and growth of the City. The vision and core values provide employees and residents with a standard and clear direction for the City of Hamilton.

City of Hamilton's Vision and Core Values are as follows:

Vision

To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Core Values

Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork, and Equity

In June 2008, City Council approved the Corporate Strategic Plan for the City of Hamilton. The strategic plan originates from the vision and core values, and consists of a set of priorities to which the Council has committed to focus the City's financial and human resources in the coming years. Explicit within the City's mission is a skilled, knowledgeable, collaborative and respectful organization that thrives on innovation and quality customer service.

As the municipal government representing the fourth largest city in Ontario, an employer of approximately 7000 employees, and provider of a wide range of services to over a half million residents, the City of Hamilton is committed to developing a skilled, adaptive and diverse workforce. To this end, the City recognizes the need to determine the extent to which the City's workforce is reflective of the increasingly diverse community it serves.

In April 2009, City Council approved funding for Human Resources to conduct an employee diversity survey to establish a baseline of employee diversity in the Corporation in order to identify priority areas for action with respect to workforce planning (e.g., attraction, recruitment and retention).

TWI Inc. was selected from several applicants who responded to the City's Request for Proposal, and proposed a workforce census as a means to inform the City's diversity and inclusion objectives.

The objective of the City of Hamilton's Workforce Census

The City of Hamilton's Workforce Census fosters the City's commitment to diversity and equity. By gathering baseline demographic information about the unique characteristics of its workforce, the City will develop a better understanding of its workforce. This includes a profile of demographic, skills, and work-life balance attributes of workforce members.

The workforce census will help inform the City about the extent to which its workforce is reflective the community it serves. The results will assist the City in future workforce planning initiatives, including attraction, recruitment and retention of a diverse, skilled, innovative workforce. A comparison of the workforce to the general population will provide a better understanding of the inclusivity of the environment at the City.

The workforce census collects quantitative information about characteristics of the workforce in demographic areas that include organizational, individual, educational, ethnic/cultural, religious/spiritual, language, dependent care, and non-work activity variables. Canada Census data for the Hamilton population is available from Statistics Canada for many of these areas, allowing comparison of internal attributes to the external population.

The census is intended to help the City more effectively address the needs of its workforce and communities, and to help inform programs, policies and practices for comprehensive planning. This is with the goal of building a stronger workforce that is a key component of a skilled, innovative and respectful organization.

The workforce census serves a clear and practical purpose to allow the City to develop its initiatives that address such areas as:

- Workforce demographics to better reflect the diversity of the community and address the diverse needs of the community City of Hamilton serves

- Improve access to support mechanisms (e.g., policies and practices for education, dependent care, health, work-life balance, etc.) that enable employees to perform their jobs properly

- Enhancing the utilization of valuable skills, including the experience and educational attainments of the workforce

- Better utilizing the language and cultural knowledge of the workforce

- Identifying the resources and training required to address potential demographic and skills gaps

- Reducing disparities in equitable representation across workforce levels and opportunities with respect to gender, Aboriginal status, race, disabilities, age, sexual orientation, and education

The City of Hamilton is a diverse organization. This being said, potential gaps between the makeup of the workforce compared to the demographics of Hamilton residents could impact on its effectiveness. The City recognizes the need to be proactive to meet the changing needs in these internal and external communities.

The detailed findings provide a strong information base from which to strategically plan the City's next steps. This report provides the City with TWI Inc.'s recommendations to meet and support its diversity and inclusion objectives.

The City of Hamilton is demonstrating its commitment to diversity and equity through this initiative with a professional spirit of transparency and foresight.

City of Hamilton's Workforce Census Process

Overview

The City of Hamilton Workforce Census was approved during the 2009 budget process when Council agreed to fund a "Diversity Survey". The diversity survey initiative was linked to the Corporate Strategic Plan, Focus Area 1 – Skilled, Innovative & Respectful Organization that is defined by:

- A culture of excellence

- A skilled, adaptive and diverse workforce, i.e. more flexible staff

- More innovation, greater teamwork, better client focus

- An enabling work environment – respectful culture, well-being and safety, effective communication

- Opportunity for employee input in management decision making

- Council and SMT are recognized for their leadership and integrity

These goals are supported by ensuring the City of Hamilton's workforce better reflects the diversity of Hamilton's communities.

TWI Inc. was selected from several applicants who responded to the City's Request for Proposal. TWI proposed the workforce census as a means to inform the City's diversity and inclusion objectives. The workforce census is designed to collect demographic data for workforce planning by capturing a snapshot of the workforce along various social and identity demographic characteristics. The results of the workforce census provide a description of workforce attributes, baseline representation data, and 2006 Statistics Canada census data (the most recent data available at the time of the workforce census), where available. The Statistics Canada geographic division that corresponds to the population within the Hamilton municipality is the Hamilton Census Sub-Division (CSD).

Preparing for the census

When planning the census it was important for everyone at City of Hamilton to be part of the process. This led to the origin of the census name, *include me!*

include me! embodies the City's commitment to providing an environment that is, and feels, inclusive for all people, and to enrich the lives of its employees and communities. By conducting a workforce census, the City is advancing its ability to foster equity through informed and focused measures. By being equitable, the City will strengthen its capacity to serve the residents of Hamilton. By collecting information about its workforce characteristics, the City will enhance its ability to address the issues that impact and matter to its employees and communities.

In order for the City to better serve the needs of its workforce and its communities, it was important that an accurate indication of who comprises the workforce was captured, along with information about the characteristics they bring to workplace.

Advisory committees

The City's Workforce Census Advisory Committee was involved in the creation of the workforce census. The committee consisted of the following members:

- James O'Brien & Susan Power (Policy and Planning Specialist, Organizational Development)
- Christine Newbold, Planner I, (Strategic Services, Special Projects; Planning & Economic Development)
- Tyler Shepherd, Parking Operations Technologist (Hamilton Municipal Parking System; Planning & Economic Development)
- Glenn Binkosky, Supervisor - Business Applications (Information Services, Corporate Services)
- Syeda Banuri, Senior Project Manager (Capital, Planning & Implementation; Public Works)
- Tami Sadonoja, Urban Forestry Technician (Operations & Maintenance; Public Works)
- Carla Ippolito Manager, Finance & Administration (Environment and Sustainable Infrastructure; Public Works)
- Blaine Lucas, Professional Standards/Platoon Manager (Hamilton Emergency Services)
- Susan Harding-Cruz (Manager, West Nile and Rabies Control, Public Health Services)
- Maxine Carter, Access & Equity Coordinator (Access and Equity; Finance and Corporate Services)
- Marilyn Pankhurst, Electronic Communications Analyst (Strategic Services, Community Services)
- Glenn Brunetti, Manager (Marketing and Information Services, City Manager's Office)
- Denise Crawford, Human Rights Specialist (Human Resources, City Manager's Office)
- Gord Muise, Senior Labour Relations Officer (Employee & Labour Relations, Human Resources)
- Mary Agro, Manager (Organizational Development, Human Resources)
- Diana Belaisis, Manager of Employment Services (Employment Services, Human Resources)
- Helen Hale Tomasik, Executive Director (Human Resources, City Manager's Office)

The members of the City's Workforce Census Advisory Committee were consulted for all major decisions about the communications, lay-out, content and processes involved for the City's Census, which helped to guide this project to be a successful undertaking.

In addition, specific advisory committees to Council were consulted at the front end of the Census to get advice on appropriate wording of Census language questions pertaining to their mandate.

- Gay, Lesbian, Bisexual, Transgender & Queer Advisory Committee (GLBTQ) Committee;
- Committee Against Racism;
- Hamilton Status of Women Committee;
- Advisory Committee for Immigrants and Refugees;
- Advisory Committee for Persons with Disabilities;
- Hamilton Aboriginal Advisory Committee

This advice was taken in consideration of maintaining the integrity of the Census questions for comparison to the Statistics Canada results for the Hamilton Census Sub-Division.

Introduction

Workforce census communications

The City of Hamilton communications focused on three phases of the Workforce Census project: pre-rollout, during the census open window, and post-census completion. Some key activities performed as part of the communications strategy included:

- The City Manager, on behalf of the Senior Management Team, communicated his support for the project directly to all employees, through many e-mails, a personal corporate-wide voice mail message recording, and verbal presentations.
- An information report was sent to Council as the project launched.
- Human Resources met with all of the City's major Union Executives and obtained their support for the Workforce Census. The endorsement of these Unions included usage of union logos and in some cases, personal messages of support to their members to encourage participation.
- Communications were regularly administered to General Managers throughout the project. General Managers cascaded information to their leadership teams who likewise cascaded messages to their staff.
- Human Resources (HR) identified key point people within HR to answer all questions coming in from across the City and greater community.
- A City-wide Advisory Team supported the project throughout and assisted with local departmental communications.
- HR attended the meetings of six Community Advisory Committees of Council to obtain their advice and guidance regarding accuracy and relevance of the language used in Workforce Census questions.
- HR met with McMaster University to obtain guidance and advice on research ethics and confidentiality practices around data collection.
- HR attended all City Department Management Team meetings to discuss the Workforce Census and determine customized divisional needs.
- Workplaces decided whether the Workforce Census document was best to be delivered by hard copy or electronic means based on their employees' ease of access.
- Generally, employees who had easy access to personal or group computers chose e-surveys and City employees who are not regularly in office environments chose hard copy participation.
- Hard copies were delivered to multiple site locations such as recreation centres, Public Works yards, and fire halls,. Every effort was made to respect that the City is a complex 24-7 operation with shifts, inside and outside workers, full time and part-time employees who work within a very large geographical area.
- The Workforce Census was completed at work and on work time as supported by management.
- The City's internal e-Net hosted an "Include Me!" Workforce Census website which was regularly updated with current information. It held direct access to TWI Inc., the Workforce Census questionnaire, FAQs, and notes to management.
- Randomly selected incentive prizes were drawn from the names of all employees, not exclusive to those completing the Census, as there was no tracking of any completion identifiers.

Administering the census

City of Hamilton's Workforce Census was launched on September 13, 2010. The initial data collection period was September 13 to 24, and then extended by one week to October 1 to allow more time for hard copy submissions. Prior to the launch, electronic and print media were used to communicate the census to workforce. During the three week period that followed the census launch, the City's workforce was able to complete the census questionnaire on-line and in paper-and-pencil.

TWI Inc. managed the receipt of data including collection, analysis and reporting.

30

Introduction

Timeline of the City of Hamilton's Workforce Census

August 2009	RFP No. C8-01-09 is distributed to conduct a workforce diversity survey
November 2009	To assist in developing and implementing its strategic plan for equity/diversity, the City of Hamilton retains TWI Inc.
Winter 2010	Design of the Workforce Census instrument, focus groups and development of the communications strategy
Winter/Spring 2010	Census briefings/consultation with representatives from: Mayor & Council, Senior Management Team, Supervisors/Managers, Department Management Teams, Workforce Census Advisory Committee, Departmental Manager Representatives, Worksite Representatives, Union Executives and targeted external community groups
August 2010	The online version of the instrument is designed; Union and Manager's tool kit, posters and hard copies of the instrument are printed and distributed
September 2010	City of Hamilton's Workforce Census launches Communications to maximize return and response rates Regular monitoring of online and hardcopy census respondents
October 2010	City of Hamilton's Workforce Census closes Hard-copy census questionnaires are integrated with the electronic web dataset
November/December 2010	Workforce Census data is prepared, reviewed and analyzed
January to March 2011	Interpretation and report writing of the Workforce Census report TWI submits the overall report to the City of Hamilton for initial review by the Workforce Census Advisory Committee
May 2011	TWI presents the findings to the City of Hamilton's Senior Management Team
June to August 2011	The Workforce Census Report is reviewed by Human Resources and the Senior Management Team
September 2011	TWI submits the final report to the City of Hamilton
October 2011	Human Resources presents the findings to the City of Hamilton's Mayor and Members of General Issues Committee

Who to contact for additional information

Should you have any questions about the City of Hamilton Workforce Census, please contact:

Mary Agro
Manager of Organizational Development
City Manager's Office, City of Hamilton
Phone: 905-546-2424 ext. 2630
E-mail: Mary.Agro@hamilton.ca

Data Analysis

The validity and reliability of the results

Every effort was made to ensure the consistency and accuracy of the City of Hamilton's Workforce Census data. The research team took considerable time and effort to clean the data (e.g., remove invalid data) and verify the data (i.e., for consistency) through cross-referencing opportunities that were built in the census. Obvious bogus responses were omitted from the analysis to ensure that the data are credible and as accurate a reflection of the current state of the City as possible.

Whenever a respondent entered a response that that did not make sense in relation to another response offered, or that seemed to be a joke, that entry was flagged and manually investigated to warrant inclusion in the data analysis.

The following are example of the types of responses that warrant manual investigation:

- Questionable open-ended responding (e.g., bogus responses)
- Disgruntled comments within an open-ended field (e.g., extreme criticisms of the survey or organization)
- Indiscriminate selection of multiple options within a single question (e.g., selecting most response categories in a question)
- Indiscriminate selection of options across questions (e.g., selecting contradictory categories across questions)
- Outlier responses (e.g., high incidence of extreme response categories or other unusual or rare responses)

If an unusual response was found to be an isolated incident, then the entire questionnaire is maintained. If a response is clearly bogus, then the data is excluded for that question, but remainder of data is maintained. If several responses are flagged, each case is weighed individually to determine whether the pattern of responses is unusual but feasible; in these cases the data is maintained. If, however, there are indications of deliberately misleading data across multiple indicators, then the entire questionnaire might be omitted. In an effort to preserve the purity of the data, indeterminate responses were left intact.

The possibility of errors in the data that are not screened out is the cost of providing respondents with the opportunity to participate anonymously and voluntarily. With a large enough sample, errors have little effect on the aggregated results and do not impact the data in meaningful ways, as the exceptions do not change the overall pattern or trend that the data reveal.

Despite these efforts, it is not possible to discard all data inaccuracies with 100% certainty. This is true of every research study, and hence the results should be interpreted with about 1% fluctuation in the reported percentages. This is true for both City of Hamilton and Statistics Canada baseline statistics. What does a 1% fluctuation mean exactly? Let's take a hypothetical gender breakdown as an example, where 45% of participants are female and 55% are male, and the total number of persons responding is 5,000:

GENDER		
Category	**Frequency**	**Percent**
Female	2211	45.1%
Male	2689	54.9%
TOTAL RESPONSES	4900 of 5000	98.0%
MISSING RESPONSES	100 of 5000	2.0%

* This table will be explained in more detail on Page 38.

To change the 45% versus 55% ratio by only 1% will require 50* male respondents (whose responses otherwise appear to have been honest, as dubious responses have already been omitted) to either deliberately or mistakenly indicate that they are female. The opposite situation can also be true, where 50* female respondents erroneously indicated that they are male. (*50 respondents represent 1% of the 5,000 responses.)

If both males and females equally gave the wrong response for whatever reason, the inaccuracy will balance each other out and neutralize the impact on the reported statistic. (In this case the percentages are actually accurate despite individual inaccuracies.) However, in practice, inaccuracies are seldom perfectly random and hence perfectly balanced.

Thus, for a noticeable change in the reported percentages, it requires a large number of people to respond inaccurately in the same manner. For people to respond inaccurately *in the same manner*, there would have to be a good reason for them to do so (e.g., why would certain males choose to present themselves as females on the census?). Theoretically, the effect of noticeable inaccurate responding becomes even smaller as the number of response categories within a question increases.

Accommodating for a 1% fluctuation in responses in a sample of 3,489 respondents effectively means that for a question with only two response categories about 35 people belonging to one group must have provided the opposite response for good cause to make a 1% difference to the allowable fluctuation. This alone gives strong reason to state that not only the overall trends and patterns in the data, but also the percentages, are expected to be a very accurate reflection of the respondents.

Sample size

The response rate for the City of Hamilton's Workforce Census is 52%. There were 3,508 questionnaires submitted by respondents. 19 questionnaires were excluded from the analyses. The Workforce Census is thus based on a realized sample of 3,489 respondents.

The final realized sample was the product of a data screening process to ensure that potentially false or unusable data was not included in the analyses. Unusual responses or patterns of responses were flagged and then reviewed in relation to other responses provided by the respondent and in relation to overall responses.

The following table presents a summary of questionnaires that were excluded from the analyses.

Reason Omitted	Number of Cases*	Percent
Blank Questionnaire Forms	8	0.2%
Questionnaire Forms with Some Organizational Demographics, But No Other Questionnaire Responses	4	0.1%
Questionnaire Forms with Options Checked Haphazardly Within Items and Inconsistent Responses Across Items	5	0.1%
Questionnaire Forms with a Disproportionate Number of Options are Checked Across Multiple Items	2	0.1%
TOTAL QUESTIONNAIRES OMITTED	**19 of 3508**	**0.5%**

94% percent of census questionnaires were more than 90% filled out, and another 5% of questionnaires contained responses for most questions (i.e., more than 65% filled out).

In TWI's experience relative to other organizations, there was very little data from the City that had to be omitted, and for the most part the City's respondents participated genuinely and in good faith.

Census language and medium

The Workforce Census was administered in the English language.

The Workforce Census was administered in both web format and paper-and-pencil format. Of the 3,489 questionnaires in the realized sample, 2,785 are web-based and 704 are paper-and-pencil. The representation of respondents by survey medium is 79.8% web survey and 20.2% paper-and-pencil.

Introduction and Ethics and Data Management Process sections

Respondents who completed the questionnaire in web format were given the option to skip the sections in the census questionnaire with the Introduction and the Ethics and Data Management Process.

Of the 2,785 respondents who completed the questionnaire online, 1,722 viewed the introduction and 1,063 skipped the introduction, while 2,144 viewed the ethics and data management process and 641 skipped the ethics and data management process.

The representation of respondents by interest in the introduction section is 61.8% viewed and 38.2% skipped. The representation of respondents by interest in the ethics and data management process section is 77.0% viewed and 23.0% skipped.

Response rate

Employees of the City of Hamilton were invited to participate in the Workforce Census and valid questionnaires were completed by 3,489 respondents. This is a response rate of 52%. With the voluntary nature of the census this was quite an accomplishment. Out of 32 divisions, 22 had response rates ranging from 73% to 100%, 3 ranged from 53% to 64%, 4 ranged from 41% to 45%, and the response rates for the remaining 3 divisions were from 21% to 29%.

The response rates for various organizational demographics are presented in the tables that follow. Please note that some response rates are underestimated as there are respondents who opted not to specify their applicable category, and this reduces the frequencies across known categories.

DEPARTMENT			
Category	Workforce Census Frequency	City of Hamilton Head Count	Response Rate
City Manager's Office and City Council	148	158	93.7%
Finance & Corporate Service	304	413	73.6%
Community Services	1045	2046	51.1%
Public Works	903	1851	48.8%
Planning & Economic Development	355	673	52.7%
Public Health Services	357	461	77.4%
Emergency Services	293	1073	27.3%
Not Specified	84	--	--
TOTAL	3489	6675	52.3%

DIVISION			
Category	**Workforce Census Frequency**	**City of Hamilton Head Count**	**Response Rate**
City Manager's Office and City Council			
Legal Services, Audit Services	45	50	90.0%
Human Resources	70	70	100%
Mayor's Office, City Council, and Administration	33	38	86.8%
Finance & Corporate Service			
Treasury Services	125	196	63.8%
Information Services	53	70	75.7%
City Clerk, Financial Planning & Policy, Administration	76	80	95.0%
Customer Service, Access & Equity	50	67	74.6%
Community Services			
Recreation	351	669	52.5%
Macassa and Wentworth Lodges	181	671	27.0%
Employment & Income Support	149	190	78.4%
Benefit Eligibility	98	110	89.1%
CityHousing Hamilton	62	153	40.5%
Culture	77	92	83.7%
Social Development & Early Childhood Services	73	97	75.3%
Strategic Services, Administration	16	21	76.2%
Social Housing and Homelessness	38	43	88.4%
Public Works			
General Administration	11	10	110.0%
Operations & Waste Management	295	652	45.2%
Transportation, Energy & Facilities	310	731	42.4%
Environment & Sustainable Infrastructure	287	458	62.7%
Planning & Economic Development			
Parking & By-Law Services	125	426	29.3%
Building Services, Industrial Parks & Airport Development	73	88	83.0%
GM, Administration, Development Engineering	37	48	77.1%
Planning, Downtown & Community Renewal	57	55	103.6%
Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton	63	56	112.5%
Public Health Services			
Clinical & Preventive Services	89	104	85.6%
Family Health	86	115	74.8%
Healthy Living	85	117	72.6%
Health Protection	58	76	76.3%
Office of Medical Officer of Health, Planning and Business Improvement	39	49	79.6%
Emergency Services			
Fire, Emergency Preparedness, Emergency Communication, Administration	163	777	21.0%
Emergency Medical Services	130	296	43.9%
Not Specified	84	--	--
TOTAL	3489	6675	52.3%

* Note: Some categories present a higher frequency of respondents than the actual head count, resulting in response rates larger than 100%. These are not inaccuracies in the data, but rather due to potential identification errors from the respondents.

Methodology

JOB CATEGORY

Category	Workforce Census Frequency	City of Hamilton Head Count	Response Rate
City Manager / General Manager / Director	57	63	90.5%
Manager / Supervisor / Superintendent / Senior Project Manager	485	651	74.5%
Professional / Specialist / Project Manager / Individual Contributor	690	297	232.3%
Front-Line Worker / Service Provider	1515		
Administrative Support	403	5664	38.8%
Other	282		
Not Specified	57	--	--
TOTAL	3489	6675	52.3%

* Note: Some categories present a higher frequency of respondents than the actual head count, resulting in response rates larger than 100%. These are not inaccuracies in the data, but rather due to potential identification errors from the respondents.

NORMAL HOURS PER WEEK

Category	Workforce Census Frequency	City of Hamilton Head Count	Response Rate
35 to 44 Hours	2887	4866	59.3%
25 to 34 Hours	100	9	1111.1%
0 to 24 Hours	464	1800	25.8%
Not Specified	38	--	
TOTAL	3489	6675	52.3%

* Note: Some categories present a higher frequency of respondents than the actual head count, resulting in response rates larger than 100%. These are not inaccuracies in the data, but rather due to potential identification errors from the respondents.

EMPLOYMENT STATUS

Category	Workforce Census Frequency	City of Hamilton Head Count	Response Rate
Permanent	2904	5711	50.8%
Temporary	302	964	31.3%
Not Specified	283	--	--
TOTAL	3489	6675	52.3%

* Note: Some categories present a higher frequency of respondents than the actual head count, resulting in response rates larger than 100%. These are not inaccuracies in the data, but rather due to potential identification errors from the respondents.

Like any organizational survey, there is a need to consider the population within the City who did not respond and what this may mean for the results in terms of whether the information from respondents is representative of the overall organization population. When survey respondents differ from non-respondents in ways that might affect the survey results, this is known as non-response bias.

A couple of approaches were used to evaluate the possibility of non-response bias. The first approach was a review of actual organizational data against the census data in terms of the degree of alignment between the City and the workforce census respondents. This entailed a general, side-by-side review of workforce census and City distributions, as only aggregate breakdowns were available for comparison. A review by department, employment status, gender and age indicate that for most categories within these areas the differences were not found to be considerable.

Of the differences that did arise, some share overlapping characteristics (e.g., the representation of some departments are tied to the representation of some unions). A review by department indicates there are a lower percentage of Emergency Services and Public Works respondents compared to within the City. A review by unionized status indicates gaps for unionized employees, particularly members of the following unions: ATU Local 107, CUPE 5167 (Macassa and Wentworth Lodges), Greater Hamilton Volunteer Firefighters Association (GHVFA), and Hamilton Professional Fire Fighters Association Local 288. A review by status indicates that the percentages of temporary and part-time respondents are lower than within the organization. These differences are not unexpected based on the City's size, structure, norms and patterns typical of organizational surveys. We recommend that these differences be considered when assigning meaning to the results.

A review by gender relative to the organization indicates a lower percentage of male respondents in Emergency Services and to a lesser degree in Public Works and Community Services, and lower percentage of female respondents in City Council and City Manager's Office. A review by age indicates a lower percentage of respondents under age 30, particularly in Community Services and to a lesser extent in Public Health, and a lower percentage of respondents age 65 and older, particularly in Planning & Economic Development.

The second approach was a comparison of early survey respondents against late survey respondents. Late survey respondents tend to resemble non-respondents; therefore, if early and late respondents are similar this reduces the likelihood of non-response bias. Chi-square analyses comparing respondents from the first four days of the survey period against respondents from the last four days of the survey period onward indicate that the two groups did not differ appreciably on most demographic characteristics. Analyses by age, gender, persons with disabilities, LGBTTQ identity, Aboriginal ancestry, minority religion, immigration, and ethnic origin family (except for two noted later) indicate that early and late respondents are similar on these characteristics (according to chi-square tests with a minimum cell size of 5 to a probability of $p < .05$).

Gaps between early and late respondents point to the possibility of slight underrepresentation of visible minority respondents, particularly from Black and Mixed Race visible minority groups. In terms of ethnic origin, there is a marginal possibility of slight underrepresentation of respondents of Caribbean and African ethnic origins. These differences should be considered when assigning meaning to applicable results.

Based on the review of the respondent characteristics, it is reasonable to suppose that there are corresponding similarities between the patterns of data from respondents and non-respondents. The respondents comprise a sizeable segment of the organization and will provide valuable information about the current state of the City. When it comes to any organizational survey, results based on a portion of the total organization should be interpreted with care.

The findings from the workforce census tell a compelling story about the City, its people, and their needs. This information points to areas for action that can benefit the entire workforce and will ultimately make the City stronger in its services.

Interpreting and Understanding the Results

Presentation of the results

Each question is presented as a stand-alone question with the purpose of comparing the City's patterns and trends with that of the communities where it operates (as derived from Canada Census figures provided by Statistics Canada). The empirical results and discussion is prefaced with a box presenting logical reasons for including the question in the census and possible benefits, in order to help put the value of each question in perspective. These are familiar to the reader through the internal communications that took place in preparation of the City of Hamilton's *include me!* census period, and in part from the actual census questionnaire.

All readers will benefit from the question-by-question findings, regardless of their point of view. Further analysis from other perspectives is possible and highly recommended.

The discussion of the findings is that of the author and is by no means conclusive. Organizational members will have knowledge and insights about their organization that may provide additional context, meaning or depth to the results. Readers are encouraged to add their own ideas and creative perspectives and interpretations to the thoughts offered. After all, the results are only as good as the meaning we find for it.

How to read the tables

| Indicates the type of data presented in the table | Indicates the percentage of persons selecting each response category / Based only on total responses, not total sample | Indicates the percentage of persons from the external population in each response category / The external comparison group is the population of the city of Hamilton |

Indicates the number of persons selecting each response category

GENDER			Hamilton CSD
Category	**Frequency**	**Percent**	**Percent**
Female	2211	45.1%	48.6%
Male	2689	54.9%	51.4%
TOTAL RESPONSES	4900	98.0%	
MISSING RESPONSES	100	2.0%	

| Indicates the response categories for the question | Indicates the number of persons who responded to the question, and the percentage of the overall census sample that it represents | The top of the table only presents information for the portion of respondents who answered the question |

| | Indicates the number and percentage of persons from the Workforce Census who did not respond to the question | The bottom of the table presents the respondents who answered the question against respondents who did not |

Methodology

Things to keep in mind:

- The table format presented above is the one used to present data for every question in the Workforce Census, except for questions in the Organizational Demographics section.

- The Organizational Demographics section describes the workforce by internal City of Hamilton categories; therefore, there is no external comparison data (i.e., no Hamilton CSD column). In this section, workforce census respondents are compared to the City's headcount at the time of the census, so there are two City of Hamilton columns presenting the Frequencies and Percentages of respondent data and workforce headcount.

- Variations to the table format presented above occur in instances where alternative data presentations are appropriate to explore the data in a different way. The basic layout of the tables remains the same with response categories always presented in the first column, and corresponding data in subsequent columns.

- Where available, data in the Hamilton CSD column is based on data from Statistic Canada's 2006 Canada Census – the most recent census data at the time of this report. The primary external comparison population is the Statistics Canada Hamilton Census Sub-Division (CSD) which consists of the entire general population of the Hamilton municipality (i.e. the residents to whom the City provides services). *If external comparison data is obtained from another source (e.g., provincial-level data, an alternative public survey, etc.), this will be specified.*

- For questions where external comparison data was not available from Statistics Canada (i.e., because the question was a custom question for the City and thus not collected by the Canada Census), the Hamilton CSD column is omitted altogether from the table.

- For most questions, the Percent column sums to 100%. This occurs when respondents are only permitted to select one response option.

- For questions where respondents are only permitted to select one response option, the Percent column is based solely on the percentage of responses and omits missing responses from the calculation. This enables a direct comparison to the data from Statistics Canada, which does not present missing values.

- In some cases, the Percent column will not sum exactly to 100% due to rounding (i.e., when the number of decimal values are reduced by rounding into the closest approximate value).

- The percentage reported in the Total Responses row is <u>not</u> a sum of the Percent column. The percentage reported is actually the percent of persons out of the census sample that responded to the question.

- For some questions, the Percent column sums to more than 100%. This occurs for questions where respondents were permitted to select as many response options as apply to them. This will be noted at the bottom of tables for these questions.

- For questions where respondents are permitted to select more than one response option, the Frequency column will sum to a value higher than the one reported in the Total Responses row. The value of the Total Responses is the number of respondents, not the number of responses.

- For some questions where respondents are instructed to "Check all that apply", the value of the Missing Responses is not always presented. This occurs because it cannot be determined whether an individual did not respond because no category was applicable, or, whether some categories did apply but the individual skipped or declined to answer the question.

Describing the results

The workforce census data were analyzed using reputable, industry-wide social science software. For this investigation descriptive statistical procedures were used, such as frequency and percentage.

General census statistics for the Canadian population are available through Statistics Canada for many questions that were asked in the workforce census. These were used as a baseline against which the internal City of Hamilton workforce results were compared against the external population (i.e., the Hamilton CSD). In each table of results, the Statistics Canada data (where available) are provided in the final column after the presentation of the City's results.

The external comparison population is the Hamilton Census Sub-Division (CSD). This is the geographic category used by Statistics Canada to denote the population within the Hamilton municipality. The most recent census data available at the time of workforce census reporting is from the 2006 Canada Census. It is important to bear in mind that the population of Hamilton municipality at the time of the workforce census in September 2010 will have shifted in some areas of demographic composition compared to 2006.

Results are presented in terms of the how responses are distributed across categories by number (frequency) and the corresponding percentages that these numbers represent out of the total responses to the question. The external data presents the percentages for the comparison population along corresponding categories. This allows readers to observe the distribution of City respondents beside the distribution of the general population across demographic categories.

A limitation to the Workforce Census is that the external data from Statistics Canada is based on aggregated results (i.e., raw data for every Hamilton residents who completed the Canada Census was not available). Without the raw data, it was not possible to generate results that have tested for statistical significance when comparing the City's Workforce Census data against data from Statistics Canada for the Hamilton CSD.

What is known in relation to categorical data is that with larger respondent samples the more likely differences may be found to be significant. In the case of the workforce census, there is a sample of 3,489 respondents and an external comparison population of more than 500,000 persons. When comparing groups of these sizes, it is possible for differences of less than 2% (for representations around 50%), and differences as low as 0.25% (for representations less than 1%) to be statistically significant when using chi-square tests (with a minimum cell size of 5 and probability of $p<.05$). This type of reasoning has been used as a guideline when reviewing City results against the general population, and has been applied to findings that have been highlighted in the report.

It is important to evaluate results from a practical perspective as well. For example, it may not be practical investing intensive resources to address a small relative gap (e.g., closing a gap between 49% and 51%), when there are larger gaps (e.g., 40% vs. 50%) or relative gaps (e.g., 1% vs. 3%) that may warrant more attention or have greater impact on the organization.

The external results provide valuable guidelines or benchmarks, but readers should be cautioned against focussing unequivocally on recreating the exact representation levels in external population. The internal composition of the City cannot be expected to perfectly mirror external population as there are many other factors that affect the City's workforce composition (e.g., types of jobs, experience required, composition of persons within the available workforce and specific occupational groups, etc.). While there is a lot of value in comparing the composition within City respondents relative to the external population, the internal data on its own provides valuable information about diversity within the City's employees, and it will also be important to manage the internal diversity and ensure that the City keeps up with the ever more diverse needs within its staff.

While all tables report results to one decimal place, within the narrative components of the reports results are rounded to whole numbers to facilitate readability. When results are rounded to whole numbers, there is the potential for rounding error (i.e., numbers that do not sum to 100% because they have been adjusted upwards or downwards to remove the decimal values).

Optimization of the data

The census questionnaire forms one tool whereby these and other of the City's objectives can be put into action. Because the results offer insights and direction that stretch far beyond the *include me!* initiative, the City will determine further analysis on the census data at a future date based on the action plans to be developed.

The data presented in this report will provide a rich source of information that can inform a multitude of initiatives and programs within the City of Hamilton. It is possible to envision further research reports wherein the data can be explored more fully through inferential and multivariate statistics to promote the results to come to their full right.

The workforce census results have a further advantage in that it tells a compelling story about the workforce. The story may already be partially known, but may be supplemented by interesting details from the census data. The City has the opportunity to fully appreciate the stories told by its people through initiatives such as the workforce census. This report provides support and indicators for current and future strategies and initiatives within the City of Hamilton with a professional spirit of transparency and foresight.

41

Organizational Demographics

1. What is your department?

Why we asked this question:
▪ This question lets us know how respondents are distributed by department.
How we all benefit:
▪ We can review the general composition of the respondents and whether it reflects the actual distribution of the workforce by departments within the City.
▪ We can evaluate whether department are adequately represented by the respondents.
▪ This question demonstrates that an individual cannot be identified by a specific department.

Overview

Community Services and Public Works comprise the largest body of respondents, representing 31% and 27% of respondents, respectively. Planning & Economic Development and Public Health Services each represent 10% of respondents, while Finance & Corporate Services and Emergency Services each represent 9% of respondents. Lastly, the City Manager's Office and City Council represent 4% of respondents.

The respondent numbers in each of the major department categories are sufficiently large to allow for some limited additional targeted analysis.

Compared to internal figures, the relative proportion of respondents in each employee category has similarities to the City's actual workforce composition (e.g., Community Services and Public Works are the largest departments within the City and within the respondents, while the City Manager's Office and City Council is the smallest).

Community Services, Public Works, and Planning & Economic Development have a similar level of representation between respondents and the actual workforce. Public Health Services, Finance & Corporate Services, and the City Manager's Office and City Council are slightly overrepresented within the respondents. The most notable difference relates to Emergency Services which comprises 16% of the actual workforce, but only 9% of the respondents.

Representation of respondents by major department compared to actual City of Hamilton numbers is as follows:

DEPARTMENT	Workforce Census Respondents		Actual City of Hamilton Workforce Numbers	
Category	**Frequency**	**Percent**	**Head Count**	**Percent**
City Manager's Office and City Council	148	4.3%	158	2.4%
Finance & Corporate Service	304	8.9%	413	6.2%
Community Services	1045	30.7%	2046	30.7%
Public Works	903	26.5%	1851	27.7%
Planning & Economic Development	355	10.4%	673	10.1%
Public Health Services	357	10.5%	461	6.9%
Emergency Services	293	8.6%	1073	16.1%

TOTAL CENSUS RESPONSES	3405 of 3489	97.6%
MISSING CENSUS RESPONSES	84 of 3489	2.4%

* The total and missing response counts presented in this table apply to the division breakout table below.

42

Organizational Demographics

1. What is your department? *continued...*

Spread across the thirty-two individual divisions, the representation of each division within the respondents is generally quite small, ranging from <1% to 10%. The most common divisions represented within the respondents are: 10% Recreation, 9% Transportation, Energy & Facilities, 9% Operations & Waste Management, and 8% Environment & Sustainable Infrastructure.

Macassa and Wentworth Lodges, Employment & Income Support, Fire, Emergency Preparedness, Emergency Communication, Administration, Emergency Medical Services, Treasury Services, and Parking & By-Law Services each represent about 4% or 5% of respondents.

The twenty-two remaining divisions comprise 38% of the respondents; each of these divisions represents less than 3% of respondents

Although some of the most common divisions within the respondents are also some of the most common divisions within the actual City of Hamilton, the percent representation of several of these divisions is lower than the actual workforce representation.

Larger organizational units and units with a higher proportion of part-time, temporary or casual employees generally tend to have lower response rates to organizational surveys, because they are less centralized and non-permanent part-time staff tend to be less immersed in the day-to-day organizational activities (e.g., during the survey period). This pattern appears to be true within some of the underrepresented City divisions.

Fire, Emergency Preparedness, Emergency Communication, Administration comprises 12% of organizational members compared to 5% of respondents. Macassa and Wentworth Lodges represent 10% of the actual workforce compared to 5% of workforce census respondents. Parking & By-Law Services represents 6.4% of the City compared to 3.7% of respondents.

CityHousing Hamilton, Emergency Medical Services, Transportation, Energy & Facilities, and Operations & Waste Management also have relatively lower representation within respondents compared to the actual workforce.

Organizational Demographics

1. What is your department? *continued...*

Representation of respondents by division compared to actual City of Hamilton numbers is as follows:

DIVISION	Workforce Census Respondents		Actual City of Hamilton Workforce Numbers	
Category	Frequency	Percent	Head Count	Percent
City Manager's Office and City Council				
Legal Services, Audit Services	45	1.3%	50	0.7%
Human Resources	70	2.1%	70	1.0%
Mayor's Office, City Council, and Administration	33	1.0%	38	0.6%
Finance & Corporate Service				
Treasury Services	125	3.7%	196	2.9%
Information Services	53	1.6%	70	1.0%
City Clerk, Financial Planning & Policy, Administration	76	2.2%	80	1.2%
Customer Service, Access & Equity	50	1.5%	67	1.0%
Community Services				
Recreation	351	10.3%	669	10.0%
Macassa and Wentworth Lodges	181	5.3%	671	10.1%
Employment & Income Support	149	4.4%	190	2.8%
Benefit Eligibility	98	2.9%	110	1.6%
CityHousing Hamilton	62	1.8%	153	2.3%
Culture	77	2.3%	92	1.4%
Social Development & Early Childhood Services	73	2.1%	97	1.5%
Strategic Services, Administration	16	0.5%	21	0.3%
Social Housing and Homelessness	38	1.1%	43	0.6%
Public Works				
General Administration	11	0.3%	10	0.1%
Operations & Waste Management	295	8.7%	652	9.8%
Transportation, Energy & Facilities	310	9.1%	731	11.0%
Environment & Sustainable Infrastructure	287	8.4%	458	6.9%
Planning & Economic Development				
Parking & By-Law Services	125	3.7%	426	6.4%
Building Services, Industrial Parks & Airport Development	73	2.1%	88	1.3%
GM, Administration, Development Engineering	37	1.1%	48	0.7%
Planning, Downtown & Community Renewal	57	1.7%	55	0.8%
Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton	63	1.9%	56	0.8%
Public Health Services				
Clinical & Preventive Services	89	2.6%	104	1.6%
Family Health	86	2.5%	115	1.7%
Healthy Living	85	2.5%	117	1.8%
Health Protection	58	1.7%	76	1.1%
Office of Medical Officer of Health, Planning and Business Improvement	39	1.1%	49	0.7%
Emergency Services				
Fire, Emergency Preparedness, Emergency Communication, Administration	163	4.8%	777	11.6%
Emergency Medical Services	130	3.8%	296	4.4%

* Note: Some categories present a higher frequency of respondents than the actual head count. These are not inaccuracies in the data, but rather due to potential identification errors from the respondents.

2. What is your job category?

Why we asked these questions:
▪ These questions let us know how respondents are distributed by job category.
How we all benefit:
▪ We can review the general composition of the respondents and whether it reflects the actual distribution of the workforce by job category.
▪ We can evaluate whether job categories are adequately represented by workforce respondents.
▪ This question demonstrates that an individual cannot be identified by job category.

Overview

The largest job categories within the respondents are Front-Line Worker /Service Provider and Professional /Specialist /Project Manager /Individual Contributor which represent 44% and 20% of respondents, respectively. 14% of respondents are in the Manager /Supervisor /Superintendent /Senior Project Manager category, 12% are Administrative Support, and 2% are in the City Manager /General Manager /Director category. 8% of respondents indicated that they belonged to an "other" category, but some cases may have been misidentified resulting in lower percentages in the named categories. Respondent numbers are sufficiently large in every job category to allow for some limited additional targeted analysis (although the relatively smaller frequency in the City Manager /General Manager /Director category is more restrictive).

Compared the City's actual workforce, there are variations in the relative proportion of respondents in each job category, most notably the Front-Line Worker /Service Provider, Administrative Support, and Other categories, which comprise 85% of the actual workforce, but were identified by only 64% of the respondents. Meanwhile, 20% of respondents identified the Professional /Specialist /Project Manager /Individual Contributor category compared to 4% of the actual workforce. (Note that the number of respondents in this case is in excess of the total number of employees who are under this category in the HRIS). Lastly, 14% of respondents identified their job category as Manager /Supervisor /Superintendent /Senior Project Manager compared to the 10% recorded for the actual workforce. The workforce census results are based on self-report responses and it may be that some respondents inadvertently misidentified their job category. Differences in self-reported compared to documented levels are not uncommon in organizational surveys.

Representation of respondents by job category compared to actual City of Hamilton numbers is as follows:

JOB CATEGORY	Workforce Census Respondents		Actual City of Hamilton Workforce Numbers	
Category	**Frequency**	**Percent**	**Head Count**	**Percent**
City Manager / General Manager / Director	57	1.7%	63	0.9%
Manager / Supervisor / Superintendent / Senior Project Manager	485	14.1%	651	9.8%
Professional / Specialist / Project Manager / Individual Contributor	690	20.1%	297	4.4%
Front-Line Worker / Service Provider	1515	44.1%	5664	84.9%
Administrative Support	403	11.7%		
Other	282	8.2%		

TOTAL CENSUS RESPONSES	3432 of 3489	98.4%
MISSING CENSUS RESPONSES	57 of 3489	1.6%

Organizational Demographics

3. **Are you a unionized employee?**

Why we asked this question:
▪ This question lets us know how respondents are distributed by union membership.

How we all benefit:
▪ We can review the general composition of the respondents and whether it reflects the actual distribution of the workforce by union membership.
▪ We can evaluate whether unionized employees are adequately represented by the respondents.

Overview

76% of respondents are unionized employees. 51% of respondents are members of CUPE 5167, 6% are members of CUPE 1041, and 5% are members of ATU Local 107. The other 14% of unionized respondents are spread across the remaining seven union groups, with representation ranging from 0.3% to 3.7%.

Unionized employees comprise 75% of the City's workforce similar to 76% of respondents, but there are some variations by specific union groups. The most notable differences occur in relation to ATU Local 107, CUPE 5167 (Macassa and Wentworth Lodges), Greater Hamilton Volunteer Firefighters Association (GHVFA), and Hamilton Professional Fire Fighters Association Local 288; these union groups consist of a lower percentage within respondents compared to the actual workforce. Meanwhile, CUPE 5167 (inside/outside employees) and CUPE 1041 comprise a higher percentage of respondents compared to the actual workforce.

Representation of unionized respondents compared to actual City of Hamilton numbers is as follows:

UNIONIZED EMPLOYEE	Workforce Census Respondents		Actual City of Hamilton Workforce Numbers*	
Category	Frequency	Percent	Head Count	Percent
No	824	23.8%	1916	25.0%
Yes	2632	76.2%	5734	75.0%
ATU Local 107	169	4.9%	637	8.3%
CUPE 5167 (inside/outside employees)	1624	47.0%	2992	39.1%
CUPE 5167 (Macassa and Wentworth Lodges)	153	4.4%	552	7.2%
CUPE 1041	216	6.3%	281	3.7%
Greater Hamilton Volunteer Firefighters Association (GHVFA)	32	0.9%	227	3.0%
Hamilton Professional Fire Fighters Association Local 288	110	3.2%	525	6.9%
HOWEA (Hamilton Ontario Water Employees Association – Former	19	0.5%	46	0.6%
IUOE Local 772 (International Union of Operating Engineers)	11	0.3%	7	0.1%
ONA Local 50 (Health Unit)	128	3.7%	176	2.3%
ONA Local 50 (Macassa / Wentworth Lodges)	19	0.5%	42	0.5%
OPSEU Local 256	96	2.8%	249	3.3%
Not Specified	55	1.6%		

TOTAL CENSUS RESPONSES	3456 of 3489	99.1%
MISSING CENSUS RESPONSES	33 of 3489	0.9%

* This data is based on a larger number of employees than the 6698 identified at the time of the workforce census, and may be inflated by part-time staff no longer active during the census period.

Organizational Demographics

4.   What is your employment status?

Why we asked this question:
▪ This question lets us know how respondents are distributed based on employment status.
How we all benefit:
▪ We can review the general composition of the respondents and whether it reflects the actual distribution of the workforce by employment status.
▪ We can evaluate whether each employment status is adequately represented by the respondents.
▪ Understanding the issues facing employees with different employment statuses improves our ability to address matters related to work-life balance, work levels, work demand, etc.

Overview

84% of respondents are scheduled to work 35 to 44 hours per week, 3% 25 to34 hours, and 13% 0 to 24 hours. In the actual workforce, the normal hours per week are less than 35 for 27% of the City's employees compared to 16% of respondents.

91% of respondents are employed on a permanent basis and 9% on a temporary basis. 14% of the City's workforce is employed on a temporary basis compared to 9% of respondents.

Representation of respondents by normal work hours per week compared to actual City of Hamilton numbers is as follows:

NORMAL HOURS PER WEEK	Workforce Census Respondents		Actual City of Hamilton Workforce Numbers	
Category	**Frequency**	**Percent**	**Head Count**	**Percent**
35 to 44 Hours	2887	83.7%	4866	72.9%
25 to 34 Hours	100	2.9%	9	0.1%
0 to 24 Hours	464	13.4%	1800	27.0%

TOTAL CENSUS RESPONSES	3451 of 3489	98.9%
MISSING CENSUS RESPONSES	38 of 3489	1.1%

* Note: Some categories present a higher frequency of respondents than the actual head count. These are not inaccuracies in the data, but rather due to potential identification errors from the respondents.

Representation of respondents by employment status compared to actual City of Hamilton numbers is as follows:

EMPLOYMENT STATUS	Workforce Census Respondents		Actual City of Hamilton Workforce Numbers	
Category	**Frequency**	**Percent**	**Head Count**	**Percent**
Permanent	2904	90.6%	5711	85.6%
Temporary	302	9.4%	964	14.4%

TOTAL CENSUS RESPONSES	3206 of 3489	91.9%
MISSING CENSUS RESPONSES	283 of 3489	8.1%

5.   What attracted you to work at the City of Hamilton?

Why we asked this question:
▪ This question allows us to explore the aspects of employment at the City that appeal to our workforce and motivate people to work at the City.
How we all benefit:
▪ If we understand the beneficial aspects of employment with the City, we can develop practices that enhance these features.
▪ We can improve our understanding of motivations important to our people, and possibly foster these associations.
▪ By developing features that make the City an attractive employer, we may be able to improve our capacity to recruit and retain top talent.

Overview

Endorsement was strong for many of the characteristics that might attract people to work at the City of Hamilton.

The aspects of working at the City that were endorsed by the highest percentage of respondents are: 54% Opportunity to Use My Skills, 49% Proximity to Home or Work, 47% Total Compensation Package, and 41% Opportunity to Learn New Skills.

Several work characteristics were endorsed by about one third or more of respondents, including: 39% types of Job Available, 36% Promotion and Career Development Opportunities, and 30% Work Environment and Conditions.

Notable areas endorsed by a relatively lower percentage of respondents are: 17% Reputation of the City of Hamilton, 23% Recommended as an Employer by Friend or Family Member, and 23% Coworkers/Team Environment.

Aspects that were endorsed by the lowest percent of respondents are: 7% Socially Responsible Policies and Practices, 11% Management and Leadership, and 11% Diversity of Workforce.

Organizational Demographics

5. What attracted you to work at the City of Hamilton? *continued...*

The percentage of respondents endorsing each attribute that attracted them to work at the City of Hamilton is presented below:

CITY OF HAMILTON ATTRIBUTES ATTRACTING EMPLOYEES		
Category	**Frequency**	**Percent***
Opportunity to use my skills	1838	54.0%
Proximity to home or work	1677	49.3%
Total compensation package (e.g., salary, benefits, vacation, rewards and recognition, etc.)	1586	46.6%
Opportunity to learn new skills	1380	40.6%
Types of jobs available	1337	39.3%
Promotion and career development opportunities	1221	35.9%
Work environment and conditions	1010	29.7%
Flexible schedule and hours	873	25.7%
Give back/contribute to my community	873	25.7%
Coworkers/team environment	786	23.1%
Recommended as an employer by friend or family member	768	22.6%
Started as student	641	18.8%
Reputation of the City of Hamilton	570	16.8%
Diversity of workforce	366	10.8%
Management and leadership	360	10.6%
Socially responsible policies and practices	226	6.6%

TOTAL CENSUS RESPONSES	3402 of 3489	97.5%
MISSING CENSUS RESPONSES	87 of 3489	2.5%

* The categories sum to more than 100%, as more than one response category may be applicable for this question.

Summary: Organizational Demographics

- The distribution of respondents across general departments is similar between respondents and the actual workforce, except for one disparity. Emergency Services comprises 9% of respondents compared to 16% the City's employees (and the lower representation results in an elevation of the representation of other departments.)

- Individual divisions with the most notable gaps between respondents and the actual workforce (in order of disparity) include: Fire, Emergency Preparedness, Emergency Communication, Administration, Macassa and Wentworth Lodges, Parking & By-Law Services, and to a lesser degree, CityHousing Hamilton, Transportation, Energy & Facilities, Emergency Medical Services, and Operations & Waste Management.

- Disparities in representation by department/division are related to other variables such as unionized status, employment status, and gender. Some of these differences are not unexpected based on organizational size, structure and norms, and should be considered when assigning meaning to the results.

- The distribution of respondents by job category exhibits variations compared to the actual workforce. 64% of respondents identified their job category as Front-Line Worker /Service Provider, Administrative Support or Other compared to 85% of employees in actual workforce records, while the percentages in other job categories were elevated compared to internal records. Unlike other organizational demographics, job category seems to be more prone to errors in self-report data. While some variation may be expected and is supported by variations noted by department/division and union, the data suggest the probability of unintentional misidentification by respondents.

- 76% of respondents are unionized employees compared to 75% of the actual workforce. Representation was somewhat lower for the Greater Hamilton Volunteer Firefighters Association (GHVFA), Hamilton Professional Fire Fighters Association Local 288, ATU Local 107, and CUPE 5167 (Macassa and Wentworth Lodges). The lower level of participation by some unions in the workforce census bears investigating to identify reasons, such as a lack of engagement (e.g., with the City, organizational surveys, or diversity initiatives) or artefacts such as organizational structures and norms.

- 16% of respondents are scheduled to work less than 35 hours per week compared to 27% of the City's employees. 9% of respondents are employed on a temporary basis compared to 14% of the City's workforce. The lower level of participation by part-time and temporary employees is common in organizational surveys, and serve as an example of the general barriers to participation that are a concern when employees are not employed on a full-time permanent basis and a reminder to foster more inclusion of employees of all employment statuses.

- The aspects of working at the City that were endorsed by the highest percentage of respondents are: 54% Opportunity to Use My Skills, 49% Proximity to Home or Work, 47% Total Compensation Package, and 41% Opportunity to Learn New Skills. There are opportunities to leverage the areas that are more commonly valued by employees, whether for recruitment purposes or enhancing employee engagement.

- The aspects of working at the City that were endorsed by the lowest percent of respondents are: 7% Socially Responsible Policies and Practices, 11% Management and Leadership, 11% Diversity of Workforce, and 17% Reputation of City of Hamilton. These and other areas with relatively low endorsement should be evaluated in relation to the City's strategic plan, and measures taken to improve the perception and profile of priority areas. Further investigation of areas with low endorsement through listening sessions or focus groups may provide insight into areas that are not highly endorsed.

6. To which age group do you belong?

Why we asked this question:
▪ This question lets us know how employees are distributed across the age spectrum.
▪ People of diverse ages may face different daily realities in the workplace and have unique needs.
How we all benefit:
▪ We can determine whether the age composition of the workforce is representative of the external population.
▪ With information about the relative ages of our workforce we can identify current and future age trends and their potential effects.
▪ Information about age composition can be used for detailed planning with respect to future hiring, succession planning, retirement needs, and distribution of experience.

Overview

The respondents are composed of working age persons (e.g., the City does not employ persons under age 14). If compared against the entire age distribution for the general population, the age restrictions in the City would result in inflated percentages in the middle ranges (as no persons in the City belong to age categories at the extremes). For this reason, the external population distribution for this question has been restricted to categories between ages 15 to 74.

22% of respondents are age 15 to 34. The majority of respondents are within the centre ranges: 24% of respondents are age 35 to 44 and 38% are age 45 to 54. 17% of respondents are age 55 or higher.

Compared to the external population, which has a relatively flatter distribution across age categories with a slight decrease toward the higher ranges, the City's has a distribution of respondents that is more concentrated in the centre age ranges and thin at the extremes.

11% of respondents are age 20 to 29 compared to 17% of working-age persons in the external population. 63% of respondents are age 40 to 59 compared to 40% of working-age persons in the external population. 5% of respondents are age 60 to 69 compared to 11% of working-age persons in the external population.

In Canada, the median retirement has been trending downward. Data from Statistics Canada indicates that the median retirement age during 2000 to 2004 was age 61 overall, and age 59 in the public sector.[16] Using this metric to compare the potential retirement dates of respondents based on age distribution, we see that approximately 5% of respondents are currently working beyond the median retirement age (i.e., are over age 59) and approximately 29% will reach the median retirement age within the next 10 years (i.e., are age 50 to 59).

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[16] Source: Statistics Canada. *Perspectives on Labour and Income*, May 2006.

6. To which age group do you belong? *continued...*

The following chart presents the distribution of respondents by age compared to the Hamilton population (age 15 to 74):
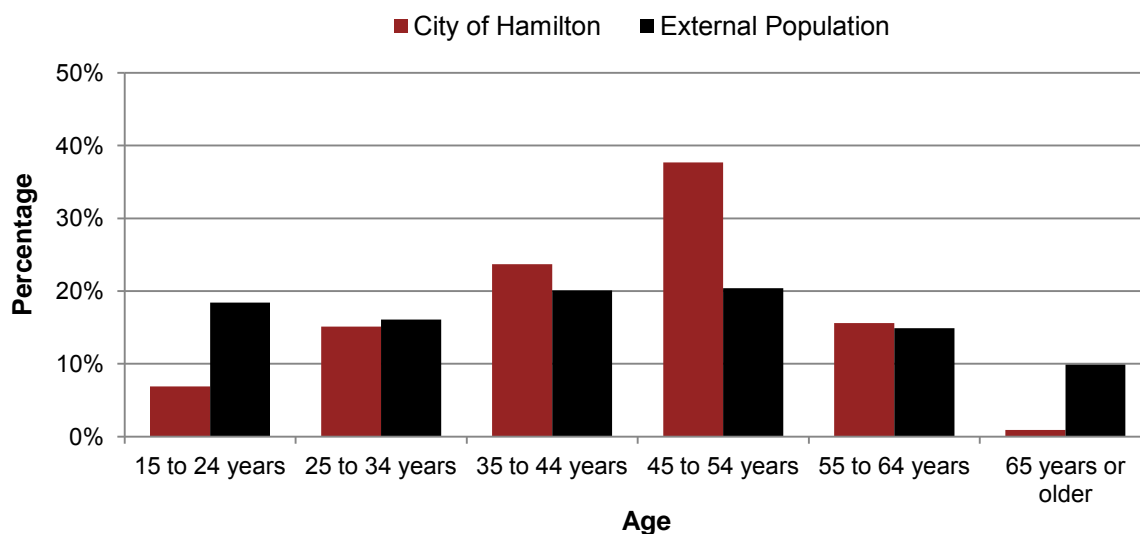
Representation of respondents in each age group compared to actual census numbers is as follows:

AGE			Hamilton CSD[17]
Category	**Frequency**	**Percent**	**Percent**
15 to 19 years	81	2.3%	9.3%
20 to 24 years	160	4.6%	9.1%
25 to 29 years	238	6.9%	8.0%
30 to 34 years	286	8.2%	8.1%
35 to 39 years	347	10.0%	9.2%
40 to 44 years	477	13.7%	10.9%
45 to 49 years	696	20.1%	10.8%
50 to 54 years	610	17.6%	9.6%
55 to 59 years	389	11.2%	8.5%
60 to 64 years	154	4.4%	6.4%
65 to 69 years	28	0.8%	5.2%
70 years or older	5	0.1%	4.7%

TOTAL RESPONSES	3471 of 3489	99.5%
MISSING RESPONSES	18 of 3489	0.5%

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[17] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-551-XCB2006011 (Hamilton, C Code3525005).

6. To which age group do you belong? *continued...*

The previous results provide a comparison of the relative age distribution of City respondents compared to the general population to compare whether the City is reflective of the community it serves. Looking at the data for the Hamilton labour force itself (i.e., to offset persons who may be in school or retired), we see that some of the patterns noted in the previous age comparison are still present (e.g., City respondents are more concentrated in the centre age ranges).

7% of respondents are age 15 to 24 compared to 18% of persons in the external labour force population. 38% of respondents are age 45 to 54 compared to 24% of persons in the external labour force population. 1% of respondents are age 65 or higher compared to 2% of working-age persons in the external population.

The following chart presents the distribution of respondents by age compared to the Hamilton labour force:
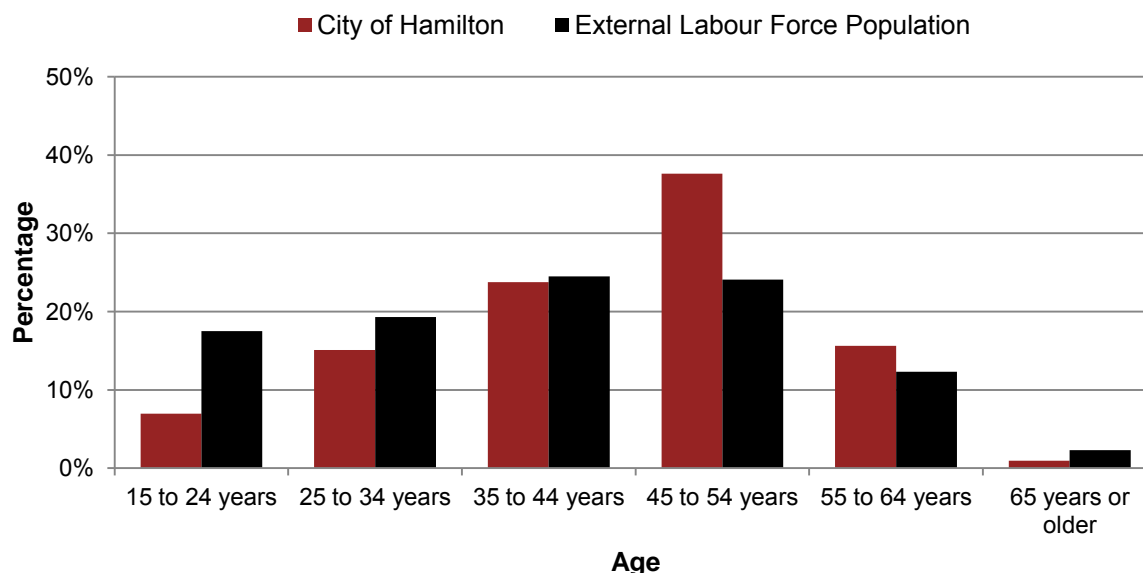
Representation of respondents by age compared to actual numbers for the Hamilton labour force is as follows:

AGE			Hamilton CSD Labour Force[18]
Category	**Frequency**	**Percent**	**Percent**
15 to 24 years	241	6.9%	17.5%
25 to 34 years	524	15.1%	19.3%
35 to 4 years	824	23.7%	24.5%
45 to 54 years	1306	37.6%	24.1%
55 to 64 years	543	15.6%	12.3%
65 years or older	33	1.0%	2.3%

* The total and missing response counts for this table are the same as in the previous table.

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[18] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006012 (Hamilton, C Code3525005).

7. When do you plan to retire?

Why we asked this question:
▪ This question lets us know how respondents are distributed based on their planned retirement timeframe.
How we all benefit:
▪ Understanding the flow of retirement in a clear way allows for detailed planning for future hiring, succession planning, preparing to meet retirement needs, and the placement of talent within the organization.
▪ An understanding of upcoming retirement numbers and areas allows us to focus on potential retirement issues facing us in the near future.
▪ The more we can plan for staffing in areas such as internal training and development and external recruitment, the less likely we will have employee shortages in the future.

Overview

18% of respondents indicated that they do not know when they plan to retire.

14% of respondents plan to retire within the next 5 years and 17% plan to retire within 6 to 10 years. The combined result is 31% of respondents who plan to retire within the next 10 years.

Over the long-term, 27% of respondents plan to retire within 11 to 20 years and 25% plan to retire in 21 years or more.

The distribution of respondents by the number of years until they plan to retire is as follows:

TIME SPAN UNTIL PLAN TO RETIRE		
Category	**Frequency**	**Percent**
In the upcoming year	41	1.2%
1 to 5 years	461	13.3%
6 to 10 years	579	16.7%
11 to 15 years	509	14.7%
16 to 20 years	407	11.8%
21 to 25 years	409	11.8%
26 years or more	442	12.8%
Don't know	613	17.7%

TOTAL RESPONSES	3461 of 3489	99.2%
MISSING RESPONSES	28 of 3489	0.8%

7. When do you plan to retire? *continued...*

Revisiting the age distribution, if we suppose a retirement age of 60, then 31% of respondents plan to retire within the next 10 years and 34% of will reach age 65 within this time span. If we suppose a retirement age of 65, then 31% of respondents plan to retire within the next 10 years, but only 17% of will reach age 65 within this time span.

The distribution of respondents by the number of years until they plan to retire compared to the age distribution of respondents (supposing retirement at age 60) is as follows:

PLANNED RETIREMENT BY AGE 60 COMPARED TO CORRESPONDING AGE RANGES		Percent Who Plan to Retire	Percent in Corresponding Age Range
Category			
In the upcoming year	60 years or older	1.2%	5.4%
1 to 5 years	55 to 59 years	13.3%	11.2%
6 to 10 years	50 to 54 years	16.7%	17.6%
11 to 15 years	45 to 49 years	14.7%	20.1%
16 to 20 years	40 to 44 years	11.8%	13.7%
21 to 25 years	35 to 39 years	11.8%	10.0%
26 years or more	15 to 34 years	12.8%	22.0%
Don't Know	--	17.7%	--

The distribution of respondents by the number of years until they plan to retire compared to the age distribution of respondents (supposing retirement at age 65) is as follows:

PLANNED RETIREMENT BY AGE 65 COMPARED TO CORRESPONDING AGE RANGES		Percent Who Plan to Retire	Percent in Corresponding Age Range
Category			
In the upcoming year	65 years or older	1.2%	1.0%
1 to 5 years	60 to 64 years	13.3%	4.4%
6 to 10 years	55 to 59 years	16.7%	11.2%
11 to 15 years	50 to 54 years	14.7%	17.6%
16 to 20 years	45 to 49 years	11.8%	20.1%
21 to 25 years	40 to 44 years	11.8%	13.7%
26 years or more	15 to 39 years	12.8%	32.0%
Don't Know	--	17.7%	--

55

Individual Demographics

8. <u>Which of the following best describes your marital status?</u>

9. <u>Are you living with a common-law partner?</u>

Why we asked these questions:
▪ These questions let us know the distribution of the workforce by marital status.
▪ People of diverse marital statuses sometimes face different daily realities in the workplace and may have unique needs.
How we all benefit:
▪ The more we understand about the impact of being married versus unmarried or in a common-law partnership, the more likely we can address potential issues through improved policies.
▪ Information about marital status helps us work toward a workplace that balances our professional and personal needs.

Overview

23% of respondent have never been legally married. 60% of respondents are legally married, 6% are separated, but still legally married, 9% are divorced, and 2% are widows/widowers.

60% of respondents at the City are married compared to 50% of persons in the external population. 15% of respondents are separated or divorced compared to 11% externally. Meanwhile, 23% of respondents are single compared to 32% of persons in the external population, and 2% are widows/widowers compared to 7% externally. The relatively lower percentage of widowed respondents may be due in part to the restricted age range of workforce census respondents relative to the general population.

Representation of respondents in each marital status category compared to actual census numbers is as follows:

MARITAL STATUS			Hamilton CSD[19]
Category	**Frequency**	**Percent**	**Percent***
Never legally married (single)	797	23.3%	32.1%
Legally married (and not separated)	2040	59.6%	49.7%
Separated (but still legally married)	197	5.8%	3.6%
Divorced	323	9.4%	7.5%
Widow/Widower	68	2.0%	7.0%

TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

* Based on the portion of the population age 15 and over.

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[19] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-552-XCB2006009 (Hamilton, C Code3525005).

Individual Demographics

8. **Which of the following best describes your marital status?** *continued...*

9. **Are you living with a common-law partner?** *continued...*

13% of respondents indicated that they are living with a common-law partner compared to 7% of persons in the external population.

Representation of respondents by whether or not one is living with a common-law partner compared to actual census numbers is as follows:

COMMON-LAW PARTNERSHIP			Hamilton CSD[20]
Category	Frequency	Percent	Percent*
No	2875	87.5%	93.2%
Yes	411	12.5%	6.8%

TOTAL RESPONSES	3286 of 3489	94.2%
MISSING RESPONSES	203 of 3489	5.8%

* Based on the portion of the population age 15 and over.

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[20] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-552-XCB2006009 (Hamilton, C Code3525005).

Individual Demographics

10. a. <u>Do you consider yourself to be a person with a disability?</u>

    b. <u>If yes, were you disabled before joining the City as an employee?</u>

    c. <u>If yes, what is the nature of your disability?</u>

Why we asked these questions:
▪ These questions let us know the representation of persons with disabilities within the workforce, and extent of various types of disability.
▪ Persons with disabilities may face unique challenges in the workplace.
▪ Persons with disabilities are often excluded from the workforce due to discrimination or lack of accommodation.
How we all benefit:
▪ We would like to know whether the workforce is reflective of the diversity of our communities.
▪ A better understanding of the types of disabilities that affect employees can help inform decisions related to policies and support offered by the City.
▪ By including employees with disabilities at the City, we benefit from the skills and knowledge they bring.

Overview

5.3% of respondents identify themselves as persons with a disability. 2.6% of respondents have one type of disability and 2.7% have more than one type of disability.

4.8% of employed persons in Ontario are persons with disabilities (according to the Employment Equity definition) and 12.6% of the general working age population in the Ontario are persons with disabilities. Bearing in mind that the unemployment rate for persons with disabilities is higher than for persons without disabilities and that not all persons with disabilities are in the labour force, the representation of persons with disabilities within the labour force is somewhere between the 4.8% and 12.6%.

Representation of respondents with disabilities compared to Statistics Canada PALS data is as follows:

PERSONS WITH DISABILITIES			Ont. Employed*	Ont. Adult**[21]
Category	Frequency	Percent	Percent	Percent
No	3263	94.7%	95.2%	87.4%
Yes	181	5.3%	4.8%	12.6%

TOTAL RESPONSES	3444 of 3489	98.7%
MISSING RESPONSES	45 of 3489	1.3%

* Statistics on disabilities are not collected in the Canada Census. These data are from the 2006 Participation and Activity Limitation Survey (PALS) from Statistics Canada, which measures the populations whose day-to-day activities may be limited due to a condition or health problems.

** Based on persons age 15 to 64.

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[21] Adapted from: Statistics Canada, Participation and Activitiy Limitation Survey, 2006.

10. b. If yes, were you disabled before joining the City as an employee? *continued...*

Among respondents with disabilities, 40% indicated that they were disabled before joining the City as an employee.

Representation of respondents with disabilities who were disabled before joining the City as an employee is as follows:

PERSONS WITH DISABILITIES BEFORE JOINING THE CITY AS EMPLOYEE		
Category	Frequency	Percent
No	105	60.0%
Yes	70	40.0%

TOTAL RESPONSES	175 of 181	96.7%
MISSING RESPONSES	6 of 181	3.3%

10. c. If yes, what is the nature of your disability? *continued...*

Looking at types of disability, the most frequent types reported overall by respondents with disabilities are: 46% pain, 37% mobility, and 25% chronic illness. To set these figures in perspective of the workforce overall, the 46% of respondents with disabilities who report living with pain is equivalent to 2.4% of respondents overall.

Compared to the types of disability reported by persons with disabilities in the Ontario population who are age 15 to 64, the percentage of respondents per category from the City is generally lower than the percentage in Ontario, but the relative proportions across types of disability share similarities.

For example, 46% of respondents with disabilities report living with pain compared to 77% of persons with disabilities in the Ontario population, but despite this difference, this is the most common type of disability in both groups. Mobility is also relatively common in both groups.

The types of disability that have a relatively low representation within respondents with disabilities compared to the external population are speech, agility and seeing.

The percentage of respondents with disabilities according to each disability category is presented below:

NATURE OF DISABILITY			Ontario[22]
Category	Frequency	Percent*	Percent
Pain	80	45.7%	77.1%
Mobility	65	37.1%	66.3%
Chronic illness	44	25.1%	-- **
Agility	32	18.3%	65.2%
Hearing	25	14.3%	20.6%
Learning	16	9.1%	22.8%
Seeing	11	6.3%	20.0%
Memory	11	6.3%	14.5%
Speech	<5	<2.6%	14.2%
Developmental	<5	<2.6%	4.9%
Psychological	22	12.6%	22.0%
Other	34	19.4%	2.3%

TOTAL RESPONSES	175 of 181	96.7%
MISSING RESPONSES	6 of 181	3.3%

* The categories sum to more than 100%, as more than one response category may be applicable for this question.

** PALS does not measure this category for adults.

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[22] Adapted from: Statistics Canada, Participation and Activitiy Limitation Survey, 2006.

11. What is your gender?

12. Do you identify as a transgender individual?

Why we asked these questions:
▪ These questions let us know the gender composition represented by our workforce.
▪ People of diverse genders may face different daily realities in the workplace and have unique needs.
▪ More and more workplaces are dealing with an increased visibility of individuals who identify as transgender individuals. We have a responsibility to consider all employees.

How we all benefit:
▪ Information about the gender distribution of the workforce can help identify current and future gender trends.
▪ We can determine whether the workforce gender distribution is representative of the external population.
▪ We can be proactive in monitoring gender trends in various occupational areas and levels, including the potential impact on the organization and its operations.
▪ This will help ensure that the workplace is aware of the supports needed, now or in the future, for our employees who are transgender individuals.

Overview

43% of respondents are male and 57% are female.

57% of respondents are female compared to 51% of persons in the external population. The City's internal data analysis of total headcount by gender at the time of the Census indicated the workforce was 49% female compared to 51% male. This indicates that a higher percentage of females participated in the workforce census compared to males.

Representation of respondents by gender compared to actual census numbers is as follows:

GENDER			Hamilton CSD[23]
Category	**Frequency**	**Percent**	**Percent**
Male	1495	43.4%	48.7%
Female	1953	56.6%	51.3%

TOTAL RESPONSES	3448 of 3489	98.8%
MISSING RESPONSES	41 of 3489	1.2%

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[23] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-551-XCB2006011 (Hamilton, C Code3525005).

12. <u>Do you identify as a transgender individual?</u> *continued...*

There is a lack of large-scale, standardized research describing the percentage of transgender persons within population demographics. Attempts at measurement are complicated by the sensitive nature of transgender identity, and the complexity of characterizing transgender identity due to the broad range and varying degree of behaviours encompassed by the term. There is much debate about how to measure the prevalence of transgender identity in populations, and an absence of valid studies to estimate transgender representation. What we know is that there are individuals in the City who identify as transgender persons, and there may be persons who do not feel safe enough to indicate that they are transgender persons.

0.5% of respondents indicated that they identify as transgender individuals.

Representation of respondents who identify as a transgender individual is as follows:

IDENTIFY AS TRANSGENDER INDIVIDUAL		
Category	**Frequency**	**Percent**
No	3330	99.5%
Yes	16	0.5%

TOTAL RESPONSES	3346 of 3489	95.9%
MISSING RESPONSES	143 of 3489	4.1%

13. What is your sexual orientation?

Why we asked this question:
▪ This question lets us know the representation of the workforce by sexual orientation.
▪ People of diverse sexual orientations may at times face different challenges in the workplace.
▪ We have a responsibility to consider all employees.
How we all benefit:
▪ We would like to know whether the City's workforce is reflective of the sexual diversity of our community.
▪ Understanding the scope of diversity in the sexual orientation of our workforce will allow us to create a work environment that is welcoming for all.
▪ Studies have shown that a safe and welcoming workplace is important to GLBTQ individuals.

Overview

The sexual orientations of the City's respondents are: 1.5% bisexual, 1.0% gay, 96.3% heterosexual, 0.8% lesbian, 0.3% questioning, and 0.1% two-spirited. 3.7% of respondents identify with a non-heterosexual sexual orientation.

It is difficult to determine whether representation by sexual orientation within City respondents is comparable to the external population. Due to the sensitive nature of sexual orientation and concerns for privacy, Statistics Canada does not collect this data in the Canada Census. The 2003 Canadian Community Health Survey (CCHS) was the first initiative by the Canadian Government to collect statistics on sexual orientation. The data are drawn from the population age 18 to 59, and result in limited provincial estimates. The CCHS employed a conservative approach to measuring sexual orientation, and it is possible that the results underestimate the representation of persons of diverse sexual orientations in Canada.

3.7% of respondents identify with a sexual orientation that is not heterosexual compared to 1.5% of persons in the Ontario population reported in the CCHS. When considered against general estimates for cities in North America, the 3.7% combined representation of Bisexual, Gay, Lesbian, Questioning, and Two-Spirited respondents seems like it might be comparable to the lower range of estimates for large cities.

Representation of respondent sexual orientation compared to estimates from the CCHS* is as follows:

SEXUAL ORIENTATION			CCHS Ontario[24]
Category	**Frequency**	**Percent**	**Percent***
Bisexual	49	1.5%	0.6%
Gay	32	1.0%	0.6%
Heterosexual	3206	96.3%	98.5%
Lesbian	28	0.8%	0.3%
Questioning	10	0.3%	N/A
Two-Spirited	4	0.1%	N/A

TOTAL RESPONSES	3329 of 3489	95.4%
MISSING RESPONSES	160 of 3489	4.6%

* The external figures for Bisexual, Gay and Lesbian are estimates. CCHS reported a combined Ontario representation of 1.5% for these groups. The figures in the table were calculated based on the Canadian ratio of 41% Bisexual, 38% Gay, and 21% Lesbian.

[24] Adapted from: Statistics Canada, 2003 Canadian Community Health Survey, Health indicators (82-221-XIE).

Summary: Individual Demographics

- 22% of respondents are age 15 to 34, 24% are age 35 to 44, 38% are age 45 to 54, and 17% are age 55 or higher. 11% of respondents are age 20 to 29 compared to 17% of working-age persons in the external population. 63% of respondents are age 40 to 59 compared to 40% of the external population. 5% of respondents are age 60 to 69 compared to 11% of the external population. The more concentrated distribution between ages 40 to 59 suggests that this is an experienced workforce. At the same time, the distribution is not quite reflective of the external population. It bears investigating whether the differences have a context specific-explanation (e.g., labour force availability, experience and skills requirements, etc.), or whether recruitment and selection practices can be more inclusive.

- 31% of respondents plan to retire within the next 10 years. This has implications for staffing and succession planning as a large part of the workforce will have to be transitioned and replaced. This creates opportunities in relation to enhancing strategies and policies and practices to foster an inclusive workforce that reflects the City's diverse communities.

- 23% of respondents are single, 60% are married, and 17% are separated, divorced or widowed. 13% of respondents are in common-law partnerships. From a policy standpoint, it is interesting to note that almost three-quarters of respondents have spouses (marital or common-law).

- 5% of respondents are persons with a disability compared to 5% of employed person in Ontario and 13% of all working age persons in Ontario. Policies and practices may warrant review to ensure that recruitment and selection are inclusive, and to determine whether measures to accommodate persons with disabilities may be enhanced.

- 40% of respondents with disabilities were disabled before joining the City as employees. 51% of respondents with disabilities experience more than one type of disability. The most common disability types indicated are pain, mobility and chronic illness. There may be persons with disabilities within the workforce of whom the organization is not aware. Workplace policies can be reviewed to ensure that levels of support are aligned with the types and degree of disability experienced within the workforce. The results from the workforce census could be compared to the City's disability information to understand the potential extent of unreported disability that may require support or accommodation.

- Gender representation tends to be variable throughout organizations, and this is the case for the representation across the City's various departments. The variability may in part be an artefact of the types of positions within the City (i.e., positions that commonly have variable labour force availability by gender). Effort should be made to monitor changes in labour force availability and to ensure that access to employment at the City is equitable for all genders. It is also important to assess whether gender representation is consistent in successively higher positions in the City.

- 0.5% of respondents identify as transgender individuals and 4% of respondents identify with a sexual orientation that is not heterosexual. The City may consider further review of its policies and practices related to gender and sexual identity to ensure an environment where transgender and LGBTTQ employees feel safe.

14. **What is the highest diploma, certificate or degree that you have completed?**

15. **What was your major field of study?**

Why we asked these questions:	
▪ These questions let us know the educational qualifications and the fields of study of the workforce.	
How we all benefit:	
▪ This improves our understanding of the resources that we have available at the City in terms of skills, education and training.	
▪ We will be able to develop a skills and knowledge inventory that improves our ability to ensure that specific skills are aligned with positions that best use these skills.	
▪ Using our training more fully to benefit the organization and better aligning our skill sets with the work done will likely increase our job satisfaction.	

Overview

2% of respondents do not have a degree, certificate or diploma. 19% of respondents have a secondary school diploma or equivalency certificate. 5% of respondents have a registered apprentice certificate or other trades certificate or diploma.

34% of respondents have a college, CEGEP, or other non-university certificate or diploma. 4% of respondents were in a program that was less than 1 year in duration, 17% in a program of 1 to 2 years, and 13% in a program of more than 2 years.

40% of respondents have a degree, certificate or diploma at the university level. 6% of respondents have a certificate or diploma below the bachelor level. 23% of respondents have a bachelor's degree and 4% of respondents have a certificate or diploma above the bachelor's level. 0.3% of respondents have a degree in medicine, dentistry, veterinary medicine or optometry. At the graduate level, 6% of respondents have a master's degree and 0.3% of respondents have an earned doctorate.

Respondents from the City have a higher level of education than the general population. 34% have college credentials compared to 20% of persons in the external population and 40% have university credentials compared to 19% of persons externally.

14. What is the highest diploma, certificate or degree that you have completed?
   continued...

Representation according to each level of education compared to actual census numbers is as follows:

HIGHEST CERTIFICATE, DEGREE OR DIPLOMA			Hamilton CSD[25]
Category	Frequency	Percent	Percent*
No certificate, diploma or degree	68	2.0%	25.1%
Secondary school diploma	592	17.1%	27.3%
Secondary school equivalency certificate	70	2.0%	
Registered apprenticeship certificate	33	1.0%	9.4%
Other trades certificate or diploma	143	4.1%	
College, CEGEP, or other non-university certificate or diploma – Program less than 3 months	37	1.1%	19.5%
College, CEGEP, or other non-university certificate or diploma – Program 3 months to less than 1 year	107	3.1%	
College, CEGEP, or other non-university certificate or diploma – Program 1 to 2 years	598	17.2%	
College, CEGEP, or other non-university certificate or diploma – Program more than 2 years	441	12.7%	
Certificate or diploma below bachelor level	201	5.8%	3.3%
Bachelor's degree	792	22.8%	9.3%
Certificate or diploma above bachelor level	148	4.3%	2.0%
Degree in medicine, dentistry, veterinary medicine or optometry	9	0.3%	0.6%
Master's degree	221	6.4%	2.9%
Earned doctorate	9	0.3%	0.7%

TOTAL RESPONSES	3469 of 3489	99.4%
MISSING RESPONSES	20 of 3489	0.6%

* Based on the portion of the population age 15 and over.

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[25] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006008 (Hamilton, C Code3525005).

15. What was your major field of study? *continued...*

79% of the City's respondents have a post-secondary certificate, diploma or degree, compared to 48% of the general population. The major fields of study encompassed by the post-secondary certificates, diplomas or degrees of respondents span every general field.

Within applicable respondents, the most common fields of study are: 19% Health, Parks, Recreation and Conservation, 17% Business, Management and Public Administration, 13% Social and Behavioural Sciences and Law, and 12% Architecture, Engineering and Related Technologies. These four areas account for the major fields of study of 61% of City respondents with a post-secondary certificate, diploma or degree. The percentage of applicable respondents within each of the remaining fields of study is 5% or less.

17% of respondents categorized their field of study under the Other category. Most of these cases likely belong to one of the specified categories, which would make the percentages in every category slightly higher had the classification been more accurate.

Due to the occupational composition specific to the City, the distribution by field of study cannot be expected to closely reflect the general population (although there are some similarities by relative proportion). Compared to the external population, 19% of respondents have a background in Health, Parks, Recreation and Conservation and 13% in Social and Behavioural Sciences and Law compared to 16% and 11% of persons externally. Meanwhile, 12% of respondents have a background in Architecture, Engineering and Related Technologies and 1% in Personal, Protective or Transportation Services compared to 25% and 6% of the external population.

Representation according to major field of study compared to actual census numbers is as follows:

MAJOR FIELD OF STUDY[†]			Hamilton CSD[26]
Category	Frequency	Percent	Percent
Health, parks, recreation and conservation	521	19.2%	15.7%
Business, management and public administration	457	16.9%	19.3%
Social and behavioural sciences and law	362	13.4%	10.8%
Architecture, engineering and related technologies	328	12.1%	25.0%
Humanities	143	5.3%	4.9%
Physical and life sciences and technologies	111	4.1%	3.2%
Mathematics, computer and information sciences	105	3.9%	4.0%
Education	104	3.8%	6.0%
Agriculture, natural resources and conservation	58	2.1%	1.6%
Visual and performing arts, and communications technologies	43	1.6%	3.4%
Personal, protective and transportation services	30	1.1%	6.1%
Other fields of study	448	16.5%	<0.1%

TOTAL RESPONSES	2710 of 2739	98.9%
MISSING RESPONSES	29 of 2739	1.1%

[†] Based on persons with a post-secondary certificate, diploma or degree.

[26] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006014 (Hamilton, C Code3525005).

include me!
WORKFORCE CENSUS

16. **a.** **Have you attended a school, college, CEGEP, or university at any time since September 2009 (this includes online programs)?**

   b. **If yes, what was your course load?**

17. **In the past year, have you attended any of the following outside of a school, college, CEGEP, or university?**

Why we asked these questions:
▪ These questions let us know the extent to which persons in the workforce have participated in activities to further their education over the last year.
How we all benefit:
▪ Information about the educational pursuits of employees enhances our ability to monitor supporting programs and initiatives and to plan in anticipation of future educational pursuits.
▪ Levels of educational pursuit can be compared against benefits such as tuition reimbursement programs.
▪ We can examine flexibility and support policies to determine whether they meet the needs our workforce.

Overview

In addition to work commitments at the City, 23% of respondents attended a school, college, CEGEP, or university within the last year.

2% of respondents attended school, 12% attended a trade school, college, CEGEP or other non-university institution, and 9% attended university. 15% of respondents indicated that they had a part-time course load and 7% indicated their course load was full-time.

23% of respondents attended a school, college or university within the last year compared to 19% of persons in the external population.

The percentage of respondents according to whether they have attended a school, college, CEGEP, or university within the last year is as follows:

ATTENDED SCHOOL, COLLEGE, CEGEP, OR UNIVERSITY SINCE SEPTEMBER 2009			Hamilton CSD[27]
Category	**Frequency**	**Percent**	**Percent***
Yes – Elementary, junior high or high school	64	1.9%	18.9%
Yes – Trade school, college, CEGEP or other non-university institution	402	11.7%	
Yes – University	320	9.3%	
No, did not attend school at any time since September 2009	2654	77.2%	81.1%

TOTAL RESPONSES	3440 of 3489	98.6%
MISSING RESPONSES	49 of 3489	1.4%

* Please keep in mind that these results are drawn from the 2006 Canada Census (the most recent data available), so the external reference period is from September 2005 until the time of the 2006 Canada Census.

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[27] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006033 (Hamilton, C Code3525005).

Education

16. **a.** **Have you attended a school, college, CEGEP, or university at any time since September 2009 (this includes online programs)?**

    b. **If yes, what was your course load?**

17. **In the past year, have you attended any of the following outside of a school, college, CEGEP, or university?**

The percentage of respondents according to whether they have attended a school, college, CEGEP, or university within the past year, and if so, the course load is as follows:

ATTENDED SCHOOL, COLLEGE, CEGEP, OR UNIVERSITY SINCE SEPTEMBER 2009			Hamilton CSD[28]
Category	Frequency	Percent	Percent
No	2654	77.7%	81.1%
Yes – Part-time	514	15.0%	18.9%
Yes – Full-time	248	7.3%	

TOTAL RESPONSES	3416 of 3489	97.9%
MISSING RESPONSES	73 of 3489	2.1%

Outside of school, college, CEGEP or university, 72% of respondents participated in a conference, workshop, course, certificate program, or self-directed learning. Workshops were most common, attended by 46% of respondents. 37% of respondents attended conferences and 30% participated in courses. 21% of respondents participated in self-directed learning and 19% in certificate programs.

The percentage of respondents who have attended a conference, workshop, course, certificate program, or self-directed learning within the last year is as follows:

PARTICIPATED IN CONFERENCE, WORKSHOP, COURSE, CERTIFICATE PROGRAM, OR SELF-DIRECTED LEARNING WITHIN PAST YEAR		
Category	Frequency	Percent*
Conference	1277	37.1%
Workshop	1587	46.1%
Course	1048	30.4%
Certificate program	654	19.0%
Self-directed learning	721	20.9%
No, have not participated in any of the above within the past year	973	28.3%

TOTAL RESPONSES	3443 of 3489	98.7%
MISSING RESPONSES	46 of 3489	1.3%

* The categories sum to more than 100%, as more than one category of educational opportunity may be selected.

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[28] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-560-XCB2006033 (Hamilton, C Code3525005).

18. a. Are you using your educational background or professional designation/skills in your current position with the City of Hamilton?

   b. If no, please indicate the reason why your credentials are not being used in your current position with the City of Hamilton?

Why we asked these questions:
▪ These questions let us know the extent to which our employees are using their qualifications, and the extent to which qualifications are unused because they are not recognized.
How we all benefit:
▪ This enables us to enhance our understanding of the potentially untapped talent within our workforce.
▪ We can develop strategies to address underutilization of skills and training.

Overview

77% of respondents are using their professional designations/skills in their current position with the City. Of the respondents who indicated that their designations/skills are not being used in their current position, 97% indicated that they have credentials recognized in Ontario and have chosen a position that does not require them, while 3% have credentials that are not recognized in Ontario. This suggests that most respondents with unused professional designations/skills have voluntarily selected positions that do not use them, while a relatively small minority have encountered barriers to using their skills/designations. When considered at the overall level, this indicates that 0.7% of respondents have credentials that are not recognized in Ontario.

The percentage of respondents whose professional designations/skills are or are not being used at the City is as follows:

QUALIFICATIONS BEING USED IN CURRENT POSITION		
Category	**Frequency**	**Percent**
Yes	2568	77.1%
No	790	22.9%

TOTAL RESPONSES	3448 of 3489	98.8%
MISSING RESPONSES	41 of 3489	1.2%

The percentage of respondents with unused credentials according to whether the credentials are recognized in Ontario is as follows:

REASON QUALIFICATIONS NOT BEING USED		
Category	**Frequency**	**Percent**
Your credentials are not recognized in Ontario	21	3.2%
Your credentials are recognized in Ontario, but you have chosen a position that does not use them	642	96.8%

TOTAL RESPONSES	663 of 790	83.9%
MISSING RESPONSES	127 of 790	16.1%

Summary: Education

- 2% of respondents do not have a certificate, degree or diploma. 19% of respondents have a secondary school diploma or equivalency, 5% have apprenticeship certificate or other trades certificate or diploma, and 34% have a college certificate or diploma. 6% of respondents have a certificate or diploma below the bachelor's level, 23% have university undergraduate degrees, and 11% have advanced degrees or graduate degrees. 74% of respondents have college-level or university-level credentials compared to 38% of persons in the external population. With a highly educated workforce it is important to ensure that the challenge-level and opportunities associated with organizational roles engage employees and align with their abilities.

- The major fields of study reported with the highest frequency are: 19% Health, Parks, Recreation and Conversation, 17% Business Management and Public Administration, 13% Social and Behavioural Sciences and Law, and 12% Architecture, Engineering and Related Technologies.

- 23% of respondents attended school, college, CEGEP or university within the last year – 15% part-time and 7% full-time. Education support policies (e.g., reimbursement, leave) may require evaluation to determine whether they are in line with current and future levels of workforce requirements.

- 72% of respondents participated in a conference, workshop, course, certificate program, or self-directed learning (outside of school, college, CEGEP or university) within the last year – 37% attended conferences, 46% attended workshops, 30% attended courses, 19% participated in certificate programs, and 21% in self-directed learning. With the high level of respondents who have participated in educational opportunities, it may be informative to assess the levels of demand for education and the learning goals of the workforce, and to gauge the alignment between the needs of the City and its workforce.

- 77% of respondents are using their skills/designations in their current position with the City. The opportunity to use one's training and skills in line with one's work and organization is related to job satisfaction.

- 97% of respondents who are not using their skills/designations in their current position indicated that their credentials are recognized, but they have chosen a position that does not require them. This suggests that most respondents with unused credentials have chosen positions related to factors such as experience, interest and skill sets outside of their educational credentials. Learning and development opportunities and possible career paths can be marketed to this population.

19. Do you consider yourself to be of Aboriginal ancestry?

Why we asked this question:
▪ This question lets us know the representation persons of Aboriginal ancestry within the workforce.
▪ Aboriginal people are a group with a unique culture and identity to be carried on.
How we all benefit:
▪ We will be able to assess our success in fostering a workforce that reflects the external population.
▪ We take pride in our heritage. Through our appreciation of diverse groups, we are able to be a role model and demonstrate awareness of our diversity.
▪ The City recognizes the unique position that Aboriginal people bring as members of one of Canada's First Nations.

Overview

2.7% of respondents consider themselves to be of Aboriginal ancestry compared to 1.5% of persons in the external population. 2.1% of respondents have First Nations ancestry, 0.6% have Métis ancestry, and less than 0.1% have Inuit ancestry. The percentage of respondents indicating they have First Nations or Métis ancestry appears to be higher than in the external population.

Representation by Aboriginal ancestry compared to actual census numbers is as follows:

ABORIGINAL ANCESTRY			Hamilton CSD[29]
Category	**Frequency**	**Percent**	**Percent**
No	3348	97.3%	98.5%
Yes – Inuit	<5	<0.1%	<0.1%
Yes – Métis	19	0.6%	0.3%
Yes – First Nations (Status and Non-Status)	73	2.1%	1.2%

TOTAL RESPONSES	3441 of 3489	98.6%
MISSING RESPONSES	48 of 3489	1.4%

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[29] Adapted from: Statistics Canada, 2006 Census of Population, Aboriginal Population Profile, Statistics Canada Online Catalogue 92-594-XWE (Hamilton, C Code3525005).

20. Do you consider yourself to be a visible minority?

21. If yes, please identify your group(s) according to the following categories.

Why we asked these questions:
▪ These questions let us know the racial composition of our workforce.
▪ People of diverse racial origins sometimes face different daily realities in the workplace and may have unique needs.
How we all benefit:
▪ We take pride in our heritage and would like to know whether the City's workforce is reflective of the racial diversity of our communities.
▪ Understanding the scope of racial diversity will allow us to create a work environment that is inclusive and welcoming for all and demonstrate our awareness of diversity.
▪ The more aware we become of the diversity within our workforce, the more we can learn from and use our diverse talent to connect and improve our relationship with our communities.

Overview

8% of respondents consider themselves to be visible minority persons compared to 14% of persons in the external population.

Representation of respondents who consider themselves to be visible minority persons compared to actual census numbers is as follows:

VISIBLE MINORITY			Hamilton CSD[30]
Category	Frequency	Percent	Percent
No	3171	92.4%	86.4%
Yes	262	7.6%	13.6%

TOTAL RESPONSES	3433 of 3489	98.4%
MISSING RESPONSES	56 of 3489	1.6%

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[30] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006016 (Hamilton, C Code3525005).

20. <u>Do you consider yourself to be a visible minority?</u> *continued...*

21. <u>If yes, please identify your group(s) according to the following categories.</u>
continued...

Due to the relatively small size of the City's workforce contrasted against the size of the Hamilton population, it is difficult to compare the representation of visible minority groups between the two populations. Many visible minority groups represent a small percentage of the City's respondents and the Hamilton population (e.g., less than 1%). Meanwhile, a subset of respondents within a sample of 3,489 persons is unlikely to be proportionately distributed across the 11 categories measured.

This being said, the lower representation of visible minority respondents in the City overall compared to the external population means that by extension representation of City respondents in most visible minority groups is below external levels. The representation within the City's respondents appears to be lower than external levels for the following visible minority groups: Arab, Black, Chinese, Filipino, Japanese, Korean, Latin American, South Asian, Southeast Asian, and West Asian (i.e., every category except Mixed Race).

Representation of respondents by visible minority group compared to actual census numbers is as follows:

VISIBLE MINORITY GROUP			Hamilton CSD[31]
Category	Frequency	Percent	Percent*
Arab	10	0.3%	1.1%
Black	55	1.6%	2.8%
Chinese	48	1.4%	1.9%
Filipino	24	0.7%	0.8%
Japanese	<5	<0.1%	0.2%
Korean	<5	<0.1%	0.3%
Latin American	20	0.6%	1.1%
Mixed Race	37	1.1%	0.4%
South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)	53	1.5%	3.0%
Southeast Asian (e.g., Cambodian, Indonesian, Vietnamese, etc.)	11	0.3%	1.2%
West Asian (e.g., Afghan, Iranian, etc.)	5	0.1%	0.7%
Other (e.g., West Indian, Not Specified, etc.)	7	0.2%	0.2%

* Sums to more than 7.6% (i.e., the total percentage of visible minority respondents) as more than one response category may be applicable for this question.

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[31] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006016 (Hamilton, C Code3525005).

22. Please indicate the category or categories that best describe the ethnic/cultural group(s) of your ancestors.

Why we asked this question:
▪ This question lets us know the ethnic and cultural composition of our workforce.
▪ People of diverse ethnic or cultural origins sometimes face different daily realities in the workplace and may have unique needs.
How we all benefit:
▪ We take pride in our heritage and would like to know whether the City's workforce is reflective of the ethnic and cultural diversity of our communities.
▪ Understanding the scope of ethnic and cultural diversity will allow us to create a work environment that is inclusive and welcoming for all and demonstrate awareness of our diversity.
▪ The more aware we become of the ethnic/cultural diversity within our workforce, the more we can learn from and use our diverse talent to connect and improve our relationship with our communities.

Overview

The identities of City's respondents span all 13 general ethnic and cultural families. 29% of respondents identify with ethnic or cultural groups from multiple ethnic origin families.[†]

With respect to how respondents self-identify in terms of ethnicity and culture, the most common ancestries identified are: 56% British Isles origins, 9% French origins, 3% Aboriginal origins, 17% Other North American origins (e.g., Canadian), and 41% European origins.

9% of respondents identify with an ethnic origin family outside of British Isles, French, Aboriginal, Other North American, and European origins. This 9% accounts for all respondents with origins in the following families: Caribbean origins, Latin, Central and South American origins, African origins, Arab origins, West Asian origins, South Asian origin, East and Southeast Asian origins, and/or Oceania origins.

56% of the City's respondents have British Isles origins compared to 45% of persons in the external population, and 41% have European origins compared to 45% externally.

Representation within respondents appears to be lower than the external population for the following origin families: African origins, Arab origins, West Asian origins, South Asian origin, and East and Southeast Asian origins.

[†] For a list of the ethnic origin classifications used by Statistics Canada, please refer to Appendix B.

22. Please indicate the category or categories that best describe the ethnic/cultural group(s) of your ancestors. *continued...*

The distribution of respondents by number of general ethnic/cultural origin families with which one identifies is presented below:

NUMBER OF ETHNIC/CULTURALFAMILIES IDENTIFIED		
Category	Frequency	Percent
Identifies with 1 Ethnic/Cultural Family	2409	70.7%
Identifies with 2 Ethnic/Cultural Families	767	22.5%
Identifies with 3 Ethnic/Cultural Families	194	5.7%
Identifies with 4+ Ethnic/Cultural Families	35	1.0%

TOTAL RESPONSES*	3405 of 3489	97.6%
MISSING RESPONSES	84 of 3489	2.4%

* The total and missing response counts presented in this table apply to the table below.

The distribution of respondents by general ethnic/cultural origin families compared to actual census numbers is presented below:

ETHNIC/CULTURAL ORIGIN FAMILIES			Hamilton CSD[32]
Category	Frequency	Percent*	Percent
British Isles origins	1918	56.3%	45.2%
French origins	291	8.5%	8.0%
Aboriginal origins	116	3.4%	2.4%
Other North American origins	564	16.6%	20.4%
Caribbean origins	59	1.7%	1.8%
Latin, Central and South American origins	35	1.0%	1.0%
European origins	1409	41.4%	45.1%
African origins	30	0.9%	1.2%
Arab origins	30	0.9%	1.3%
West Asian origins	11	0.3%	1.2%
South Asian origins	54	1.6%	2.8%
East and Southeast Asian origins	88	2.6%	4.5%
Oceania origins	4	0.1%	0.1%
Other origins **	59	1.7%	--

* The categories sum to more than 100%, as more than one category may be selected.

** Consists of respondents who are adopted, don't know their ethnic/cultural origin, or did not specify.

[32] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006015 (Hamilton, C Code3525005).

23. **Are you now, or have you ever been, a landed immigrant?**

24. **If yes, in what year did you first become a landed immigrant?**

Why we asked these questions:
▪ These questions let us know the representation of persons within the workforce by whether they are landed immigrants.
How we all benefit:
▪ We will be able to assess our success in fostering a workforce that reflects the external population.
▪ We can increase our awareness of persons in the workforce who have unique backgrounds and experiences, and who have been new to the country at some point in their lives.

Overview

15% of respondents are persons who immigrated to Canada compared to 26% of respondents in the external population.

Representation of respondents who are or have been landed immigrants compared to actual census numbers is as follows:

LANDED IMMIGRANT (CURRENTLY OR IN PAST)			Hamilton CSD[33]
Category	Frequency	Percent	Percent
No	2878	84.5%	73.6%
Yes	527	15.5%	26.4%

TOTAL RESPONSES	3405 of 3489	97.6%
MISSING RESPONSES	84 of 3489	2.4%

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[33] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006016 (Hamilton, C Code3525005).

24. If yes, in what year did you first become a landed immigrant? *continued...*

30% of respondents who immigrated were granted landed immigrant status before 1971, 39% were granted landed immigrant status from 1971 to 1990, and 17% were granted landed immigrant status from 1991 to 2000.

14% of respondents who immigrated were granted landed immigrant status within the most recent period from 2001 onward.

Compared to the external population, a larger proportion of respondents from the City immigrated between the years 1961 to 1991 and a smaller proportion from 1991 to 2005. For example, 59% of respondents who immigrated did so from 1961 to 1991 compared to 45% of persons in the external population who immigrated. This suggests that the respondents who immigrated are distributed more along the earlier immigration periods and less across more recent immigration periods compared to the external population.

Representation of respondents who are or have been landed immigrants by period of immigration compared to actual census numbers is as follows:

YEAR BECAME LANDED IMMIGRANT			Hamilton CSD[34]
Category	Frequency	Percent	Percent
Before 1961	50	9.5%	20.7%
1961 to 1965	33	6.3%	16.7%
1966 to 1970	75	14.3%	
1971 to 1975	70	13.3%	13.8%
1976 to 1980	43	8.2%	
1981 to 1985	37	7.0%	14.4%
1986 to 1990	54	10.3%	
1991 to 1995	46	8.8%	21.3%
1996 to 2000	44	8.4%	
2001 to 2005	58	11.0%	13.1%
2006 to present	15	2.9%	N/A

TOTAL RESPONSES**	525 of 527	99.6%
MISSING RESPONSES	2 of 527	0.4%

* Includes a portion of persons who immigrated in 2006 in the months before the census, but unlike the Workforce Census, does not capture the period from 2006 to 2010. As a result, the data for the external population is slightly inflated for each category pre-2006, because the distribution across immigration periods only goes up to the year 2006 (i.e., the most recent census year).

** Based on the number of "yes" responses to Question 23.

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[34] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-557-XCB2006020 (Hamilton, C Code3525005).

25. What is your religious or spiritual affiliation?

Why we asked this question:
▪ This question lets us know the composition of religious or spiritual affiliations within our workforce.
▪ Many people identify themselves in terms of their religion.
▪ People of diverse religious and spiritual affiliations sometimes face different daily realities in the workplace and may have unique needs.
How we all benefit:
▪ We take pride in our heritage and would like to know whether the City's workforce is reflective of the religious diversity of our communities.
▪ Understanding the scope of religious diversity within the workforce will allow us to create a work environment that is inclusive and welcoming for all and to demonstrate our awareness of diversity at the City.
▪ The more aware we become of the different religious norms and practices within our workforce, the more we can learn from and use our diverse talent to connect and improve our relationship with our communities.

Overview

25% of respondents do not have a religious or spiritual affiliation.[†] 34% of respondents are Catholic, 30% are Protestant, 5% are Christian Orthodox, and 0.5% are affiliated with an independent Christian affiliation.

3% of respondents have a Buddhist, Eastern, Hindu, Jewish, Muslim or Sikh affiliation. Within the 0.6% of respondents who indicated the "Other" category, examples of religious or spiritual affiliations specified include: Aboriginal Spirituality, New Age, Pagan, and Wiccan.

25% of respondents do not have a religious or spiritual affiliation compared to 18% of the external population. Meanwhile, 70% of respondents have a Christian-based affiliation compared to 77% externally. 3% respondents have a Buddhist, Eastern, Hindu, Jewish, Muslim or Sikh affiliation compared to 5% of persons in the external population.

25. What is your religious or spiritual affiliation? *continued...*

Representation by religious or spiritual affiliation compared to actual census numbers is as follows:

RELIGIOUS OR SPIRITUAL AFFILIATION			Hamilton CSD[35]
Category	**Frequency**	**Percent**	**Percent***
Buddhist	28	0.8%	0.9%
Catholic	1178	34.5%	36.7%
Christian, *not included elsewhere on this list*	17	0.5%	2.5%
Christian Orthodox	172	5.0%	3.0%
Eastern Religions	10	0.3%	0.2%
Hindu	11	0.3%	0.6%
Jewish	18	0.5%	0.7%
Muslim	26	0.8%	2.3%
Protestant	1034	30.3%	34.4%
Sikh	13	0.4%	0.5%
Other	22	0.6%	0.2%
Not Specified	32	0.9%	--
Mixed religious or spiritual affiliation	7	0.2%	--
No religious or spiritual affiliation	842	24.7%	18.0%

TOTAL RESPONSES	3410 of 3489	97.7%
MISSING RESPONSES	79 of 3489	2.3%

* This data is from the 2001 Canada Census. It is the most recent census data available as Statistics Canada collects data on religion every 10 years.

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[35] Adapted from: Statistics Canada, 2001 Census of Population, Community Profile, Online Catalogue, Statistics Canada catalogue no. 93F0053XIE.

Summary: Ethnicity, Culture and Religion

- 2.7% of respondents indicated that they have Aboriginal ancestry compared to 1.5% of persons in the external population.

- 8% of respondents consider themselves to be visible minorities compared to 14% of persons in the external population. By extension, the representation of most visible minority groups is below the level in the external population. HR programs and practices related to recruitment and selection may warrant review to ensure that all persons have opportunities to be employed at the City.

- Every general ethnic origin family is represented within the respondents. It is important to ensure that policies and practices take into account the ethnic/cultural diversity of the workforce. There are opportunities for the City to use this diversity to better connect with its communities.

- 56% of respondents have British Isles origins, 9% have French origins, 3% have Aboriginal origins, 17% have other North American origins (e.g., Canadian), and 41% have European origins.

- While the low internal and external representation makes it difficult to interpret some of the results, it is worthwhile to note that only 9% of respondents have origins outside of British, French, Aboriginal, other North American, and European origins. This 9% accounts for all respondents within the Caribbean, Latin, Central and South American, African, Arab, West Asian, South Asian, East and Southeast Asian, and Oceania ethnic origin families. Representation within the respondents appears to be lower than the external population for most of these origin families (except for Caribbean origins and Latin, Central and South American origins). This indicates that ethnic diversity at the City is not quite aligned with the external population. Policies and practices related to recruitment and selection may warrant development to ensure that access to opportunities at the City is inclusive and equitable for diverse persons.

- 15% of respondents immigrated to Canada compared to 26% of persons in the external population. There are potential opportunities in recruiting persons who have emigrated from other countries as they can contribute to the diversity of ideas, skills, language, etc. in the workplace. Recruitment and selection policies and practices may warrant development to ensure that they are inclusive of the diversity of the external population. With the increasing role of immigration on labour force growth in Canada, more attention needs to be directed toward ensuring that access to opportunities is equitable, promoting work environments that are welcoming and inclusive, and fostering skills and talents to strengthen fit within the City.

- 25% of respondents do not have a religious or spiritual affiliation. 34% of respondents are Catholic, 30% are Protestant, 5% are Christian Orthodox, and less than 1% belong to an independent Christian affiliation. 3% of respondents have a Buddhist, Eastern, Hindu, Jewish, Muslim or Sikh affiliation and 0.6% identify an Other affiliation. Workplace policies and practices should be evaluated as to whether they take into account the religious diversity of the internal and external population, and whether holidays and other diverse religious events are accommodated.

26. How often in your job with the City of Hamilton could you have benefited from informal interpreter assistance?

Why we asked this question:
▪ This question lets us know the extent to which respondents feel that they would benefit from access to informal language resources.

How we all benefit:
▪ This provides insight into the level of demand to help accommodate the diversity of language in our workplace and our communities.
▪ If interpretation is identified as a frequent and common requirement, we can develop language resources to enhance our ability to serve our communities.

Overview

32% of respondents indicated that they could have benefited from informal interpreter assistance in their jobs with the City of Hamilton.

4% of respondents believe that they could have benefited from informal interpreter assistance on a regular basis, 6% on an intermediate basis, and 22% of respondents indicated that they could have benefited from assistance on a monthly basis or less.

The distribution of respondents by how often on could have benefited from informal interpreter assistance in their jobs is presented below:

COUND HAVE BENEFITED FROM INFORMAL INTERPRETER ASSISTANCE IN JOB		
Category	Frequency	Percent
Daily	62	1.8%
Several times a week	75	2.2%
Weekly	85	2.5%
Several times a month	135	3.9%
Monthly	105	3.1%
Several times a year	631	18.4%
Never	2332	68.1%

TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

27. What language(s) can you speak well enough to have a conversation?

Why we asked this question:
▪ This question lets us know the composition of language skills within our workforce.

How we all benefit:
▪ Questions about the diverse language capabilities in our workforce will help to develop an inventory of the language skills within the City.
▪ The ability to provide service in people's first language makes us much more responsive.
▪ If we know additional languages, we may be able to work on tasks, assignments or projects where this capability can be used.
▪ This will inform us about additional skill sets in the workforce that may not be recognized or potential training requirements where skills may be enhanced.
▪ The more aware we become of the language diversity within our workforce, the more we can use this talent to connect and improve our relationship with our communities.

Overview

There are more than 65 languages represented within the City's respondents.[†] 26% of respondents can converse in languages from multiple language families.

98% of respondents indicated that they speak English well enough to have a conversation. 28% of respondents can speak one or more languages that are not English. 8% of respondents can converse in French and 17% can converse in European languages.

6% of respondents can speak languages outside of English, French and European languages. This 6% accounts for all respondents who speak languages in the following families: Aboriginal languages, Indo-European Isolates and Turkic languages, African languages, Afro-Asiatic languages, Indo-Iranian languages, Dravidian languages, Asiatic languages, Malayo-Polynesian languages, and other languages (e.g., sign languages).

The most common languages spoken by respondents include: 97.8% English, 8.3% French, 6.4% Italian, 2.4% Spanish, 1.7% German, 1.7% Croatian, 1.6% Polish, and 1.3% Serbian. The remaining languages are each spoken by less than 1% of respondents.

Many languages are only known to a very small percentage of residents of the city of Hamilton (e.g., by less than 0.1% of the population). This makes it difficult to compare representation within respondents from the City to the external population. Due to the contrast in population size between the internal sample and external population, a single respondent can have a much more noticeable effect on the data (i.e., a single respondent can increase representation for a language by close to a third of a percent).

Compared to the external population a comparable percentage of respondents can speak English or French well enough to have a conversation. In terms of the most common European languages in the external population, the percentage of respondents is comparable and in some cases higher for German, Italian, Spanish, Croatian, and Serbian, and slightly lower for Portuguese and Polish. With respect to the most common languages outside of English, French and European languages, representation within respondents is lower than the external population for Arabic, Panjabi (Punjabi), Vietnamese, Urdu, Persian (Farsi), and Korean.

[†] For a list of the language classifications used by Statistics Canada, please refer to Appendix D.

27. What language(s) can you speak well enough to have a conversation? *continued...*

The distribution of respondents by number of languages one can speak is presented below:

NUMBER LANGUAGES IDENTIFIED		
Category	**Frequency**	**Percent**
1 Language	2542	74.0%
2 Languages	672	19.6%
3 Languages	142	4.1%
4+ Languages	78	2.3%

TOTAL RESPONSES*	3434 of 3489	98.4%
MISSING RESPONSES	55 of 3489	1.6%

* The response total and missing response counts presented in this table apply to the remainder of the tables presented for Question 27.

The distribution of respondents by number of language families is presented below:

NUMBER LANGUAGE FAMILIES IDENTIFIED		
Category	**Frequency**	**Percent**
Language(s) from 1 Language Family	2551	74.3%
Languages from 2 Language Families	771	22.5%
Languages from 3+ Language Families	112	3.2%

Representation of respondents by general language families compared to actual census numbers is as follows:

LANGUAGE FAMILIES[†]		
Category	**Frequency**	**Percent***
English	3357	97.8%
French	284	8.3%
Aboriginal languages	7	0.2%
European languages	586	17.1%
Indo-European Isolates and Turkic languages	5	0.1%
African languages	13	0.4%
Afro-Asiatic languages	22	0.6%
Indo-Iranian languages	53	1.5%
Dravidian languages	8	0.2%
Asiatic languages	45	1.3%
Malayo-Polynesian languages	23	0.7%
Other languages *(e.g., Sign Languages, Creoles)*	33	1.0%

[†] External comparison data for language "families" is not available from Statistics Canada.

* The categories sum to more than 100%, as more than one response category may be applicable for this question.

Languages

27. What language(s) can you speak well enough to have a conversation? *continued...*

Representation of respondents who speak various languages well enough to have a conversation compared to actual census numbers[36] is as follows:

Official Languages of Canada			Hamilton CSD
Category	Frequency	Percent	Percent
English	3357	97.76%	98.56%
French	284	8.27%	6.96%

Aboriginal Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Mohawk	5	0.15%	<0.01%
Ojibway	2	0.06%	0.01%
Iroquois languages *not included elsewhere (Cayuga)*	1	0.03%	--
Other Aboriginal languages *(Not Specified)*	1	0.03%	--

European Languages Summary*		
Category	Frequency	Percent
Celtic Languages	3	0.09%
Germanic Languages	80	2.33%
Romance Languages	328	9.55%
Hellenic Languages	14	0.41%
Northeast Languages	26	0.76%
Slavic Languages	166	4.83%
Not Specified	2	0.06%

* Composite data by language family is not provided by Statistics Canada.

European Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Celtic Languages			
Gaelic languages	3	0.09%	0.03%
Welsh	0	0%	<0.01%

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[36] Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-555-XCB2006010 (Hamilton, Code537)

Languages

27. What language(s) can you speak well enough to have a conversation? *continued...*

| European Languages *continued...* | | | Hamilton CSD |
Category	Frequency	Percent	Percent
Germanic Languages			
Danish	5	0.15%	0.08%
Dutch	19	0.55%	0.99%
Flemish	1	0.03%	0.02%
Frisian	1	0.03%	0.02%
German	59	1.72%	1.76%
Icelandic	1	0.03%	<0.01%
Swedish	0	0%	0.04%
Romance Languages			
Italian	221	6.44%	4.18%
Latin	1	0.03%	--
Portuguese	33	0.96%	1.69%
Romanian	10	0.29%	0.44%
Spanish	82	2.39%	1.84%
Hellenic Languages			
Greek	14	0.41%	0.45%
Northeast Languages			
Latvian	3	0.09%	0.09%
Lithuanian	7	0.20%	0.14%
Estonian	2	0.06%	0.05%
Finnish	0	0%	0.03%
Hungarian	14	0.41%	0.70%
Slavic Languages			
Bosnian	24	0.70%	0.20%
Bulgarian	3	0.09%	0.04%
Croatian	57	1.66%	1.35%
Czech	3	0.09%	0.15%
Macedonian	15	0.44%	0.12%
Polish	56	1.63%	1.95%
Russian	22	0.64%	0.44%
Serbian	40	1.16%	1.03%
Slovak	3	0.09%	0.16%
Slovenian	12	0.35%	0.19%
Ukrainian	28	0.82%	0.65%

27. What language(s) can you speak well enough to have a conversation? *continued...*

Indo-European Isolates and Turkic Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Albanian	1	0.03%	--
Armenian	1	0.03%	0.09%
Turkish	3	0.09%	0.18%
Turkic languages *not included elsewhere*	1	0.03%	0.01%

African Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Afrikaans*	4	0.12%	--
Akan (Twi)	0	0%	0.04%
Lingala	1	0.03%	0.02%
Swahili	6	0.17%	0.07%
Bantu languages *not included elsewhere (Bantu, Shona)*	2	0.06%	0.07%
Niger-Congo languages *not included elsewhere (Yoruba)*	2	0.06%	0.04%
Other African languages *(Dholuo)*	1	0.03%	--

* Afrikaans is primarily derived from Dutch, which is a Germanic language. Respondents tend to classify Afrikaans as an African language, because it originated and is mainly spoken in African countries.

Afro-Asiatic Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Amharic	2	0.06%	0.03%
Arabic	17	0.50%	1.37%
Hebrew	3	0.09%	0.08%
Maltese	1	0.03%	0.04%
Ormoro	1	0.03%	0%
Somali	0	0%	0.11%
Other Afro-Asiatic languages *(Gurage)*	1	0.03%	--

Languages

27. What language(s) can you speak well enough to have a conversation? *continued...*

Indo-Iranian Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Assyrian	3	0.09%	--
Bengali	4	0.12%	0.15%
Gujarati	9	0.26%	0.15%
Hindi	30	0.87%	0.60%
Kurdish	1	0.03%	0.10%
Marathi	2	0.06%	0.02%
Panjabi (Punjabi)	18	0.52%	1.16%
Pashto	5	0.15%	0.04%
Persian (Farsi)	4	0.12%	0.39%
Sinhala (Sinhalese)	2	0.06%	0.05%
Urdu	17	0.50%	0.65%
Other Indo-Iranian languages *(Assamese)*	1	0.03%	--

Dravidian Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Malayalam	4	0.12%	0.08%
Tamil	5	0.15%	0.08%
Telugu	1	0.03%	0.01%

Asiatic Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Cantonese	24	0.70%	0.33%
Japanese	3	0.09%	0.12%
Khmer (Cambodian)	1	0.03%	0.14%
Korean	2	0.06%	0.30%
Lao	0	0%	0.09%
Mandarin	23	0.67%	0.32%
Thai	0	0%	0.04%
Vietnamese	5	0.15%	0.68%

27. What language(s) can you speak well enough to have a conversation? *continued...*

Malayo-Polynesian Languages			Hamilton CSD
Category	Frequency	Percent	Percent
Indonesian	1	0.03%	--
Malay	1	0.03%	0.03%
Tagalog (Filipino)	21	0.61%	0.58%

Other Languages			Hamilton CSD
Category	Frequency	Percent	Percent
ASL	31	0.90%	0.05%
Sign languages *not included elsewhere*	1	0.03%	0.09%
Creoles	1	0.03%	0.04%

Summary: Languages

- 98% of respondents speak English well enough to conduct a conversation. 28% of respondents can converse in a language other than English, including 8% French and 17% European languages. More than 65 languages are represented within the respondents. There are opportunities for the City to use this diversity of language to better connect with its communities.

- 6% of respondents can converse in a language outside of English, French or other European languages. The degree of language diversity may be affected by the degree of ethnic diversity within the City (e.g., outside of North American, British, French and European ethnicities).

- The most common languages reported by respondents include: 97.8% English, 8.3% French, 6.4% Italian, 2.4% Spanish, 1.7% German, 1.7% Croatian, 1.6% Polish, and 1.3% Serbian. These are also some of the most common languages known within the external population.

- 1% of respondents can converse in or comprehend ASL compared to less than 0.1% of persons in the external population. This is a potentially untapped language resource.

- 32% of respondents indicated that they could have benefited from informal interpreter assistance in their jobs with the City of Hamilton. 10% of respondents feel they could have benefited on a regular to intermediate basis (i.e., daily to several times a month) and 22% feel that they could have benefited on a monthly basis or less. This is despite the fact that census figures indicate that 98% of persons in the external population speak English well enough to conduct a conversation. This may point to changing demographics in the region since the last census in 2006 and preferences of some persons to communicate in their first language. It will be beneficial to continue to monitor language demographics in the region and assess this against available language resources. Further investigation can help determine the key contexts and frequency of occurrence.

Children and Other Dependents

28. Who do you provide dependent care for?

Why we asked this question:
▪ This question lets us know the extent to which our workforce has responsibilities for the care of others, and the extent to which our employees care for various types of dependents.

How we all benefit:
▪ This allows us to understand the types of dependent care that employees provide to others.
▪ We recognize that dependent care commitments go beyond caring for our children and can include caring for other family members, persons with special needs, elders and friends.
▪ A better understanding of the impact of dependent care responsibilities on our families and us makes it possible to address these issues in our policies.

Overview

67% of the respondents have dependent care responsibilities.

53% of respondents have child dependents, 27% have dependents who are immediate family members (other than children and elders indicated), and 13% have elder dependents. 3% of respondents have dependents with disabilities and 3% have dependents who are friends.

Representation by respondents who do or do not have dependent care responsibilities is presented below:

PROVIDE DEPENDENT CARE		
Category	**Frequency**	**Percent**
No	1112	32.5%
Yes	2305	67.5%

TOTAL RESPONSES	3417 of 3489	97.9%
MISSING RESPONSES	72 of 3489	2.1%

The percentage respondents who provide dependent care according to type of dependent is presented below:

TYPE OF DEPENDENTS			
Category	**Frequency**	**Percent within Respondents**	**Percent within Respondents with Dependents***
Children	1798	52.6%	78.0%
Dependents with special needs	109	3.2%	4.7%
Elders	436	12.8%	18.9%
Friends	86	2.5%	3.7%
Immediate family members	912	26.7%	39.6%

* The categories sum to more than 100%, as more than one response category may be applicable for this question.

29. In the past 12 months, how often did someone else provide dependent care while you were working?

Why we asked this question:
▪ This question lets us know the extent to which our workforce relies on different types of dependent care while at work.

| How we all benefit: |
|---|
| ▪ We would like to understand how our employees manage their dependent care responsibilities while faced at the same time with other major responsibilities such as work. |
| ▪ Detailed information on dependent care provides us with a better understanding of the issues encountered by our workforce. |

Overview

The types of dependent care providers used the by the highest percentage of respondents are spouses/partners and relatives. 49% of respondents with dependent care responsibilities rely on their spouse or partner to provide care during work hours and 45% rely on relatives. 16% of respondents with dependents rely on friends and 14% rely on sitters/neighbours. For the most part, these are generally informal sources of care.

With respect to formal care providers, 22% of respondents with dependents rely on childcare facilities, 9% rely on eldercare facilities, 7% rely on home care providers, and 2% rely on nannies.

There is a greater degree of reliance on informal care providers than formal care providers or facilities. The percentage of respondents with dependents who rely on informal care ranges from 14% to 49% compared to 2% to 22% for formal care types.

The following chart presents the distribution of respondents with dependents according to usage of various types of dependent care:

Children and Other Dependents
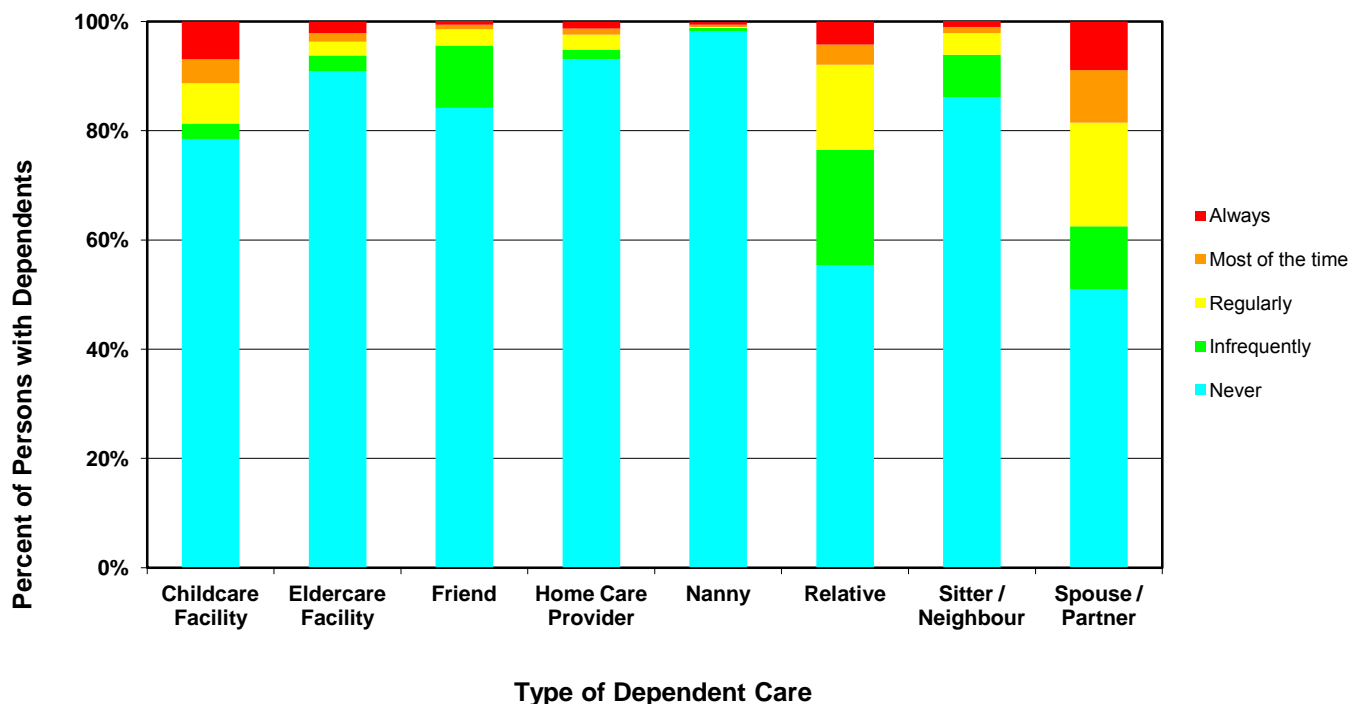
29. In the past 12 months, how often did someone else provide dependent care while you were working? *continued...*

The distribution of respondents with dependents according to usage of various types of dependent care during work hours is presented below:

RELIANCE ON DEPENDENT CARE PROVIDERS

Category	Childcare Facility	Eldercare Facility	Friend	Home Care Provider	Nanny	Relative	Sitter / Neigh-bour	Spouse / Partner
Never	78.5%	90.9%	84.2%	93.1%	98.2%	55.4%	86.1%	51.0%
Infrequently	2.8%	2.9%	11.4%	1.7%	0.6%	21.1%	7.8%	11.5%
Regularly	7.4%	2.5%	3.0%	2.8%	0.2%	15.6%	4.0%	19.0%
Most of the time	4.4%	1.6%	0.8%	1.1%	0.4%	3.7%	1.1%	9.6%
Always	6.9%	2.1%	0.7%	1.3%	0.5%	4.2%	1.1%	8.9%
TOTAL RESPONSES	2190	2190	2190	2190	2190	2190	2190	2190
TOTAL PERCENT	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
MISSING RESPONSES	115	115	115	115	115	115	115	115
MISSING PERCENT	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%

The number of respondents with dependents according to usage of various types of dependent care is presented below:

RELIANCE ON DEPENDENT CARE PROVIDERS

Category	Childcare Facility	Eldercare Facility	Friend	Home Care Provider	Nanny	Relative	Sitter / Neigh-bour	Spouse / Partner
Never	1720	1991	1843	2039	2150	1213	1886	1117
Infrequently	61	64	249	38	14	463	171	252
Regularly	161	55	65	61	5	342	87	416
Most of the time	97	34	18	23	9	81	23	210
Always	151	46	15	29	12	91	23	195

92

Summary: Children and Other Dependents

- 67% of respondents have dependent care responsibilities. Many respondents care for more than one dependent and/or different types of dependents. The concerns associated with dependent care affect a large proportion of the total workforce and speak to the need to ensure this is adequately addressed in workplace policies.

- 53% of respondents provide dependent care for children, 13% of care for older dependents, 27% care for other immediate family members, 3% care for dependents with special needs, and 3% care for friends. In total, 37% of respondents (or 54% of respondents with dependents) care for dependents who are not children. This suggests that traditional support policies that focus primarily on child dependents may not be relevant to the sizable segment of the workforce with adult, senior-age, or special needs dependents.

- While respondents with dependents are at work, 49% of respondents with dependents rely on spouses or partners to provide dependent care during work hours, 45% rely on relatives, 22% rely on childcare, 16% rely on friends, and 14% rely on sitters or neighbours. Usage of various informal care types ranges from 14% to 49% among respondents with dependents, compared to the range of 2% to 22% for formal care arrangements. This illustrates the potentially prohibitive cost of paid care and the significant load dependent care can place on employees and their friends and relatives, underscoring the potential need for additional support systems.

30. In a typical week, how many overtime hours do you spend working with the City of Hamilton?

Why we asked this question:
▪ This question lets us know the amount of paid and unpaid overtime hours respondents spend working in a typical week.

How we all benefit:
▪ Identifying patterns beyond the standard work week may provide insight into potential resource shortages and the need for additional workplace supports.
▪ The more information we have about the volume of hours spent at work and the extent to which employees work extended hours, the better we are able to strive at a workplace that balances our professional and personal needs through our programs and policies.

Overview

25% of respondents indicated that they work paid overtime within a typical week.

The majority of respondents who work paid overtime work less than 15 overtime hours in a typical week. 15% of respondents work 1 to 4 hours paid overtime in a typical week and 7% work 5 to 14 hours paid overtime in a typical week. 3% of respondents reported that they work 15 or more paid overtime hours in a typical week (including 1.6% who report paid hours in excess of 35 hours per week).

51% of respondents indicated that they work unpaid overtime within a typical week.
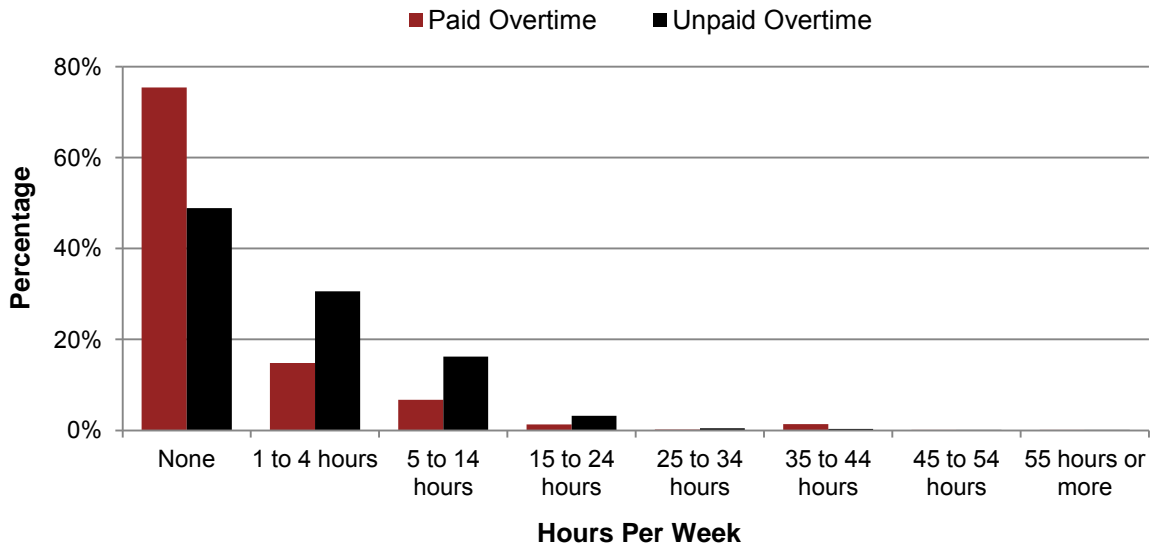
The majority of respondents who work unpaid overtime work less than 15 overtime hours in a typical week. 31% of respondents work 1 to 4 hours unpaid overtime in a typical week and 16% work 5 to 14 hours unpaid overtime in a typical week. 4% of respondents reported that they work 15 or more unpaid overtime hours in a typical week (including 0.5% who report unpaid hours in excess of 35 hours per week).

The distribution of respondents by paid and unpaid overtime hours in a typical week is presented below:

TYPICAL OVERTIME PER WEEK	PAID OVERTIME		UNPAID OVERTIME	
Category	Frequency	Percent	Frequency	Percent
None	2329	75.4%	1470	48.9%
1 to 4 hours	457	14.8%	921	30.6%
5 to 14 hours	208	6.7%	486	16.2%
15 to 24 hours	39	1.3%	96	3.2%
25 to 34 hours	6	0.2%	16	0.5%
35 to 44 hours	42	1.4%	9	0.3%
45 to 54 hours	4	0.1%	4	0.1%
55 hours or more	4	0.1%	3	0.1%
TOTAL CENSUS RESPONSES	3089 of 3489	88.5%	3005 of 3489	86.1%
MISSING CENSUS RESPONSES	400 of 3489	11.5%	484 of 3489	13.9%

30. In a typical week, how many overtime hours do you spend working with the City of Hamilton? *continued...*

The following chart presents the distribution of respondents by hours of unpaid and paid overtime in t typical week:

31. How many hours per week (7 days) do you spend doing the following activities?

Why we asked this question:
▪ This question lets us know the extent to which respondents spend their time on various activities outside of working for the City.

How we all benefit:
▪ This provides insights about non-work lives and the priorities employees place on various activities.
▪ This information provides us a more detailed look at the amount of time spent on dependent care responsibilities where additional support or consideration may be required.
▪ The more information we have about the time pressures and day-to-day responsibilities faced by our workforce, the better we are able to strive at a workplace that balances professional and personal needs through programs and policies.

Overview

The City's respondents dedicate many hours outside work to various responsibilities and personal pursuits.

Activities common to most of the respondents include physical fitness and hobbies, pursued by 87% and 84% of respondents, respectively.

In terms of time spent looking after dependents, 56% of respondents look after children and 33% of respondents look after other types of dependents.

19% of respondents have a second job. 41% of respondents contribute time toward volunteer activities. 43% of respondents spend time studying or furthering their education. Lastly, 27% of respondents regularly require time each week for personal medical needs.

Along with the summary table below, a presentation of each activity type is set out in the pages that follow.

The distribution of respondents according to time spent on various activities outside work is presented below:

HOURS SPENT ON NON-WORK ACTIVITIES								
Category	**Looking After Children**	**Looking After Other**	**Second Job**	**Volunteer -ing**	**Hobbies**	**Physical Fitness**	**Personal Medical Needs**	**Further Educat- ion**
None	43.6%	66.7%	81.1%	59.1%	16.2%	12.6%	72.8%	57.1%
Less than 2.5 hours	9.7%	14.4%	3.0%	20.1%	27.6%	28.1%	22.4%	22.9%
2.5 to 5 hours	9.6%	10.2%	4.9%	13.1%	32.4%	35.4%	3.9%	11.3%
6 to 14 hours	9.9%	5.1%	5.4%	6.4%	18.7%	20.6%	0.8%	5.0%
15 to 29 hours	8.2%	1.8%	3.5%	1.1%	3.7%	2.5%	0.1%	2.0%
30 hours or more	19.0%	1.9%	2.1%	0.2%	1.4%	0.8%	0.1%	1.7%
TOTAL RESPONSES	3425	3425	3425	3425	3425	3425	3425	3425
TOTAL PERCENT	98.2%	98.2%	98.2%	98.2%	98.2%	98.2%	98.2%	98.2%
MISSING RESPONSES	64	64	64	64	64	64	64	64
MISSING PERCENT	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%

* At this time, it is not known the time spent on the above activities in the less than 2.5 hours range.

31. <u>**How many hours per week (7 days) do you spend doing the following activities?**</u>
continued...

An alternative representation of the time spent by respondents on activities outside work is presented below:
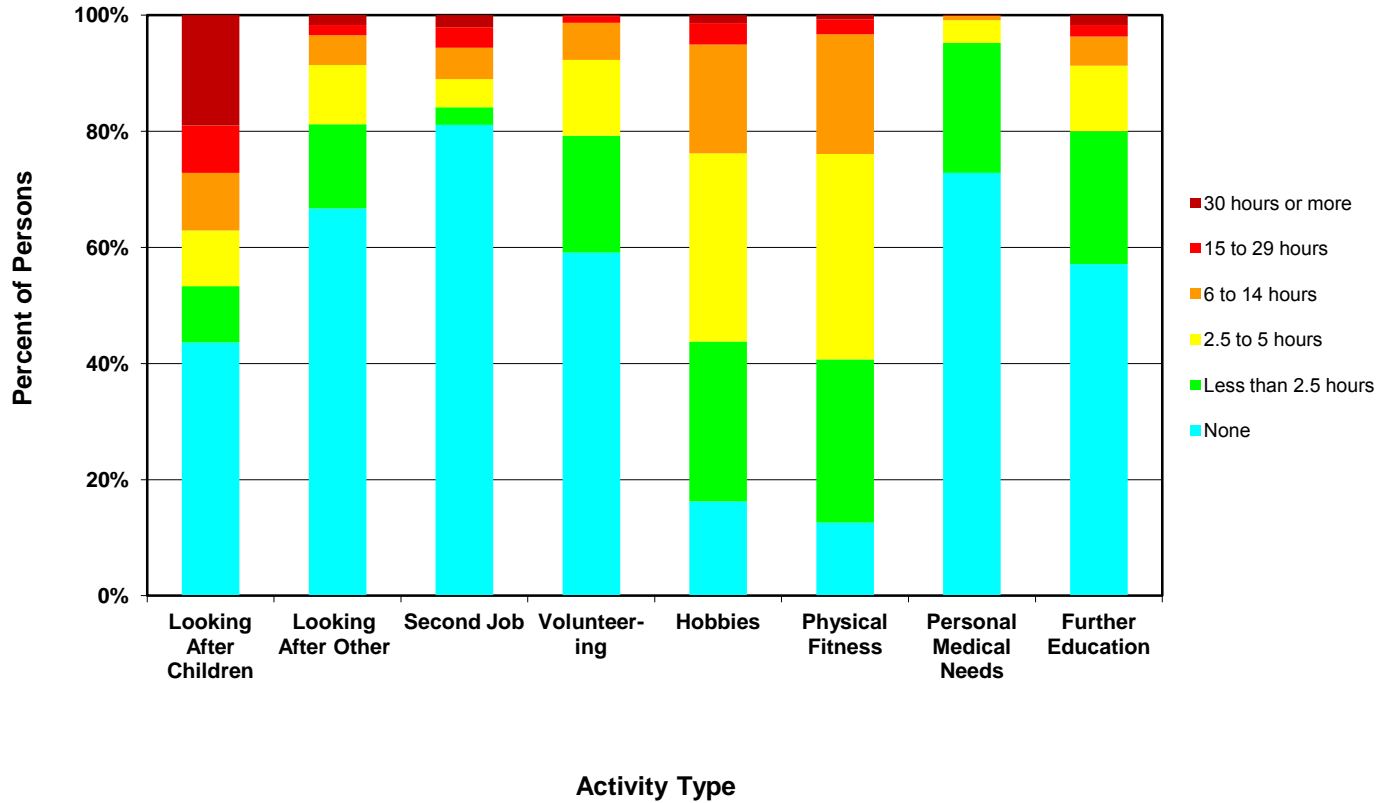
31. How many hours per week (7 days) do you spend doing the following activities?
continued...

Looking After Children

56% of respondents have active responsibilities looking after children. In addition to working at the City, 19% of respondents devote up to 5 hours per week caring for children, 10% devote 6 to 14 hours per week, and 8% devote 15 to 29 hours. 19% of respondents spend 30 hours or more per week looking after children.

LOOKING AFTER CHILDREN		
Category	Frequency	Percent
None	1492	43.6%
Less than 2.5 hours	333	9.7%
2.5 to 5 hours	328	9.6%
6 to 14 hours	340	9.9%
15 to 29 hours	282	8.2%
30 hours or more	650	19.0%
TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

Elder Care / Other Dependent Care

33% of respondents have active responsibilities caring for dependents who are not children. In addition to working at the City, 24% of respondents devote up to 5 hours per week caring for non-child dependents and 5% devote 6 to 14 hours per week. 4% of respondents spend 15 hours or more per week looking after dependents who are not children.

ELDER CARE / OTHER DEPENDENT CARE		
Category	Frequency	Percent
None	2284	66.7%
Less than 2.5 hours	495	14.4%
2.5 to 5 hours	348	10.2%
6 to 14 hours	173	5.1%
15 to 29 hours	61	1.8%
30 hours or more	64	1.9%
TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

31. How many hours per week (7 days) do you spend doing the following activities?
continued...

Working at a Second Job

19% of respondents indicated that they work at a second job. 8% of respondents spend up to 5 hours per week at a second job, 5% spend 6 to 14 hours per week, 4% spend 15 to 29 hours per week, and 2% spend 30 hours or more per week working at a second job.

WORKING AT A SECOND JOB		
Category	**Frequency**	**Percent**
None	2776	81.1%
Less than 2.5 hours	102	3.0%
2.5 to 5 hours	169	4.9%
6 to 14 hours	186	5.4%
15 to 29 hours	120	3.5%
30 hours or more	72	2.1%

TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

Volunteering

41% of respondents put time toward volunteer activities. 33% of respondents commit up to 5 hours per week toward volunteer activities and 8% commit 5 hours or more.

VOLUNTEERING		
Category	**Frequency**	**Percent**
None	2023	59.1%
Less than 2.5 hours	690	20.1%
2.5 to 5 hours	448	13.1%
6 to 14 hours	220	6.4%
15 to 29 hours	38	1.1%
30 hours or more	6	0.2%

TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

31. How many hours per week (7 days) do you spend doing the following activities?
continued...

Hobbies

84% of respondents spend their leisure time pursuing hobbies. For 60% of respondents, these pursuits entail up to 5 hours per week. 19% of respondents dedicate 6 to 14 hours per week to their hobbies and 5% respondents spend 15 hours or more per week on hobbies.

HOBBIES		
Category	**Frequency**	**Percent**
None	555	16.2%
Less than 2.5 hours	946	27.6%
2.5 to 5 hours	1111	32.4%
6 to 14 hours	639	18.7%
15 to 29 hours	127	3.7%
30 hours or more	47	1.4%
TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

Physical Fitness

87% of respondents put regular hours toward physical fitness. 64% of respondents spend up to 5 hours per week on fitness activities, 21% spend 6 to 14 hours per week, and 3% spend 15 hours or more per week in activities related to physical fitness.

59% of respondents spend 2.5 hour or more on physical fitness per week, meeting the Canadian Physical Activity Guidelines for adults aged 18 to 64. More analysis is required to better understand any commonly shared attributes of employee respondents who spend less than 2.5 hours exercising each week.

PHYSICAL FITNESS		
Category	**Frequency**	**Percent**
None	431	12.6%
Less than 2.5 hours	961	28.1%
2.5 to 5 hours	1214	35.4%
6 to 14 hours	707	20.6%
15 to 29 hours	86	2.5%
30 hours or more	26	0.8%
TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

31. How many hours per week (7 days) do you spend doing the following activities?
continued...

Personal Medical Needs

27% of respondents require time for personal medical needs on a regular basis. 22% of respondents require up to 2.5 hours per week and 4% of respondents require 2.5 to 5 hours per week. 1% of respondents spend 6 hours or more per week attending to personal medical needs.

PERSONAL MEDICAL NEEDS		
Category	**Frequency**	**Percent**
None	2494	72.8%
Less than 2.5 hours	767	22.4%
2.5 to 5 hours	132	3.9%
6 to 14 hours	26	0.8%
15 to 29 hours	2	0.1%
30 hours or more	4	0.1%
TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

Studying / Furthering Education

43% of respondents put time toward studying or furthering their education. 34% of respondents commit up to 5 hours per week toward their studies, 5% commit 6 to 14 hours per week, and 4% commit 15 hours or more per week toward educational pursuits.

STUDYING / FURTHERING EDUCATION		
Category	**Frequency**	**Percent**
None	1957	57.1%
Less than 2.5 hours	783	22.9%
2.5 to 5 hours	386	11.3%
6 to 14 hours	170	5.0%
15 to 29 hours	70	2.0%
30 hours or more	59	1.7%
TOTAL RESPONSES	3425 of 3489	98.2%
MISSING RESPONSES	64 of 3489	1.8%

Summary: Staff Activities

- 25% of respondents indicated that they work paid overtime hours in a typical week. The breakdown by hours per week is: 15% 1 to 4 hours, 7% 5 to 14 hours, 1.5% 15 to 34 hours, and 1.6% 35 hours or more.

- 51% of respondents indicated that they work unpaid overtime hours in a typical week. The breakdown by hours per week is: 31% 1 to 4 hours, 16% 5 to 14 hours, 3% 15 to 24 hours, and 1% 25 hours or more.

- In total, 67% of respondents report working overtime hours with the City in a typical week (accounting for a 9% overlap between paid and unpaid overtime). Excess/extended work hours can have a negative impact on well-being and performance. A better understand of the factors contributing to overtime hours and prevalent areas (e.g., job categories and departments) can inform the development and evaluation of methods for reducing workload (e.g., additional resources, improving efficiency of processes, etc.).

- 56% of respondents look after children; 29% of respondents devote up to 14 hours per week and 27% devote 15 hours or more per week toward looking after children. 33% of respondents look after dependents other than children; 30% of respondents devote up to 14 hours per week and 4% devote 15 hours or more per week toward looking after dependents other than children. Dependent care affects a large portion of the workforce and requires a significant time commitment outside of work hours. It may be worthwhile to evaluate whether the City can augment workplace support, programs or resources to help the workforce manage the demands of dependent care. Greater control over one's time through more flexible leave and work schedules are arrangements that employees commonly feel can be particularly helpful.

- 84% of respondents spend time pursuing hobbies; 79% of respondents spend up to 14 hours per week and 5% spend 15 hours or more per week pursing hobbies. 59% of respondents commit 2.5 hours or more per week toward physical fitness activities, meeting the Canadian Physical Activity Guidelines for adults ages 18 to 64. The majority of respondents pursue activities outside work that foster well-being, but the majority of these respondents spend less than an hour per day on each of these areas.

- 41% of respondents give their time toward volunteer activities; 40% give up to 14 hours per week and 1% give 15 hours or more per week toward volunteer activities. Volunteering matters to a large portion of respondents. Workplace sponsored volunteering has benefits for an organization, its employees, and its communities, while allowing employees to volunteer within work hours.

- 19% of respondents have a second job; 13% work 1 to 14 hours per week and 6% work 15 hours or more per week at a second job. 67% of respondents with a second job work full-time hours at the City. The reasons one may seek out additional employment are varied (e.g., additional income, supplementing a part-time position, flexibility, gaining experience, etc.). An organization may not be able to fulfil every employee's criteria, but it is important to be aware that there may be lost opportunities to retain and develop existing workforce members. The potential effects of a second job on work-life balance also need to be considered.

- 43% of respondents put time toward furthering their education; 39% put in up to 14 hours per week and 4% put in 15 hours or more per week furthering their education.

- 27% of respondents require regular time per week to attend to personal medical needs; 26% of respondents require up to 5 hours per week and 1% require 6 hours or more per week for personal medical needs.

- Outside of working at the City, respondents from the City dedicate significant time toward non-work responsibilities and personal activities. Workplace support programs can help employees manage stress and learn ways of coping with the effects of work on their out-of-work lives. Flexible policies related to leave, schedules, and work arrangements would allow employees more control over their time to balance responsibilities outside of work.

Select Analyses

In this section, there are analyses for select questions that break results across organizational demographics or equity groups.

Specific questions were selected by the Workforce Census Advisory Committee for additional deep dive analyses. These questions were selected where a further level of analyses was needed to better understand the data. The questions selected were areas where action will likely be required in the short-term strategy implementation plan. Questions targeted for this additional analysis were chosen based on comparison of City of Hamilton results to the Statistics Canada results for the Hamilton CSD. As the strategy implementation plan is developed, additional areas for analyses may be identified.

The areas of investigation are presented below:

Select Analyses

What Attracted Employees to Work at the City by Equity Group (Q5 by Q11, Q10, Q19, Q20, Q24, Q6, Q28)

What Attracted Employees to Work at the City – Reputation of City of Hamilton by Division (Q5_11 by Q1)

What Attracted Employees to Work at the City – Reputation of City of Hamilton by Job Category (Q5_11 by Q2)

Job Category by Equity Group (Q2 by Q11, Q10, Q19, Q20, Q24, Q6, Q28)

Employment Status by Equity Group (Q4 by Q11, Q10, Q19, Q20, Q24, Q6, Q28)

Representation of Persons with Disabilities by Department (Q10 by Q1)

Anticipated Retirement Timeframe by Division (Q7 by Q1)

Paid Overtime Hours and Unpaid Overtime Hours by Division (Q30 by Q1)

Paid Overtime Hours and Unpaid Overtime Hours by Job Category (Q30 by Q2)

Paid Overtime Hours and Unpaid Overtime Hours by Union (Q30 by Q3)

Highest Diploma, Certificate or Degree by Department (Q14 by Q1)

Highest Diploma, Certificate or Degree by Union (Q14 by Q3)

Highest Diploma, Certificate or Degree versus External Labour Force (Q14 vs. Labour Force)

Due to the large number of subgroups, the presentation of the results in this section is different from the method used in the main body of the report. To make the data user-friendly, the information has been reduced to a format that makes it easier for readers to make comparisons across subgroups. The reporting format in this section consists of summary tables whereby only percentage values are reported (i.e., frequencies are not reported).

The analyses in this section are based on comparisons of subgroups that often have low numbers relative to their counterparts or data broken apart across organizational demographics. With smaller respondent numbers within in a comparison group, larger fluctuations are caused by each individual; this makes it difficult to assign meaning to differences that may appear to be noticeable. In other words, seemingly noticeable difference may not be significant if based on a small number of respondents. Results were not reported for organizational subgroups with fewer than 25 respondents.

What Attracted Employees to Work at the City by Equity Group ↻

The results in this table provide information about the relative importance of various characteristics of the City as an employer according to respondents in different equity groups.

This table differs from other tables in that it is not based on a distribution of results across the independent variables. The table presents results from 7 individual tables (one per equity group) combined into a single table to enable comparison across variables. Each equity group represents a dichotomous variable (i.e., a respondent either does or does not identify with the equity group). This dichotomous split allows for significance testing (i.e., chi-square) that indicates whether an equity group's results differ from their counterpart group. Bold values denote a statistically significant difference from the counterpart group (p<.05) and asterisked values denote a marginally significant difference p<.10). The direction of an equity group's result relative to its counterpart group is indicated by the overall respondent percentage. (The smaller the overall representation of an equity group, the more the counterpart value resembles the overall value reported in the second column.) For example, 29.5% of visible minority respondents indicated that they were attracted by the coworkers/team environment compared to 23.1% of respondents overall. In other words, a significantly higher percentage of visible minority than non-minority respondents are attracted to the City by its coworkers/team environment.

Here is a reminder of the overall representation of each equity group within the workforce census respondents.

	Female	Persons with Disabilities	Aboriginal Ancestry	Visible Minority	Immigrated Since 1991	Gen Y (Age 15 to 29)	Have Depend-ents
Representation of Demographic Group Overall	56.6%	5.3%	2.7%	7.6%	4.8%	13.8%	67.5%

The following table presents the percentage of respondents within each equity group who endorsed a given reason for working with the City.

REASON FOR WORKING WITH THE CITY		DEMOGRAPHIC GROUP*						
Category	Overall	Female	Persons with Disabilities	Aboriginal Ancestry	Visible Minority	Immigrated Since 1991	Gen Y (Age 15 to 29)	Have Depend-ents
Coworkers/team environment	23.1%	24.2%*	21.6%	23.1%	**29.5%**	**35.8%**	**35.5%**	**21.8%**
Diversity of workforce	10.8%	11.0%	14.0%*	14.3%	**21.7%**	**24.7%**	11.8%	10.9%
Flexible schedule and hours	25.7%	**29.3%**	**18.7%**	25.3%	**31.4%**	28.4%	**40.4%**	**24.7%**
Give back/contribute to my community	25.7%	24.8%	25.1%	28.6%	**31.0%**	30.2%*	27.9%	**26.7%**
Management and leadership	10.6%	**9.0%**	**5.3%**	9.9%	14.0%*	14.2%*	12.9%*	10.9%
Opportunity to learn new skills	40.6%	**42.6%**	**33.3%**	45.1%	41.1%	**48.1%**	**48.2%**	40.8%
Opportunity to use my skills	54.0%	**56.9%**	50.3%	53.8%	**59.3%**	**64.2%**	**58.8%**	53.3%
Promotion and career development opportunities	35.9%	36.2%	33.3%	37.4%	34.5%	31.5%	36.4%	37.1%*
Proximity to home or work	49.3%	**47.9%**	44.4%	**38.5%**	**41.9%**	44.4%	**54.8%**	49.3%
Recommended as an employer by friend or family member	22.6%	22.5%	26.3%	29.7%*	**17.1%**	**14.2%**	24.3%	**23.5%**
Reputation of the City of Hamilton	16.8%	**18.5%**	15.8%	20.9%	**26.4%**	**26.5%**	**24.5%**	16.6%
Socially responsible policies and practices	6.6%	7.0%	7.0%	**12.1%**	**15.1%**	**15.4%**	6.3%	7.2%
Started as student	18.8%	**20.6%**	**11.1%**	15.4%	18.6%	19.8%	**47.1%**	16.5%
Total compensation package (e.g., salary, benefits, vacation, rewards and recognition, etc.)	46.6%	**45.3%**	50.3%	48.4%	**40.3%**	**38.3%**	**30.9%**	**48.9%**
Types of jobs available	39.3%	**42.4%**	**48.0%**	33.0%	**34.1%**	33.3%*	**41.9%**	39.6%
Work environment and conditions	29.7%	29.2%	29.2%	28.6%	34.1%*	**38.3%**	31.5%	30.2%

What Attracted Employees to Work at the City – Reputation of the City of Hamilton by Division ↻

The following table presents the percentage of respondents within each division who indicated that the reputation of the City of Hamilton attracted them to work at the City.

DEPARTMENT		ATTRACTED TO WORK AT CITY BY REPUTATION OF CITY OF HAMILTON
Category	Total Respondents	Endorsed
OVERALL	**3335**	**16.8%**
City Manager's Office and City Council		
Legal Services, Audit Services	44	11.4%
Human Resources	66	13.6%
Mayor's Office, City Council, and Administration	33	36.4%
Finance & Corporate Service		
Treasury Services	124	18.5%
Information Services	53	11.3%
City Clerk, Financial Planning & Policy, Administration	76	10.5%
Customer Service, Access & Equity	50	30.0%
Community Services		
Recreation	347	20.5%
Macassa and Wentworth Lodges	176	29.0%
Employment & Income Support	147	22.4%
Benefit Eligibility	96	15.6%
CityHousing Hamilton	57	17.5%
Culture	75	18.7%
Social Development & Early Childhood Services	73	21.9%
Strategic Services, Administration *	16	N/A
Social Housing and Homelessness	36	16.7%
Public Works		
General Administration *	11	N/A
Operations & Waste Management	289	16.6%
Transportation, Energy & Facilities	304	15.1%
Environment & Sustainable Infrastructure	281	17.8%
Planning & Economic Development		
Parking & By-Law Services	121	19.8%
Building Services, Industrial Parks & Airport Development	72	15.3%
GM, Administration, Development Engineering	37	18.9%
Planning, Downtown & Community Renewal	57	8.8%
Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton	62	17.7%
Public Health Services		
Clinical & Preventive Services	88	13.6%
Family Health	85	8.2%
Healthy Living	84	11.9%
Health Protection	58	8.6%
Office of Medical Officer of Health, Planning and Business Improvement	39	10.3%
Emergency Services		
Fire, Emergency Preparedness, Emergency Communication, Administration	156	12.2%
Emergency Medical Services	122	2.5%

* Results for these divisions were omitted due to low respondent numbers.

What Attracted Employees to Work at the City – Reputation of the City of Hamilton by Job Category ↻

The following table presents the percentage of respondents within each job category who indicated that the reputation of the City of Hamilton attracted them to work at the City.

JOB CATEGORY		ATTRACTED TO WORK AT CITY BY REPUTATION OF CITY OF HAMILTON
Category	Total Respondents	Endorsed
OVERALL	**3364**	**16.8%**
City Manager / General Manager / Director	57	5.3%
Manager / Supervisor / Superintendent / Senior Project Manager	473	15.2%
Professional / Specialist / Project Manager / Individual Contributor	678	13.0%
Front-Line Worker / Service Provider	1487	16.0%
Administrative Support	395	26.3%
Other	274	21.9%

Job Category by Equity Group ↻

The following table presents the percentage of respondents from diverse groups within each job category.

	Female	Persons with Disabilities	Aboriginal Ancestry	Visible Minority	Immigrated Since 1991	Gen Y (Age 15 to 29)	Have Depend-ents
Representation of Demographic Group Overall	56.6%	5.3%	2.7%	7.6%	4.8%	13.8%	67.5%

JOB CATEGORY		DEMOGRAPHIC GROUP						
Category	Overall	Female	Persons with Disabilities	Aboriginal Ancestry	Visible Minority	Immigrated Since 1991	Gen Y (Age 15 to 29)	Have Depend-ents
City Manager / General Manager / Director	1.7%	38.6%	1.8%	1.8%	1.8%	--	--	73.2%
Manager / Supervisor / Superintendent / Senior Project Manager	14.1%	39.9%	2.1%	2.3%	5.0%	3.3%	1.4%	77.3%
Professional / Specialist / Project Manager / Individual Contributor	20.1%	51.8%	4.4%	1.5%	8.8%	8.2%	9.5%	69.0%
Front-Line Worker / Service Provider	44.1%	52.8%	6.0%	3.3%	7.2%	3.7%	17.2%	67.0%
Administrative Support	11.7%	91.7%	6.2%	2.5%	7.8%	3.5%	10.0%	65.9%
Other	8.2%	68.2%	8.1%	3.3%	9.2%	8.2%	34.2%	50.6%

Employment Status by Equity Group ↻

The following table presents the percentage of respondents from diverse groups by employment hours and status.

	Female	Persons with Disabilities	Aboriginal Ancestry	Visible Minority	Immigrated Since 1991	Gen Y (Age 15 to 29)	Have Depend-ents
Representation of Demographic Group Overall	56.6%	5.3%	2.7%	7.6%	4.8%	13.8%	67.5%

EMPLOYMENT STATUS		DEMOGRAPHIC GROUP						
Category	Overall	Female	Persons with Disabilities	Aboriginal Ancestry	Visible Minority	Immigrated Since 1991	Gen Y (Age 15 to 29)	Have Depend-ents
35 to 44 Hours	83.7%	53.6%	5.6%	2.7%	7.5%	4.5%	8.0%	71.1%
25 to 34 Hours	2.9%	78.8%	2.1%	1.0%	16.7%	12.5%	26.0%	60.4%
0 to 24 Hours	13.4%	69.2%	3.5%	2.4%	7.1%	5.1%	47.2%	46.6%
Permanent	90.6%	56.3%	5.4%	2.6%	7.0%	4.6%	10.8%	69.6%
Temporary	9.4%	64.6%	3.0%	3.0%	13.4%	7.7%	46.2%	41.3%

Representation of Persons with Disabilities by Department ↺

The following table presents the percentage of respondents with disabilities within each department.

DEPARTMENT		PERSONS WITH DISABILITIES
Category	Total Respondents	Yes
OVERALL	**3364**	**5.3%**
City Manager's Office and City Council	146	4.8%
Finance & Corporate Services	302	5.6%
Community Services	1033	5.6%
Public Works	889	6.6%
Planning & Economic Development	350	4.3%
Public Health Services	354	2.8%
Emergency Services	290	2.4%

Select Analyses

Anticipated Retirement Timeframe by Division ↺

The following table presents the distribution of respondents within each division according to anticipated retirement timeframe.

DIVISION			ANTICIPATED RETIREMENT TIMEFRAME					
Category	Total Resp.	% Missing	0 to 5 years	6 to 10 years	11 to 15 years	16 to 20 years	21 years +	Don't know
CITY OF HAMILTON	3461	0.8%	14.5%	16.7%	14.7%	11.8%	24.6%	17.7%
City Manager's Office and City Council								
Legal Services, Audit Services	44	2.2%	9.1%	31.8%	6.8%	4.5%	31.8%	15.9%
Human Resources	69	1.4%	7.2%	27.5%	17.4%	8.7%	21.7%	17.4%
Mayor's Office, City Council, and Administration	33	0%	6.1%	18.2%	21.2%	6.1%	21.2%	27.3%
Finance & Corporate Service								
Treasury Services	125	0%	0.0%	14.4%	17.6%	15.2%	25.6%	7.2%
Information Services	53	0%	20.8%	28.3%	11.3%	9.4%	17.0%	13.2%
City Clerk, Financial Planning & Policy, Administration	75	1.3%	18.7%	24.0%	8.0%	13.3%	20.0%	16.0%
Customer Service, Access & Equity	50	0%	14.0%	10.0%	10.0%	12.0%	38.0%	16.0%
Community Services								
Recreation	343	2.3%	13.7%	9.0%	9.6%	2.9%	22.4%	42.3%
Macassa and Wentworth Lodges	177	2.2%	13.6%	19.2%	16.9%	14.7%	17.5%	18.1%
Employment & Income Support	149	0%	7.4%	16.1%	17.4%	18.8%	30.9%	9.4%
Benefit Eligibility	98	0%	11.2%	13.3%	22.4%	10.2%	23.5%	19.4%
CityHousing Hamilton	61	1.6%	21.3%	14.8%	14.8%	14.8%	23.0%	11.5%
Culture	77	0%	7.8%	11.7%	9.1%	9.1%	39.0%	23.4%
Social Development & Early Childhood Services	73	0%	6.8%	17.8%	11.0%	21.9%	26.0%	16.4%
Strategic Services, Administration *	15	6.3%	N/A					
Social Housing and Homelessness	38	0%	15.8%	23.7%	7.9%	21.1%	21.1%	10.5%
Public Works								
General Administration *	11	0%	N/A					
Operations & Waste Management	295	0%	20.3%	20.3%	14.2%	13.2%	19.3%	12.5%
Transportation, Energy & Facilities	308	0.6%	19.5%	19.2%	16.2%	15.3%	16.6%	13.3%
Environment & Sustainable Infrastructure	287	0%	10.5%	14.3%	16.7%	12.2%	32.4%	13.9%
Planning & Economic Development								
Parking & By-Law Services	123	1.6%	11.4%	20.3%	14.6%	11.4%	22.0%	20.3%
Building Services, Industrial Parks & Airport Development	73	0%	17.8%	13.7%	15.1%	17.8%	20.5%	15.1%
GM, Administration, Development Engineering	37	0%	16.2%	24.3%	10.8%	10.8%	24.3%	13.5%
Planning, Downtown & Community Renewal	57	0%	15.8%	12.3%	12.3%	8.8%	36.8%	14.0%
Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton	63	0%	12.7%	12.7%	11.1%	19.0%	27.0%	17.5%
Public Health Services								
Clinical & Preventive Services	87	2.2%	16.1%	14.9%	12.6%	9.2%	24.1%	23.0%
Family Health	86	0%	16.3%	11.6%	12.8%	10.5%	34.9%	14.0%
Healthy Living	82	3.5%	15.9%	17.1%	17.1%	12.2%	25.6%	12.2%
Health Protection	58	0%	8.6%	19.0%	17.2%	6.9%	36.2%	12.1%
Office of Medical Officer of Health, Planning and Business Improvement	39	0%	5.1%	15.4%	25.6%	7.7%	28.2%	17.9%
Emergency Services								
Fire, Emergency Preparedness, Emergency Communication, Administration	162	0.6%	22.8%	24.7%	19.1%	8.0%	16.7%	8.6%
Emergency Medical Services	130	0%	3.8%	7.7%	17.7%	14.6%	40.0%	16.2%

* Results for these divisions were omitted due to low respondent numbers.

Paid Overtime Hours and Unpaid Overtime Hours by Division ↻

The following two tables present the distribution of respondents within each division according to paid overtime hours and unpaid overtime hours worked in a typical week.

DEPARTMENT		PAID OVERTIME HOURS IN TYPICAL WEEK – DISTRIBUTION INCLUDING MISSING RESPONSES*						
Category	Total Dept.	Missing	None	1 to 4 hours	5 to 14 hours	15 to 24 hours	25 to 34 hours	35 hours +
CITY OF HAMILTON	3489	11.5%	66.8%	13.1%	6.0%	1.1%	0.2%	1.4%
City Manager's Office and City Council								
Legal Services, Audit Services	45	13.3%	73.3%	2.2%	8.9%	--	--	2.2%
Human Resources	70	27.1%	61.4%	7.1%	4.3%	--	--	--
Mayor's Office, City Council, and Administration	33	21.2%	60.6%	15.2%	--	--	--	3.0%
Finance & Corporate Service								
Treasury Services	125	13.6%	73.6%	9.6%	2.4%	--	--	0.8%
Information Services	53	7.5%	83.0%	9.4%	--	--	--	--
City Clerk, Financial Planning & Policy, Administration	76	11.8%	75.0%	6.6%	5.3%	--	--	1.3%
Customer Service, Access & Equity	50	8.0%	82.0%	4.0%	2.0%	2.0%	--	2.0%
Community Services								
Recreation	351	7.7%	82.1%	5.4%	2.8%	1.7%	--	0.3%
Macassa and Wentworth Lodges	181	11.0%	74.6%	7.2%	5.0%	2.2%	--	--
Employment & Income Support	149	9.4%	67.1%	17.4%	2.7%	0.7%	--	2.7%
Benefit Eligibility	98	17.3%	63.3%	16.3%	--	1.0%	--	2.0%
CityHousing Hamilton	62	22.6%	62.9%	11.3%	1.6%	--	--	1.6%
Culture	77	9.1%	87.0%	1.3%	--	--	1.3%	1.3%
Social Development & Early Childhood Services	73	13.7%	71.2%	6.8%	4.1%	--	1.4%	2.7%
Strategic Services, Administration *	16	N/A						
Social Housing and Homelessness	38	13.2%	68.4%	13.2%	2.6%	2.6%	--	--
Public Works								
General Administration *	11	N/A						
Operations & Waste Management	295	15.9%	58.0%	13.9%	9.5%	1.4%	--	1.4%
Transportation, Energy & Facilities	310	7.1%	56.8%	16.1%	14.5%	4.5%	0.3%	0.6%
Environment & Sustainable Infrastructure	287	12.9%	51.2%	20.2%	12.5%	1.4%	--	1.7%
Planning & Economic Development								
Parking & By-Law Services	125	8.8%	74.4%	10.4%	3.2%	--	--	3.2%
Building Services, Industrial Parks & Airport Development	73	8.2%	71.2%	15.1%	2.7%	--	--	2.7%
GM, Administration, Development Engineering	37	24.3%	62.2%	5.4%	8.1%	--	--	--
Planning, Downtown & Community Renewal	57	15.8%	63.2%	15.8%	--	--	1.8%	3.5%
Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton	63	15.9%	66.7%	11.1%	3.2%	--	--	3.2%
Public Health Services								
Clinical & Preventive Services	89	9.0%	74.2%	13.5%	1.1%	--	1.1%	1.1%
Family Health	86	15.1%	72.1%	9.3%	3.5%	--	--	--
Healthy Living	85	5.9%	83.5%	9.4%	1.2%	--	--	--
Health Protection	58	5.2%	70.7%	12.1%	3.4%	--	--	8.6%
Office of Medical Officer of Health, Planning and Business Improvement	39	15.4%	71.8%	5.1%	5.1%	--	--	2.6%
Emergency Services								
Fire, Emergency Preparedness, Emergency Communication, Administration	163	6.1%	76.1%	11.7%	4.9%	0.6%	--	0.6%
Emergency Medical Services	130	4.6%	20.0%	55.4%	16.2%	1.5%	0.8%	1.5%

* Missing responses indicate that the respondents skipped this question. Missing responses have been included in the distributions to show the full breakdown of responses at the divisional level. Across the Divisions there was a high degree of variation in the percentage of missing responses. This breakdown takes into account this high fluctuation.

DIVISION		UNPAID OVERTIME HOURS IN TYPICAL WEEK – DISTRIBUTION INCLUDING MISSING RESPONSES						
Category	Total Dept.	Missing	None	1 to 4 hours	5 to 14 hours	15 to 24 hours	25 to 34 hours	35 hours +
CITY OF HAMILTON	3489	13.9%	42.1%	26.4%	13.9%	2.8%	0.5%	0.5%
City Manager's Office and City Council								
Legal Services, Audit Services	45	4.4%	35.6%	28.9%	22.2%	8.9%	--	--
Human Resources	70	4.3%	18.6%	32.9%	34.3%	5.7%	1.4%	2.9%
Mayor's Office, City Council, and Administration	33	6.1%	12.1%	24.2%	33.3%	9.1%	9.1%	6.1%
Finance & Corporate Service								
Treasury Services	125	7.2%	40.8%	32.8%	13.6%	3.2%	1.6%	0.8%
Information Services	53	9.4%	28.3%	37.7%	22.6%	--	1.9%	--
City Clerk, Financial Planning & Policy, Administration	76	7.9%	40.8%	34.2%	17.1%	--	--	--
Customer Service, Access & Equity	50	6.0%	62.0%	24.0%	6.0%	--	2.0%	--
Community Services								
Recreation	351	13.7%	56.4%	16.8%	11.7%	1.4%	--	--
Macassa and Wentworth Lodges	181	19.9%	45.3%	27.1%	6.1%	1.7%	--	--
Employment & Income Support	149	8.7%	37.6%	40.3%	9.4%	3.4%	0.7%	--
Benefit Eligibility	98	7.1%	39.8%	43.9%	6.1%	3.1%	--	--
CityHousing Hamilton	62	4.8%	22.6%	40.3%	29.0%	3.2%	--	--
Culture	77	5.2%	41.6%	29.9%	15.6%	5.2%	1.3%	1.3%
Social Development & Early Childhood Services	73	6.8%	53.4%	20.5%	12.3%	4.1%	--	2.7%
Strategic Services, Administration **	16	N/A						
Social Housing and Homelessness	38	2.6%	26.3%	47.4%	18.4%	5.3%	--	--
Public Works								
General Administration **	11	N/A						
Operations & Waste Management	295	32.9%	29.8%	18.6%	13.9%	4.1%	0.3%	0.3%
Transportation, Energy & Facilities	310	31.6%	41.3%	14.5%	11.0%	1.3%	--	0.3%
Environment & Sustainable Infrastructure	287	10.8%	35.2%	30.3%	19.5%	3.8%	--	0.3%
Planning & Economic Development								
Parking & By-Law Services	125	4.8%	53.6%	30.4%	10.4%	--	--	0.8%
Building Services, Industrial Parks & Airport Development	73	6.8%	47.9%	31.5%	12.3%	1.4%	--	--
GM, Administration, Development Engineering	37	--	27.0%	40.5%	27.0%	5.4%	--	--
Planning, Downtown & Community Renewal	57	3.5%	33.3%	40.4%	19.3%	1.8%	1.8%	--
Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton	63	--	28.6%	27.0%	33.3%	9.5%	1.6%	--
Public Health Services								
Clinical & Preventive Services	89	5.6%	40.4%	36.0%	15.7%	--	--	2.2%
Family Health	86	1.2%	39.5%	37.2%	14.0%	7.0%	1.2%	--
Healthy Living	85	5.9%	48.2%	32.9%	10.6%	2.4%	--	--
Health Protection	58	13.8%	60.3%	10.3%	13.8%	1.7%	--	--
Office of Medical Officer of Health, Planning and Business Improvement	39	5.1%	25.6%	38.5%	30.8%	--	--	--
Emergency Services								
Fire, Emergency Preparedness, Emergency Communication, Administration	163	16.6%	60.1%	16.0%	4.9%	1.2%	0.6%	0.6%
Emergency Medical Services	130	16.2%	61.5%	14.6%	5.4%	1.5%	0.8%	--

* Missing responses indicate that the respondents skipped this question. Missing responses have been included in the distributions to show the full breakdown of responses at the divisional level. Across the Divisions there was a high degree of variation in the percentage of missing responses. This breakdown takes into account this high fluctuation.

** Results for these divisions were omitted due to low respondent numbers.

Select Analyses

Paid Overtime Hours and Unpaid Overtime Hours by Job Category ↻

The following two tables present the distribution of respondents within each job category according to paid overtime hours and unpaid overtime hours worked in a typical week.

JOB CATEGORY		PAID OVERTIME HOURS IN TYPICAL WEEK– DISTRIBUTION INCLUDING MISSING RESPONSES*						
Category	Total Dept.	Missing	None	1 to 4 hours	5 to 14 hours	15 to 24 hours	25 to 34 hours	35 hours +
CITY OF HAMILTON	3489	11.5%	66.8%	13.1%	6.0%	1.1%	0.2%	1.4%
City Manager / General Manager / Director	57	22.8%	64.9%	--	7.0%	1.8%	--	3.5%
Manager / Supervisor / Superintendent / Senior Project Manager	485	23.7%	55.3%	9.7%	7.2%	2.1%	0.4%	1.6%
Professional / Specialist / Project Manager / Individual Contributor	690	14.5%	67.5%	11.9%	4.5%	0.1%	--	1.4%
Front-Line Worker / Service Provider	1515	6.3%	67.8%	16.1%	7.3%	1.3%	0.2%	1.1%
Administrative Support	403	11.7%	73.0%	10.4%	2.2%	--	0.2%	2.5%
Other	282	7.4%	70.6%	13.5%	4.6%	2.8%	--	1.1%

JOB CATEGORY		UNPAID OVERTIME HOURS IN TYPICAL WEEK – DISTRIBUTION INCLUDING MISSING RESPONSES*						
Category	Total Dept.	Missing	None	1 to 4 hours	5 to 14 hours	15 to 24 hours	25 to 34 hours	35 hours +
CITY OF HAMILTON	3489	13.9%	42.1%	26.4%	13.9%	2.8%	0.5%	0.5%
City Manager / General Manager / Director	57	0%	--	5.3%	52.6%	33.3%	8.8%	--
Manager / Supervisor / Superintendent / Senior Project Manager	485	3.7%	11.1%	29.7%	43.3%	9.5%	1.6%	1.0%
Professional / Specialist / Project Manager / Individual Contributor	690	7.0%	32.9%	38.4%	18.4%	2.6%	0.1%	0.6%
Front-Line Worker / Service Provider	1515	20.9%	54.1%	20.6%	3.6%	0.3%	0.1%	0.3%
Administrative Support	403	6.7%	47.4%	34.0%	10.4%	1.0%	0.2%	0.2%
Other	282	17.7%	57.1%	18.1%	5.7%	1.1%	--	0.4%

* Missing responses indicate that the respondents skipped this question. Missing responses have been included in the distributions to show the full breakdown of responses at the job category level. Across the job categories there was a high degree of variation in the percentage of missing responses. This breakdown takes into account this high fluctuation.

Paid Overtime Hours and Unpaid Overtime Hours by Union ↻

The following two tables present the distribution of respondents within each union according to paid overtime hours and unpaid overtime hours worked in a typical week.

UNION		PAID OVERTIME HOURS IN TYPICAL WEEK– DISTRIBUTION INCLUDING MISSING RESPONSES*						
Category	Total Dept.	Missing	None	1 to 4 hours	5 to 14 hours	15 to 24 hours	25 to 34 hours	35 hours +
ATU Local 107	169	1.8%	42.6%	24.3%	23.7%	6.5%	--	1.2%
CUPE 5167 (inside/outside employees)	1624	7.6%	74.2%	11.9%	3.9%	0.6%	0.2%	1.6%
CUPE 5167 (Macassa and Wentworth Lodges)	153	7.8%	81.0%	5.9%	2.6%	2.0%	--	0.7%
CUPE 1041	216	21.3%	50.9%	16.2%	9.3%	0.9%	0.5%	0.9%
Greater Hamilton Volunteer Firefighters Association (GHVFA)	32	3.1%	96.9%	--	--	--	--	--
Hamilton Professional Fire Fighters Association Local 288	110	5.5%	71.8%	16.4%	4.5%	0.9%	--	0.9%
HOWEA (Hamilton Ontario Water Employees Association – Former **	19	N/A						
IUOE Local 772 (International Union of Operating Engineers) **	11	N/A						
ONA Local 50 (Health Unit)	128	8.6%	81.3%	9.4%	--	--	--	0.8%
ONA Local 50 (Macassa / Wentworth Lodges) **	19	N/A						
OPSEU Local 256	96	4.2%	4.2%	68.8%	19.8%	1.0%	1.0%	1.0%

UNION		UNPAID OVERTIME HOURS IN TYPICAL WEEK – DISTRIBUTION INCLUDING MISSING RESPONSES*						
Category	Total Dept.	Missing	None	1 to 4 hours	5 to 14 hours	15 to 24 hours	25 to 34 hours	35 hours +
ATU Local 107	169	47.9%	44.4%	7.1%	--	--	--	0.6%
CUPE 5167 (inside/outside employees)	1624	14.3%	50.0%	29.4%	5.6%	0.4%	0.1%	0.2%
CUPE 5167 (Macassa and Wentworth Lodges)	153	24.8%	55.6%	17.6%	1.3%	0.7%	--	--
CUPE 1041	216	3.7%	14.8%	41.2%	35.2%	4.6%	0.5%	--
Greater Hamilton Volunteer Firefighters Association (GHVFA)	32	34.4%	62.5%	3.1%	--	--	--	--
Hamilton Professional Fire Fighters Association Local 288	110	14.5%	64.5%	18.2%	2.7%	--	--	--
HOWEA (Hamilton Ontario Water Employees Association – Former **	19	N/A						
IUOE Local 772 (International Union of Operating Engineers) **	11	N/A						
ONA Local 50 (Health Unit)	128	4.7%	51.6%	32.8%	9.4%	--	0.8%	0.8%
ONA Local 50 (Macassa / Wentworth Lodges) **	19	N/A						
OPSEU Local 256	96	19.8%	69.8%	10.4%	--	--	--	--

* Missing responses indicate that the respondents skipped this question. Missing responses have been included in the distributions to show the full breakdown of responses at the union level. Across the unions there was a high degree of variation in the percentage of missing responses. This breakdown takes into account this high fluctuation.

** Results for these unions were omitted due to low respondent numbers.

113

Highest Diploma, Certificate or Degree by Department ↺

The following table presents the distribution of respondents within each department according to the highest diploma, certificate or degree completed.

DEPARTMENT		HIGHEST DIPLOMA, CERTIFICATE OR DEGREE COMPLETED							
Category	Total Respondents	Secondary school diploma or equivalency	Registered apprenticeship or other trades	College, CEGEP*, or other non-university	Certificate or diploma below bachelor level	Bachelor's degree (including LL.B.)	Certificate or diploma above bachelor level	Graduate degree – e.g., medical speciality, master's or doctoral degree	Did not complete any of the above
City Manager's Office and City Council	148	10.9%	2.7%	23.8%	6.8%	30.6%	10.9%	13.6%	0.7%
Finance & Corporate Services	304	17.5%	3.0%	38.9%	7.9%	19.1%	8.9%	4.6%	--
Community Services	1045	21.3%	4.0%	32.6%	5.7%	24.3%	3.8%	5.0%	3.3%
Public Works	903	26.1%	8.8%	36.7%	5.7%	13.4%	1.9%	4.4%	3.0%
Planning & Economic Development	355	16.1%	2.5%	41.0%	5.1%	25.4%	3.4%	5.9%	0.6%
Public Health Services	357	5.3%	2.8%	12.4%	2.5%	45.5%	7.6%	23.6%	0.3%
Emergency Services	293	11.3%	6.5%	50.9%	8.5%	19.1%	2.0%	1.7%	--

Highest Diploma, Certificate or Degree by Union ↻

The following table presents the distribution of respondents within each union according to the highest diploma, certificate or degree completed.

UNION		HIGHEST CERTIFICATE, DIPLOMA OR DEGREE COMPLETED							
Category	Total Resp.	Secondary school diploma or equivalency	Registered apprenticeship or other trades	College, CEGEP*, or other non-university	Certificate or diploma below bachelor level	Bachelor's degree (including LL.B.)	Certificate or diploma above bachelor level	Graduate degree	Did not complete any of the above
Non-Unionized Respondents	821	13.3%	2.2%	27.0%	6.3%	26.2%	7.6%	13.8%	3.7%
Unionized Respondents	2622	21.1%	5.9%	36.2%	5.6%	21.8%	3.2%	4.8%	1.4%
ATU Local 107	167	32.9%	18.6%	29.9%	5.4%	4.8%	2.4%	0.6%	5.4%
CUPE 5167 (inside/outside employees)	1615	24.1%	3.8%	36.8%	5.1%	20.5%	3.3%	5.3%	1.2%
CUPE 5167 (Macassa and Wentworth Lodges)	151	21.2%	12.6%	40.4%	7.9%	10.6%	3.3%	0.7%	3.3%
CUPE 1041	215	12.1%	6.0%	37.7%	5.6%	23.3%	5.1%	9.8%	0.5%
Greater Hamilton Volunteer Firefighters Association (GHVFA)	32	37.5%	15.6%	43.8%	3.1%	--	--	--	--
Hamilton Professional Fire Fighters Association Local 288	110	13.6%	12.7%	43.6%	6.4%	20.0%	1.8%	1.8%	--
HOWEA (Hamilton Ontario Water Employees Association – Former *	19	N/A							
IUOE Local 772 (International Union of Operating Engineers) *	11	N/A							
ONA Local 50 (Health Unit)	128	--	0.8%	3.9%	0.8%	82.0%	3.9%	8.6%	--
ONA Local 50 (Macassa / Wentworth Lodges) *	19	N/A							
OPSEU Local 256	96	1.0%	0.0%	61.5%	11.5%	21.9%	1.0%	2.1%	1.0%

 * Results for these unions were omitted due to low respondent numbers.

Highest Diploma, Certificate or Degree versus External Labour Force ↻

The following table presents the distribution of respondents according to the highest diploma, certificate or degree completed compared to the educational composition of the external labour force.

The first section of external data describing the Hamilton labour force presents distributions across diploma, certificate or degree level. The columns of data are defined as follows:

Hamilton CSD: General working age population in the Hamilton municipality – this includes both persons "in the labour force" and persons "not in the labour force")

> **In the Labour Force**: The segment of the general population who wish to be employed – this includes both persons who are "employed" and persons who are "unemployed"

>> **Employed**: The segment of the labour force who wish to work and are currently employed

>> **Unemployed**: The segment of the labour force who wish to work and are currently seeking employment

> **Not in the Labour Force**: The segment of the general population not currently seeking employment

The second section of external data describing the Hamilton labour force presents rates associated with each diploma, certificate or degree level. The columns of data are defined as follows:

Participation Rate: The percentage of the population who are in the labour force
(e.g., 79.9% of persons in the general population with a Bachelor's degree are in the labour force)

Employment Rate: The percentage of the population who are working for pay
(e.g., 75.0% of persons in the general population with a college, CEGEP or other non-university degree are employed)

Unemployment Rate: The percentage of the labour force who are without work and looking for work
(e.g., 1.6% of persons with a degree in medicine, dentistry, veterinary medicine or optometry in the labour force are unemployed)

HIGHEST DIPLOMA, CERTIFICATE OR DEGREE	HAMILTON LABOUR FORCE*								
Category	Workforce Census Respondents	Hamilton Census Sub-Division	In the labour force	Employed	Unemployed	Not in the labour force	Participation rate	Employment rate	Unemployment rate
No certificate, diploma or degree	2.0%	25.1%	**15.2%**	14.5%	25.3%	**43.2%**	64.7%	60.4%	6.5%
High school certificate or equivalent	19.1%	27.3%	**29.0%**	28.7%	32.1%	**24.2%**	68.6%	63.7%	7.3%
Apprenticeship or trades certificate or diploma	5.1%	9.4%	**9.5%**	9.6%	7.7%	**9.1%**	65.8%	62.3%	5.3%
College, CEGEP or other non-university certificate or diploma	34.1%	19.5%	**23.8%**	24.2%	18.0%	**11.6%**	78.9%	75.0%	4.9%
University certificate or diploma below bachelor level	5.8%	3.3%	**3.6%**	3.6%	3.3%	**2.6%**	71.4%	67.2%	6.0%
Bachelor's degree	22.8%	9.3%	**11.5%**	11.6%	8.8%	**5.3%**	79.9%	75.9%	5.0%
University certificate or diploma above bachelor level	4.3%	2.0%	**2.4%**	2.5%	1.5%	**1.2%**	78.9%	75.7%	4.1%
Degree in medicine, dentistry, veterinary medicine or optometry	0.3%	0.6%	**0.7%**	0.8%	0.2%	**0.3%**	79.5%	78.1%	1.6%
Master's degree	6.4%	2.9%	**3.5%**	3.6%	2.4%	**1.9%**	77.1%	73.6%	4.6%
Earned doctorate	0.3%	0.7%	**0.9%**	0.9%	0.7%	**0.5%**	75.0%	71.2%	5.1%

* Source: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-559-XCB2006020 (Hamilton, C Code3525005).

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WORKFORCE CENSUS

Welcome to the Workforce Census. This effort will help us develop an accurate snapshot of what our organization looks like – and that picture is not complete without you.

By collecting this information, we will get a better understanding of our employees' talents, characteristics, needs and challenges. We want to ensure that the City has the data necessary to support workforce planning for the future.

We are also committed to creating a work environment that is inclusive and welcoming to all current and future employees. The Workforce Census is modeled on Statistics Canada so that we can compare ourselves to the labour force in the general population. The data will enable us to build strong teams that better reflect and connect with the diverse communities we serve.

The data will also be used in developing HR policies, programs and benefits; learning and development opportunities; succession planning and outreach recruitment programs; and identifying work-life challenges such as elder care and child care.

The more people who participate, the more accurate a picture we will get of our workforce. That is why you are making an important contribution by taking part and making sure that you are included in the Workforce Census.

Please be assured that any information you provide in your responses is anonymous and strictly confidential. TWI Inc. (an external consulting firm) will analyze the data submitted and process the results. No individual results will be made available to the City of Hamilton. We have developed a Workforce Census Ethics & Data Management Process (see page 2) that clearly outlines the measures we have taken to secure confidentiality and anonymity.

If you would like more information or need assistance completing this census, please contact:

> James O'Brien, Policy & Planning Specialist in Human Resources
> Phone: 905-546-2424 extension 6667
> Email: James.O'Brien@hamilton.ca

Thank you for taking the time to participate in the City of Hamilton's Workforce Census – quite simply, it wouldn't be the same without you.

Chris Murray
City Manager, City of Hamilton

twi inc.

Workforce Census Ethics & Data Management Process

1. The City of Hamilton's Workforce Census is completely voluntary, anonymous and confidential. Individuals are encouraged, but not required to complete the census. The City of Hamilton has contracted an external consulting firm, TWI Inc., to collect and process the Workforce Census data. TWI Inc. will provide the results to the City of Hamilton in summary form only to prevent identifying an individual employee's identity. Results will not be reported for questions where fewer than 20 responses are received. The information will be collected to inform policies, practices and programs to improve the way the City of Hamilton serves its employees and citizens. The City of Hamilton's Workforce Census data will not be used for any other purpose.

2. Notice of Collection of Personal Information pursuant to the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA)

   This information is collected under the legal authority of s.10 of the *Municipal Act, 2001* and the City of Hamilton Workforce Census (FCS09011a) approved by the City's Council as part of the City's 2009 Tax Supported Budget on April 1st, 2009.

   The information will be used to provide an accurate snapshot of employee demographics for better workforce planning; creating a work environment that is inclusive and welcoming for all and to better connect to the communities we serve.

   For more information contact Mary Agro, Manager of Organizational Development, Human Resources, 120 King St. West, Hamilton, Ontario, L8P 4V2, 905-546-2424 extension 2630.

3. The City of Hamilton will not collect unnecessary information. The City of Hamilton will limit the amount and the type of information collected to fulfill the purposes of the Workforce Census identified in principle #1 above. No individual employee name or employee number will be collected with the Workforce Census.

4. The City of Hamilton and TWI Inc. are responsible for all information and remaining in compliance with the Census Ethics & Data Management Process. For more information on TWI Inc., please see their website at www.twiinc.com.

5. TWI Inc. will maintain data collected in the Workforce Census in a secure location for a maximum period of five years. Any reports generated from the Workforce Census will be securely stored by the City of Hamilton with access restricted to authorized individuals.

6. The City of Hamilton and TWI Inc. will introduce security safeguards appropriate to the sensitivity of the information collected in the Workforce Census to protect against loss or theft, as well as unauthorized access, disclosure, copying, use, or modification. Information gathered in the Workforce Census shall be protected regardless of the format in which it is held.

7. The City of Hamilton shall communicate to all employees and make readily available specific information concerning the planned use of the Census results.

8. Any concerns or inquiries about adherence to the Census Ethics & Data Management Process can be directed to the City of Hamilton's Manager of Organizational Development (Human Resources), Mary Agro at: 905-546-2424, extension 2630. Alternatively, you may contact your departmental Census representative directly. See the eNet web-site for contact names.

9. If you have any additional concerns, you may contact the consulting vendor TWI Inc. directly at: 416-368-1968 extension 410, or email info@twiinc.com.

City of Hamilton Workforce Census Questionnaire
Results will not be reported for questions where fewer than 20 responses are received.
Collecting personal information on this form is legally authorized under s.10 of the *Municipal Act, 2001*.
2

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WORKFORCE CENSUS

City of Hamilton Workforce Census Questionnaire

PART I:	ORGANIZATIONAL DEMOGRAPHICS QUESTIONS 1 - 5

Why we ask these questions	How we all benefit
☐ This provides information about participant representation by organizational characteristics such as function and role to gauge our workforce composition.	☐ This will provide a snapshot of our current employee characteristics and allow for better workforce planning.
☐ This enables us to categorize respondents by key organizational characteristics.	☐ Understanding the relative experiences of our workforce by organizational characteristic improves our ability to effectively apply human resources policies and practices.
	☐ Our internal Workforce Census data can be benchmarked against the Hamilton census division (2006 Statistics Canada data) to identify gaps.

1.   **What is your department?**

City Manager's Office and City Council
☐ Legal Services, Audit Services
☐ Human Resources
☐ Mayor's Office , City Council (employees who support elected officials), City Manager's Office Administration

Finance & Corporate Services
☐ Treasury Services
☐ Information Services
☐ City Clerk, Financial Planning & Policy, Administration
☐ Customer Service, Access & Equity

Community Services
☐ Recreation
☐ Macassa and Wentworth Lodges
☐ Employment & Income Support
☐ Benefit Eligibility
☐ CityHousing Hamilton
☐ Culture
☐ Social Development & Early Childhood Services
☐ Strategic Services, Administration
☐ Social Housing and Homelessness

Public Works
☐ General Administration
☐ Operations & Waste Management
☐ Transportation, Energy & Facilities
☐ Environment & Sustainable Infrastructure

Planning & Economic Development
☐ Parking & By-Law Services
☐ Building Services, Industrial Parks & Airport Development
☐ GM, Administration, Development Engineering
☐ Planning, Downtown & Community Renewal
☐ Economic Development & Real Estate, Strategic Services & Special Projects, Tourism Hamilton

Public Health Services
☐ Clinical & Preventive Services
☐ Family Health
☐ Healthy Living
☐ Health Protection
☐ Office of Medical Officer of Health, Planning and Business Improvement

Emergency Services
☐ Fire, Emergency Preparedness, Emergency Communication, Administration
☐ Emergency Medical Services

City of Hamilton Workforce Census Questionnaire
Results will not be reported for questions where fewer than 20 responses are received.
Collecting personal information on this form is legally authorized under s.10 of the *Municipal Act, 2001.*
3

2. **What is your job category?**

- ☐ City Manager / General Manager / Director
- ☐ Manager / Supervisor / Superintendent / Senior Project Manager
- ☐ Professional / Specialist / Project Manager / Individual Contributor
- ☐ Front-Line Worker / Service Provider
- ☐ Administrative Support
- ☐ Other

3. **Are you a unionized employee?**

- ☐ No ……………………………………..…… PROCEED TO QUESTION 4
- ☐ Yes

If yes, what is your union group?
- ☐ ATU Local 107
- ☐ CUPE 5167 (inside/outside employees)
- ☐ CUPE 5167 (Macassa and Wentworth Lodges)
- ☐ CUPE 1041
- ☐ Greater Hamilton Volunteer Firefighters Association (GHVFA) Local 911
- ☐ Hamilton Professional Fire Fighters Association Local 288
- ☐ HOWEA (Hamilton Ontario Water Employees Association – Formerly IUOE)
- ☐ IUOE Local 772 (International Union of Operating Engineers)
- ☐ ONA Local 50 (Health Unit)
- ☐ ONA Local 50 (Macassa / Wentworth Lodges)
- ☐ OPSEU Local 256

4. **What is your employment status?**

Please select the normal number of hours you work per week and your employment status:

Normal Hours per Week
- ☐ 35 to 44 hours
- ☐ 25 to 34 hours
- ☐ 0 to 24 hours

Employment Status
- ☐ Permanent
- ☐ Temporary

5. **What attracted you to work at the City of Hamilton?** CHECK ALL THAT APPLY.

- ☐ Coworkers/team environment
- ☐ Diversity of workforce
- ☐ Flexible schedule and hours
- ☐ Give back/contribute to my community
- ☐ Management and leadership
- ☐ Opportunity to learn new skills
- ☐ Opportunity to use my skills
- ☐ Promotion and career development opportunities
- ☐ Proximity to home or work
- ☐ Recommended as an employer by friend or family member
- ☐ Reputation of the City of Hamilton
- ☐ Socially responsible policies and practices
- ☐ Started as student
- ☐ Total compensation package (e.g., salary, benefits, vacation, rewards and recognition, etc.)
- ☐ Types of jobs available
- ☐ Work environment and conditions

City of Hamilton Workforce Census Questionnaire
Results will not be reported for questions where fewer than 20 responses are received.
Collecting personal information on this form is legally authorized under s.10 of the *Municipal Act, 2001.*
4

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WORKFORCE CENSUS

PART II:	INDIVIDUAL DEMOGRAPHICS
	QUESTIONS 6 - 13

Why we ask these questions	How we all benefit
☐ Employees of diverse characteristics (e.g., gender, marital status, age, disability, sexuality, etc.) may have diverse experiences or needs, and contribute to the City in unique ways.	☐ The more aware we are of the City's employee characteristics, the better the City can connect and improve relationships with employees and citizens we serve.
☐ Our internal Workforce Census data can be benchmarked against the Hamilton census division (2006 Statistics Canada data) to help us understand how aligned we are with our communities.	☐ Understanding the City's workforce allows us to create an environment that is welcoming and inclusive for all.

6. **To which age group do you belong?**

☐ 15 to 19 years   ☐ 45 to 49 years
☐ 20 to 24 years   ☐ 50 to 54 years
☐ 25 to 29 years   ☐ 55 to 59 years
☐ 30 to 34 years   ☐ 60 to 64 years
☐ 35 to 39 years   ☐ 65 to 69 years
☐ 40 to 44 years   ☐ 70 years or older

7. **When do you plan to retire?**

☐ In the upcoming year   ☐ 16 to 20 years
☐ 1 to 5 years   ☐ 21 to 25 years
☐ 6 to 10 years   ☐ 26 years or more
☐ 11 to 15 years   ☐ Don't know

8. **Which of the following best describes your marital status?**

☐ Never legally married (single)
☐ Legally married (and not separated)
☐ Separated, but still legally married
☐ Divorced
☐ Widow/Widower

9. **Common-law** refers to two people of the opposite sex or of the same sex who live together as a couple but who are not legally married to each other.

Are you living with a common-law partner?

☐ No
☐ Yes

City of Hamilton Workforce Census Questionnaire
Results will not be reported for questions where fewer than 20 responses are received.
Collecting personal information on this form is legally authorized under s.10 of the *Municipal Act, 2001*.

5

10. **A person with a disability** has a long term or recurring physical, mental, sensory, developmental, or learning impairment and may consider himself/herself to be disadvantaged in employment by reason of that impairment; or believes that an employer or potential employer is likely to consider him/her to be disadvantaged in employment by reason of that impairment.

    This definition also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

    Do you consider yourself to be a person with a disability?

    ☐ No ………………………………….……. PROCEED TO QUESTION 11
    ☐ Yes

    If yes, were you disabled before joining the City as an employee?

    ☐ No
    ☐ Yes

    If you are a person with a disability, what is the nature of your disability? CHECK ALL THAT APPLY.

☐ Hearing	☐ Mobility	☐ Chronic illness	☐ Developmental
☐ Seeing	☐ Agility	☐ Learning	☐ Psychological
☐ Speech	☐ Pain	☐ Memory	☐ Other

11. **What is your gender?**

    ☐ Male
    ☐ Female

12. **Transgender** describes individuals who identify as having a gender different from their biological sex. The word Transgender is generally used as an umbrella term for people who identify as transsexual, transgender, intersex, transvestite, cross-dresser, genderqueer, male-to-female (MTF), or female-to-male (FTM).

    Results for this question will only be reported on a city-wide basis. Results will not be broken down at a departmental or divisional level.

    Do you identify as a transgender individual?

    ☐ No
    ☐ Yes

13. **What is your sexual orientation?**

    Results for this question will only be reported on a city-wide basis. Results will not be broken down at a departmental or divisional level.

    ☐ Bisexual *(i.e., orientation to more than one gender)*
    ☐ Gay *(i.e., males with an orientation exclusively to males)*
    ☐ Heterosexual *(i.e., orientation exclusively to the opposite gender)*
    ☐ Lesbian *(i.e., females with an orientation exclusively to females)*
    ☐ Questioning *(i.e., unsure of one's sexual orientation)*
    ☐ Two-spirit *(i.e., Aboriginal people who identify as gay, lesbian, bisexual, transgender, transsexual or intersex)*

City of Hamilton Workforce Census Questionnaire
Results will <u>not</u> be reported for questions where fewer than 20 responses are received.
Collecting personal information on this form is legally authorized under s.10 of the *Municipal Act, 2001*.
6

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WORKFORCE CENSUS

| PART III: | EDUCATION |
| | QUESTIONS 14 - 18 |

Why we ask these questions	*How we all benefit*
⬜ Information about education helps us understand our employees' skills, education, and training. This may be used to develop a skills and knowledge inventory.	⬜ This will improve our ability to ensure that everyone who works for the City with specific skills are matched to jobs that best use these skills. Using our training more fully to benefit the organization and better aligning our skill sets with the work done will likely increase our job satisfaction.
⬜ We would like to know about persons at the City of Hamilton who are currently pursuing further education.	⬜ This enables us to know more about the educational aspirations and skill development of our workforce. We can use this information to evaluate organizational policies and benefits.
⬜ We aim to understand the composition of our workforce that has skills and knowledge developed outside of the formal education system, and to assess and value this against qualification frameworks.	⬜ We can develop strategies to address the underutilization of skills and training and encourage fast-tracking for effectively and efficiently using the skills of our staff; this allows for employment-related gains and career development.
⬜ This enables us to enhance our understanding of the composition of potentially untapped talent within our workforce.	⬜ This saves time because staff do not have to repeat learning for skills or knowledge already possessed.

14. What is the <u>highest</u> degree, certificate or diploma that you have <u>completed</u>?

    ⬜ Secondary school (high school) diploma .... PROCEED TO QUESTION 16
    ⬜ Secondary school (high school) equivalency certificate .... PROCEED TO QUESTION 16
    ⬜ Registered apprenticeship certificate
    ⬜ Other trades certificate or diploma
    ⬜ College, CEGEP*, or other non-university certificate or diploma – Program less than 3 months
    ⬜ College, CEGEP*, or other non-university certificate or diploma – Program 3 months to less than 1 year
    ⬜ College, CEGEP*, or other non-university certificate or diploma – Program 1 to 2 years
    ⬜ College, CEGEP*, or other non-university certificate or diploma – Program more than 2 years
    ⬜ Certificate or diploma below bachelor level
    ⬜ Bachelor's degree (including LL.B.)
    ⬜ Certificate or diploma above bachelor level
    ⬜ Master's degree
    ⬜ Degree in medicine, dentistry, veterinary medicine or optometry
    ⬜ Earned doctorate

    ⬜ I did not complete any of the above .... PROCEED TO QUESTION 16

* The postsecondary system in Quebec is unique in that the colleges (CEGEPs) provide a program that is a requirement for entry to university. Students who complete high school (normally after 11 years of schooling) must complete two years of the "general program" of the colleges (as opposed to the "vocational" programs) and they then proceed to university for completion of their program, which normally takes three years for a pass bachelor's degree in arts or science.

7

15. What was the major field of study of the <u>highest</u> diploma, certificate or degree that you have <u>completed</u>?

☐ Education
☐ Visual and performing arts, and communications technologies
☐ Humanities
☐ Social and behavioural sciences and law
☐ Business, management and public administration
☐ Physical and life sciences and technologies
☐ Mathematics, computer and information sciences
☐ Architecture, engineering, and related technologies
☐ Agriculture, natural resources and conservation
☐ Health, nursing, parks, recreation and fitness
☐ Personal, protective and transportation services
☐ Other fields of study

16. Have you attended a school, college, CEGEP, or university at any time since September 2009 (this includes online programs)?

☐ Yes, attended elementary, junior high school or high school
☐ Yes, attended trade school, college, CEGEP or other non-university institution
☐ Yes, attended university
☐ No, did not attend school at any time since September 2009

If you indicated "Yes", what was your course load?

☐ Part-time
☐ Full-time

17. In the past year, have you participated in any of the following outside of a school, college, CEGEP or university? CHECK ALL THAT APPLY.

☐ Conference   ☐ Certificate program
☐ Workshop   ☐ Self-directed learning
☐ Course

☐ No, I have not participated in any conference, workshop , course, certificate program, or self-directed learning in the past year

18. Are you using your educational background or professional designation/skills in your current position with the City of Hamilton?

☐ Yes ....…. PROCEED TO QUESTION 19
☐ No

If you answered "No", please indicate the reason why your credentials are not being used in your current position with the City of Hamilton.

☐ Your credentials <u>are not recognized</u> in Ontario
☐ Your credentials <u>are recognized,</u> but you have chosen a position that does not use them

Appendix A: Workforce Census Questionnaire

PART IV: ETHNICITY, CULTURE AND RELIGION
QUESTIONS 19 - 25

Why we ask these questions	How we all benefit
☐ We take pride in our heritage. By broadening these questions beyond our personal background, we are able to recognize the significant diversity in our organization and create an opportunity to learn more about different communities and cultures.	☐ The more aware we become of the diversity within our organization, the more we can use our talent to connect and improve our relationships with our employees, clients and communities.
☐ Aboriginal persons are a group with a unique culture and identity to be carried on.	☐ If you are an Aboriginal person, the City of Hamilton recognizes the distinctive position you bring as a member of one of Canada's First Nations.
☐ Many people identify themselves in terms of their religion or culture.	☐ By knowing the diversity of our workforce, we can benefit from enhanced religious and cultural knowledge and create a welcoming workplace.
☐ Many of the responses to these questions can be compared with responses from the Canada Census to help us understand how aligned we are with our communities.	☐ Understanding the scope of the diversity will allow us to create a work environment that is inclusive and welcoming for all.

19. According to Statistics Canada, **Aboriginal People** are Inuit, Métis or First Nations (Status or Non-Status).

    Do you consider yourself to be of Aboriginal ancestry?

    ☐ No
    ☐ Yes, Inuit
    ☐ Yes, Métis
    ☐ Yes, First Nations (Status or Non-Status)

20. According to Statistics Canada, **visible minorities** (also known as **racial minorities**) are persons non-white in colour/race, regardless of place of birth (other than Aboriginal persons, as defined above).

    Do you consider yourself to be a visible minority?

    ☐ No …………………………………….….. PROCEED TO QUESTION 22
    ☐ Yes …………………………………….…... CONTINUE TO THE NEXT QUESTION

21. **If you indicated "Yes" in the previous question, please identify your group(s) according to the following categories.** CHECK ALL THAT APPLY.

    ☐ Arab
    ☐ Black
    ☐ Chinese
    ☐ Filipino
    ☐ Japanese
    ☐ Korean
    ☐ Latin American

    ☐ Mixed Race
    ☐ South Asian *(e.g., East Indian, Pakistani, Sri Lankan, etc.)*
    ☐ Southeast Asian *(e.g., Cambodian, Indonesian, Laotian, Vietnamese, etc.)*
    ☐ West Asian *(e.g., Afghan, Iranian, etc.)*
    ☐ Other – Specify:

    _____

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22. Our **ethnic background** describes how we think of ourselves in terms of our ancestry. Other than Aboriginal people, most of us can trace our origins to ancestors who first came to Canada. *Ethnic background is not the same as nationality or citizenship. An ancestor is usually more distant than a grandparent.*

   ☐ Please note: the categories listed below represent general classifications for ethnic/cultural groups (adapted from Statistics Canada).
   ☐ Before answering, please take a moment to review the categories listed in terms of how you self-identify.
   ☐ If you are uncertain about the category to which your ethnic/cultural group belongs, please refer to the attached reference guide.

   Please indicate the category or categories that best describe the ethnic/cultural group(s) of your ancestors. CHECK ALL THAT APPLY.

   ☐ British Isles origins *(e.g., English, Irish, Scottish, Welsh)*
   ☐ French origins *(e.g., French, Acadian)*
   ☐ Aboriginal origins *(e.g., Inuit, Métis, First Nations Status or Non-Status)*
   ☐ Other North American origins *(e.g., American, Canadian)*
   ☐ Caribbean origins *(e.g., Haitian, Jamaican, Guyanese, West Indian)*
   ☐ Latin, Central and South American origins *(e.g., Argentinian, Colombian, Mexican, Salvadorean)*
   ☐ European origins *(e.g., German, Norwegian, Latvian, Italian, Czech, Jewish)*
   ☐ African origins *(e.g., Congolese, Ethiopian, Ghanaian, Somali)*
   ☐ Arab origins *(e.g., Egyptian, Iraqi, Lebanese, Palestinian)*
   ☐ West Asian origins *(e.g., Afghan, Iranian, Israeli, Turk)*
   ☐ South Asian origins *(e.g., Bangladeshi, Gujarati, Pakistani, Punjabi)*
   ☐ East and Southeast Asian origins *(e.g., Chinese, Filipino, Japanese, Vietnamese)*
   ☐ Oceania origins *(e.g., Australian, New Zealander, Maori, Polynesian)*
   ☐ Unknown

23. **Foreign-born persons** (also known as persons who have **immigrated** to Canada) are defined as persons who are, or who have been, landed immigrants in Canada.

   A "**landed immigrant**" (permanent resident) is a person who has been granted the right to live in Canada permanently by immigration authorities.

   Are you now, or have you ever been, a **landed immigrant**?

   ☐ No ……………………………………..…… PROCEED TO QUESTION 25
   ☐ Yes …………………………………….....… CONTINUE TO THE NEXT QUESTION

24. **If you indicated "yes" in the previous question, in what year did you first become a landed immigrant?**

   ☐ Before 1961   ☐ 1986 to 1990
   ☐ 1961 to 1965   ☐ 1991 to 1995
   ☐ 1966 to 1970   ☐ 1996 to 2000
   ☐ 1971 to 1975   ☐ 2001 to 2005
   ☐ 1976 to 1980   ☐ 2006 to present
   ☐ 1981 to 1985

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10

25. What is your religious or spiritual affiliation?

- ☐ Please indicate your religious or spiritual affiliation.
- ☐ Please note, the list below does not include every possible religion/spiritual affiliation, only the most common (adapted from Statistics Canada).
- ☐ Before answering, please take a moment to review the attached reference guide for categorizing your religion (e.g., the Protestant category includes many branches known under other names, such as Anglican, Lutheran, Methodist, Presbyterian, etc.).

☐ Buddhist	☐ Muslim
☐ Catholic	☐ Protestant
☐ Christian Orthodox	☐ Sikh
☐ Eastern Religions	☐ Other – Specify:
☐ Hindu	
☐ Jewish	_____

☐ I do not have a religious or spiritual affiliation

PART V:	LANGUAGES
	QUESTIONS 26 - 27

Why we ask these questions	How we all benefit
☐ Questions about languages spoken by our workforce will help to develop an inventory of the language skills within our organization.	☐ This will inform us about additional skill sets of persons at City of Hamilton that may not be recognized, and point to potential training requirements.
☐ Many of the responses to these questions can be compared with responses from the Canada Census to help us understand how aligned we are with our communities.	☐ The more aware we become of the diversity within our organization, the more we can use our talent to connect and improve our relationships with our employees, clients and communities. If we can provide direct service in people's first language, we will be much more responsive to people's needs.

26. How often in your job with the City of Hamilton could you have benefited from informal interpreter assistance?

- ☐ Daily
- ☐ Several times a week
- ☐ Weekly
- ☐ Several times a month
- ☐ Monthly
- ☐ Several times a year
- ☐ Never

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11

27. What language(s) can you speak well enough to have a conversation?

☐ Please note, the options listed below do not include every possible language, but these languages represent the largest populations (adapted from Statistics Canada).

☐ Before answering, please take a moment to review the languages listed. The language families are listed geographically from west to east. This includes sign languages.

CHECK ALL THAT APPLY.

Official languages of Canada
☐ English
☐ French

Aboriginal languages
☐ Mohawk
☐ Ojibway
☐ Other – Specify:
_____

European languages

Germanic languages
☐ Danish
☐ Dutch
☐ German
☐ Swedish

Romance languages
☐ Italian
☐ Portuguese
☐ Romanian
☐ Spanish

Hellenic languages
☐ Greek

European (continued...)

Northeast languages
☐ Estonian
☐ Finnish
☐ Hungarian
☐ Latvian
☐ Lithuanian

Slavic languages
☐ Bosnian
☐ Bulgarian
☐ Croatian
☐ Czech
☐ Macedonian
☐ Polish
☐ Russian
☐ Serbian
☐ Slovak
☐ Slovenian
☐ Ukrainian

Other European languages
☐ Other – Specify:
_____

Turkic languages
☐ Armenian
☐ Turkish
☐ Other – Specify:
_____

African languages
☐ Akan (Twi)
☐ Swahili
☐ Other – Specify:
_____

Afro-Asiatic languages
☐ Arabic
☐ Hebrew
☐ Maltese
☐ Somali
☐ Other – Specify:
_____

Indo-Iranian languages
☐ Bengali
☐ Gujarati
☐ Hindi
☐ Kurdish
☐ Panjabi (Punjabi)
☐ Pashto
☐ Persian (Farsi)
☐ Sinhala (Sinhalese)
☐ Urdu
☐ Other – Specify:
_____

Dravidian languages
☐ Malayalam
☐ Tamil
☐ Other – Specify:
_____

Asiatic languages
☐ Cantonese
☐ Japanese
☐ Lao
☐ Khmer (Cambodian)
☐ Korean
☐ Mandarin
☐ Thai
☐ Vietnamese
☐ Other – Specify:
_____

Malayo-Polynesian languages
☐ Malay
☐ Tagalog (Filipino)
☐ Other – Specify:
_____

Sign languages
☐ ASL

Other languages
☐ Creoles
☐ Other – Specify:
_____

Hamilton

include me!
WORKFORCE CENSUS

PART VI:	CHILDREN AND OTHER DEPENDENTS
	QUESTIONS 28 - 29

Why we ask these questions	How we all benefit
☐ Many working people find themselves providing care for and assistance to children, parents, spouses, other family members and friends. ☐ We would like to understand the dependent care responsibilities faced by our workforce, such as the types and ages of the dependents we care for and resources used toward this care.	☐ Information on dependent care provides us with a better understanding of the issues encountered by our workforce, and the impact of dependent care on ourselves and our families.

28. **Who do you provide dependent care for?**

Dependent care includes financial support and giving of one's time for activities such as house work, driving around to appointments, etc

CHECK ALL THAT APPLY, *including dependents living with you and/or living outside your home.*

☐ No dependent care responsibilities ……..… PROCEED TO QUESTION 30

☐ Children
☐ Dependents with disabilities
☐ Elders
☐ Friends *(other than child or elder indicated above)*
☐ Immediate family members *(includes spouses, brothers, sisters, mother and father; excludes child or elder as captured in categories above)*

29. **In the past 12 months, how often did someone else provide dependent care while you were working?** *Please include dependents living with you and/or living outside your home.*

	Never	Infrequently	Regularly	Most of the time	Always
Child care facility	☐	☐	☐	☐	☐
Elder care facility	☐	☐	☐	☐	☐
Friend	☐	☐	☐	☐	☐
Home care provider	☐	☐	☐	☐	☐
Nanny	☐	☐	☐	☐	☐
Relative	☐	☐	☐	☐	☐
Sitter/neighbour	☐	☐	☐	☐	☐
Spouse/partner	☐	☐	☐	☐	☐

City of Hamilton Workforce Census Questionnaire
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13

include m𝓮!
WORKFORCE CENSUS

Hamilton

PART VII:	STAFF ACTIVITIES
	QUESTIONS 30 - 31

Why we ask this question	*How we all benefit*
⬜ We want to better understand the responsibilities, pressures and workload staff face inside and outside the organization.	⬜ Knowing the types and extent of the demands on our people can help to inform human resources policies, programs and practices.
⬜ Many members of our workforce dedicate valuable time and effort to activities outside of work. We would like to identify the types of activities and extent of participation by our people.	⬜ Information about the activities of our workforce inform us about responsibilities outside of work, and the interests that engage our people and inspire them to give their time.

30. **In a typical week, how many overtime hours do you spend working with the City of Hamilton?**

Paid Overtime Hours

⬜ None
⬜ 1 to 4 hours
⬜ 5 to 14 hours
⬜ 15 to 24 hours
⬜ 25 to 34 hours
⬜ 35 to 44 hours
⬜ 45 to 54 hours
⬜ 55 hours or more

Unpaid Overtime Hours

⬜ None
⬜ 1 to 4 hours
⬜ 5 to 14 hours
⬜ 15 to 24 hours
⬜ 25 to 34 hours
⬜ 35 to 44 hours
⬜ 45 to 54 hours
⬜ 55 hours or more

31. **On average, how many hours per week (7 days) do you spend doing the following activities?**
PLEASE CHECK ONLY ONE BOX PER ROW.

	None	Less than 2.5 Hours	2.5 to 5 Hours	6 to 14 Hours	15 to 29 Hours	30 Hours or More
a. Looking after children *(e.g., bathing, playing, helping, driving)*	⬜	⬜	⬜	⬜	⬜	⬜
b. Elder care / other dependent care *(e.g., personal care, assistance)*	⬜	⬜	⬜	⬜	⬜	⬜
c. Working at a second job *(e.g., another org.)*	⬜	⬜	⬜	⬜	⬜	⬜
d. Volunteering *(e.g., children's sports, cultural clubs, charitable groups, political parties)*	⬜	⬜	⬜	⬜	⬜	⬜
e. Hobbies *(e.g., interests, spectator sports, pastimes)*	⬜	⬜	⬜	⬜	⬜	⬜
f. Physical fitness *(e.g., cycling, walking, sports participation, structured class)*	⬜	⬜	⬜	⬜	⬜	⬜
g. Personal medical needs *(e.g., treatment)*	⬜	⬜	⬜	⬜	⬜	⬜
h. Studying/furthering your education	⬜	⬜	⬜	⬜	⬜	⬜

You have reached the end of the City of Hamilton's Workforce Census Questionnaire.

THANK YOU FOR PARTICIPATING!

City of Hamilton Workforce Census Questionnaire
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14

The ethnic origin classifications used by Statistics Canada for the 2006 Canada Census are presented below according to their respective origin families.

British Isles origins
Cornish
English
Irish
Manx
Scottish
Welsh
British Isles, n.i.e

French origins
Acadian
French

Aboriginal origins
Inuit
Métis
North American Indian

Other North American origins
American
Canadian
Newfoundlander
Nova Scotian
Ontarian
Québécois
Other provincial or regional groups

Caribbean origins
Antiguan
Bahamian
Barbadian
Bermudan
Carib
Cuban
Dominican, n.o.s.
Grenadian
Guyanese
Haitian
Jamaican
Kittitian/Nevisian
Martinican
Montserratan
Puerto Rican
St. Lucian
Trinidadian/Tobagonian
Vincentian/Grenadinian
West Indian
Caribbean, n.i.e

Latin, Central and South American origins
Aboriginal from Central/South America
Argentinian
Belizean
Bolivian
Brazilian
Chilean
Colombian
Costa Rican
Ecuadorian
Guatemalan
Hispanic
Honduran
Maya
Mexican
Nicaraguan
Panamanian
Paraguayan
Peruvian
Salvadorean
Uruguayan
Venezuelan
Latin, Central or South American, n.i.e.

European origins
Western European origins
Austrian
Belgian
Dutch (Netherlands)
Flemish
Frisian
German
Luxembourger
Swiss
Northern European origins
Finnish
Scandinavian origins
Danish
Icelandic
Norwegian
Swedish
Scandinavian, n.i.e.
Eastern European origins
Baltic origins
Estonian
Latvian
Lithuanian
Byelorussian
Czech and Slovak origins
Czech
Czechoslovakian
Slovak
Hungarian (Magyar)
Polish
Romanian
Russian
Ukrainian

European origins continued...
Southern European origins
Albanian
Bosnian
Bulgarian
Croatian
Cypriot
Greek
Italian
Kosovar
Macedonian
Maltese
Montenegrin
Portuguese
Serbian
Sicilian
Slovenian
Spanish
Yugoslav, n.i.e.
Other European origins
Basque
Gypsy (Roma)
Jewish
Slav (European)
European, n.i.e.

African origins
Afrikaner
Akan
Amhara
Angolan
Ashanti
Bantu
Black
Burundian
Cameroonian
Chadian
Congolese (Zairian)
Congolese, n.o.s.
Dinka
East African
Eritrean
Ethiopian
Gabonese
Gambian
Ghanaian
Guinean, n.o.s
Harari
Ibo
Ivorian
Kenyan
Malagasy
Malian
Mauritian
Nigerian
Oromo
Peulh
Rwandan
Senegalese
Seychellois
Sierra Leonean

African origins continued...
Somali
South African
Sudanese
Tanzanian
Tigrian
Togolese
Ugandan
Yoruba
Zambian
Zimbabwean
Zulu
African, n.i.e.

Arab origins
Egyptian
Iraqi
Jordanian
Kuwaiti
Lebanese
Libyan
Maghrebi origins
Algerian
Berber
Moroccan
Tunisian
Maghrebi, n.i.e.
Palestinian
Saudi Arabian
Syrian
Yemeni
Arab, n.i.e.

West Asian origins
Afghan
Armenian
Assyrian
Azerbaijani
Georgian
Iranian
Israeli
Kurd
Pashtun
Tatar
Turk
West Asian, n.i.e.

South Asian origins
Bangladeshi
Bengali
East Indian
Goan
Gujarati
Kashmiri
Nepali
Pakistani
Punjabi
Sinhalese
Sri Lankan
Tamil
South Asian, n.i.e

East and Southeast Asian origins
Burmese
Cambodian
Chinese
Filipino
Hmong
Indonesian
Japanese
Khmer
Korean
Laotian
Malaysian
Mongolian
Singaporean
Taiwanese
Thai
Tibetan
Vietnamese
East or Southeast Asian, n.i.e.
Asian, n.o.s.

Oceania origins
Australian
New Zealander
Pacific Islands origins
Fijian
Hawaiian
Maori
Polynesian
Samoan
Pacific Islander, n.i.e.

n.i.e. = not included elsewhere

n.o.s. = not otherwise specified

Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-562-XCB2006015.

Appendix C: Religion Classifications

The religion variable categories used by Statistics Canada for the 2001 Canada Census are presented below according to their respective parent religions.

Catholic
Roman Catholic
Armenian Catholic
Chaldean Catholic
Greek or Byzantine Catholic, n.o.s.
Maronite
Melkite
Syrian Catholic
Ukrainian Catholic
Eastern Catholic, n.i.e.
Polish National Catholic Church
Other Catholic

Protestant
Adventist, Seventh-day
Anglican
Apostolic Christian Church
Apostolic, n.o.s.
Associated Gospel
Baptist
Born-again Christian, n.o.s.
Brethren in Christ
Charismatic Renewal
Christadelphian
Christian and Missionary Alliance
Christian or Plymouth Brethren
Churches of Christ, Disciples
Church of God, n.o.s.
Church of the Nazarene
Christian Congregation
Doukhobors
Evangelical Free Church
Evangelical, n.o.s.
Iglesia ni Cristo
Jehovah's Witnesses
Lutheran
Mission de l'Esprit Saint
Moravian
New Apostolic
Pentecostal
Presbyterian
Protestant, n.o.s.
Quakers
Salvation Army
Spiritualist
Standard Church
Swedenborgian (New Church)
Unitarian
United Church
Vineyard Christian Fellowship
Wesleyan
Worldwide Church of God
Interdenominational
Non-denominational

Protestant continued...
Anabaptist
Amish Mennonite
Hutterite
Mennonite
Latter-day Saints (Mormons)
Church of Jesus Christ of
Latter-day Saints
Reorganised Church of
Latter-day Saints
Methodist Bodies
Evangelical Missionary Church
Free Methodist
Methodist, n.i.e.
Reformed Bodies
Christian Reformed Church
Canadian and American Reformed
Church
Dutch Reformed Church
Reformed, n.i.e.

Orthodox (Christian)
Antiochian Orthodox Christian
Armenian Apostolic
Armenian Orthodox
Bulgarian Orthodox
Coptic Orthodox
Ethiopian Orthodox
Greek Orthodox
Macedonian Orthodox
Romanian Orthodox
Russian Orthodox
Serbian Orthodox
Ukrainian Orthodox
Orthodox, n.o.s.
Other Orthodox

Christian, n.i.e.
Other Christian
Christian, n.o.s.

Muslim
Ahmadiyya
Druze
Ismaili
Shi'a, n.i.e.
Muslim, n.i.e.

Jewish

Buddhist

Hindu

Sikh

Eastern Religions
Baha'i
Eckankar
Jains
Shinto
Taoist
Zoroastrian
Eastern Religions, n.i.e.

Aboriginal Spirituality

Pagan

Wicca

Unity - New Thought - Pantheist

Scientology

Rastafarian

New Age

Gnostic

Satanist

Other Religions, n.i.e.

No Religious Affiliation
Agnostic
Atheist
Humanist
No Religion
Other, n.i.e.

n.i.e. = not included elsewhere

n.o.s. = not otherwise specified

Adapted from: Statistics Canada, 2001 Census of Population, Statistics Canada catalogue no. 92-378-XIE.

Appendix D: Language Classifications

The language classifications used by Statistics Canada for the 2006 Canada Census are presented below according to their respective language families.

English

French

Aboriginal Languages
 Algonquin
 Atikamekw
 Blackfoot
 Cree
 Malecite
 Mi'kmaq
 Montagnais-Naskapi
 Ojibway
 Oji-Cree
 Algonquian languages, n.i.e.
 Carrier
 Chilcotin
 Chipewyan
 Dene
 Dogrib
 Kutchin-Gwich'in (Loucheux)
 North Slave (Hare)
 South Slave
 Athapaskan languages, n.i.e.
 Haida
 Mohawk
 Iroquoian languages, n.i.e.
 Kutenai
 Shuswap
 Thompson (Ntlakapamux)
 Salish languages, n.i.e.
 Siouan languages (Dakota/Sioux)
 Tlingit
 Gitksan
 Nisga'a
 Tsimshian
 Nootka
 Wakashan languages, n.i.e.
 Inuinnaqtun
 Inuktitut, n.i.e.
 Aboriginal languages, n.i.e.

European Languages
 Italian
 Portuguese
 Romanian
 Spanish
 Romance languages, n.i.e.
 Dutch
 Flemish
 Frisian
 German
 Yiddish
 Danish
 Icelandic
 Norwegian
 Swedish
 Germanic languages, n.i.e.
 Gaelic languages
 Welsh
 Celtic languages, n.i.e.

European Languages
 Belarusian (Byelorussian)
 Bosnian
 Bulgarian
 Croatian
 Czech
 Macedonian
 Polish
 Russian
 Serbian
 Serbo-Croatian
 Slovak
 Slovenian
 Ukrainian
 Slavic languages, n.i.e.
 Latvian
 Lithuanian
 Estonian
 Finnish
 Hungarian
 Greek

African Languages
 Akan (Twi)
 Lingala
 Rundi (Kirundi)
 Rwanda (Kinyarwanda)
 Shona
 Swahili
 Bantu languages, n.i.e.
 Edo
 Igbo
 Wolof
 Niger-Congo languages, n.i.e.
 African languages, n.i.e.

Indo-European Isolates and Turkic Languages
 Armenian
 Azerbaijani
 Turkish
 Turkic languages, n.i.e.

Afro-Asiatic Languages
 Berber languages (Kabyle)
 Oromo
 Somali
 Amharic
 Arabic
 Hebrew
 Maltese
 Tigrigna
 Semitic languages, n.i.e.
 Afro-Asiatic languages, n.i.e.

Indo-Iranian Languages
 Bengali
 Gujarati
 Hindi
 Konkani
 Marathi
 Panjabi (Punjabi)
 Sindhi
 Sinhala (Sinhalese)
 Urdu
 Kurdish
 Pashto
 Persian (Farsi)
 Indo-Iranian languages, n.i.e.

Dravidian Languages
 Kannada
 Malayalam
 Tamil
 Telugu
 Dravidian languages, n.i.e.

Asiatic Languages
 Japanese
 Korean
 Cantonese
 Chaochow (Teochow)
 Fukien
 Hakka
 Mandarin
 Shanghainese
 Taiwanese
 Chinese, n.o.s.
 Tibetan languages
 Sino-Tibetan languages, n.i.e.
 Lao
 Thai
 Khmer (Cambodian)
 Vietnamese

Malayo-Polynesian Languages
 Bisayan languages
 Ilocano
 Malay
 Pampango
 Tagalog (Pilipino, Filipino)
 Malayo-Polynesian languages, n.i.e.

Creoles

Sign Languages
 American Sign Language
 Quebec Sign Language
 Sign languages, n.i.e.

Other Languages

n.i.e. = not included elsewhere

Adapted from: Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-555-XCB2006010.

TWI Inc. Company Profile

Incorporated in 1996, TWI Inc. is a global full-service consulting firm in the area of diversity, inclusion and Human Equity®. TWI has developed a worldwide reputation based on our strategic and universal approach to diversity and inclusion. The company was founded on the work of Trevor Wilson, who has been active in the diversity, inclusion and equity field for three decades. TWI's approach to creating fair and equitable work environments is based on Trevor Wilson's highly acclaimed book, Diversity at Work: The Business Case for Equity (2006).

As human resource and diversity management consultants, our mission is to create Human Equity® strategies that optimize the diverse talents and experiences of our clients' total workforce. We take the discussion of diversity out of the realm of legislation and social justice into the realm of organizational effectiveness and business outcomes.

Six principles guide our operations:

- *It is about business not just the right thing to do*
- *Equity is not equality*
- *Equity is for all*
- *No group has a monopoly on bias or discrimination*
- *Representation is only one way to measure success*
- *Actions speak louder than words*

Our Clients

Our current active client list includes approximately 30 organizations in Canada, the United States, Europe and Africa. We have experience in the technology sector (Apple, TELUS, Chubb, Microsoft, IBM, Seagate, Raytheon, Lexmark), in retail (The Home Depot Canada, Winners), in consumer products (Coca-Cola, Nike, South African Breweries), in the labour sector (OPSEU), in oil and gas (Nexen, Syncrude, Shell, Chevron), in the public sector (Ontario Public Services, Ottawa Police Services, Region of Halton, Environmental Protection Agency), in the professional and financial services sector (TD Bank, Scotiabank, BNP Paribas, Ernst & Young, Deloitte & Touche, Fraser Milner Casgrain LLP), in education (University of Saskatchewan) and in NGO's (Oxfam International, The World Bank).

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