



CITY OF HAMILTON
Corporate Services and City Manager's Office

TO:	The Mayor and Members, General Issues Committee
COMMITTEE DATE:	June 17, 2015
SUBJECT/REPORT NO:	Employment Systems Review CM15006/FCS15048 - (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Diana Belaisis (905) 546-2424 Ext. 4265 Mike Kirkopoulos (905) 546-2424 Ext. 2261 Cindy Mercanti (905) 546-2424 Ext. 2654 Aine Leadbetter (905) 546-2424 Ext. 6667 Maxine Carter (905) 546-2424 Ext. 6419
SUBMITTED BY:	Chris Murray, City Manager Mike Zegarac, General Manager Finance & Corporate Services Department
SIGNATURE:	

RECOMMENDATION

- (a) That the City of Hamilton Employment Systems Review Report, prepared by the Turner Consulting Group dated December 2014, attached as Appendix A to Report CM15006/FCS15048 be received;
- (b) That staff be directed to implement the first two phases outlined in the Employment Systems Review (ESR) Action Plan attached as Appendix B to Report CM15006/FCS15048;
- (c) That phase three of the ESR action plan be approved in principle, with budget and specific actions to carry out the implementation referred to the 2016 budget process for consideration; and
- (d) That Council endorse the Equity and Inclusion Policy Awareness Campaign attached as Appendix C to Report CM15006/FCS15048.

EXECUTIVE SUMMARY

The City of Hamilton (referred to as the City) has taken many steps to build a strong foundation upon which the City can support and drive diversity and inclusion. The City has: created the administrative support necessary to achieve changes in the community through the Access & Equity Office; facilitated the development of policies and programs to support diversity and equity within the community; and created initiatives to encourage the inclusion and engagement of all Hamilton residents with their local government. The City of Hamilton has also focused on creating change and championing inclusion and equity internally within its workplace. These initiatives have included the creation of a strong policy framework; sound employment practices; the achievement of legislative compliance; and a review of the City's workplace demographics through the 2011 Workforce Census.

In 2013, the City commissioned an Employment Systems Review to critically assess the recruitment and employment practices to ensure legislative compliance and to identify and provide guidance with regard to any gaps or barriers to inclusion still existing. The Turner Consulting Group completed the Employment Systems Review in December 2014 (Appendix A to Report CM15006/FCS15048). Staff developed an action plan to address the recommendations that were made within the report (Appendix B to Report CM15006/FCS15048).

This report highlights the areas where the City is achieving best practice as well as identifies opportunities for improving practices to achieve a more diverse and inclusive workforce. The ESR Action Plan has been structured into three phases according to the City's organizational readiness to implement change as well as the City's capacity related to staffing and budget resources.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)

The recommendations within phase one of the action plan can be integrated within existing activities over time, without additional financial resources. A number of initiatives have already been implemented with minimal financial impact. Implementation of the second and third phases of the action plan have financial and staffing implications.

Financial: Resources would be required to develop training and education modules for staff, for additional targeted outreach programs and to support the collection and analysis of data upon which the City can benchmark and measure success in increasing workplace diversity. Some of this work has already begun within current budgets and limited resources.

Staffing: An additional FTE would likely be required to develop and implement phase three of the action plan as well as maintain an ongoing focus on and oversight of the City's workforce diversity strategy.

HISTORICAL BACKGROUND (Chronology of events)

In 2001 Council made a strong commitment to (1) the high value of the diversity of its residents and (2) developing, promoting and achieving an equitable and inclusive environment. The Access & Equity Office was established to carry out this commitment with a mandate to review, develop and implement policies, practices, programs, services and opportunities to ensure that equity and access are key considerations in the way the City of Hamilton delivers service and to remove and prevent further barriers to the equitable participation of the City's diverse communities.

The Access & Equity Office has supported the implementation of a number of initiatives including a corporate Equity and Inclusion Policy. The policy has a number of stated outcomes that impact the community and the workplace including:

- ensuring that the principles of equity, inclusion, diversity, and public engagement inform City-wide policies, practices and programs;
- ensuring that equity, inclusion and diversity principles are embedded within all City of Hamilton programs and services; and
- ensuring that the staff of the City is reflective of the community we serve.

The City of Hamilton has placed a high priority on building a workplace that is equitable and inclusive, representative of the community in which we serve, and is fully compliant with all legislation including the *Accessibility for Ontarians with Disabilities Act* (AODA) and the Ontario *Human Rights Code* (OHRC). The importance placed on diversity in the workforce was also formalized within the 2012-2015 strategic plan, where City leadership made a commitment to building a skilled and capable workforce to deliver business objectives. A key action under this strategy was to develop an attraction and retention strategy that fosters a diverse and inclusive workforce.

The City of Hamilton, through Human Resources, has built a strong foundation of practice, policy, and expertise in support of an inclusive and equitable workplace. A number of progressive policies and procedures that set a high standard for equity and transparency in the hiring process have been established. The City has ensured that all Human Resource practices and policies meet our provincially legislated requirements to provide safe, healthy and inclusive workplaces. The City has also worked to shape a supportive workplace culture through the development of training with regard to issues such as racial equity, respectful workplaces and workplace accommodation.

In 2011, Human Resources oversaw the City's first Workforce Census, to determine the extent to which the City's workforce was reflective of the diverse communities we serve. The Workforce Census set a baseline upon which the City could gauge success in its inclusion initiatives and provided data on our employee population to inform Human

Resources planning, program development and resource allocation. The Workforce Census also provided a number of recommendations to foster an inclusive organization.

In 2013, Human Resources, with support from Access and Equity, voluntarily put its programs and processes under the microscope when it was decided to embark on an Employment Systems Review (ESR). An ESR is typically conducted in organizations (such as Federal Government Departments) that have a legislative requirement to review their practices to assess inclusion and equity. Such reviews are valuable as they not only ensure legislative compliance but also critically assess current practices to determine if there are any gaps or barriers to inclusion. The City of Hamilton sought to proactively commission an ESR to determine the impact that work in this area has had, and to get a clearer sense of what areas needed to be improved upon in order to meet the objectives of the Equity and Inclusion Policy. The objective was to see what was currently being done to address these topics; what would require more attention; and lastly, areas that required us to change our approach. This review, conducted by an external consulting group, took a critical look at the City of Hamilton's employment practices, policies and programs to determine if:

- (1) The City was in conformance with the legislative requirements under the AODA;
- (2) The goals outlined in the Workforce Census were being met;
- (3) The outcomes identified in the Equity and Inclusion Policy had been realized;
- (4) There were difficulties and potential gaps in gaining employment or to full inclusion within the City of Hamilton's workplace.

Further, the consultant was asked to provide the City of Hamilton with guidance and strategies to assist the City in achieving a workforce that is representative of the community in which we serve.

There are limitations in this work, in that it is a snap shot and review of documentation that is constantly being updated. Significant policy updates have occurred since this Employment Systems Review was undertaken. Furthermore, the analysis didn't consider work in progress, only completed policies and practices. For example, the Equity and Inclusion policy awareness campaign attached Appendix C to Report CM15006/FCS15048 is an example of such work that occurred post-review.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The ESR was conducted in part to review existing employment and recruitment related policies and practices and to determine legislative compliance. As such, the recommendations from the ESR have impacted a number of City of Hamilton policies and procedures that were under development, have since been reviewed and updated, and the recommendations will continue to provide a lens through which all policies will be developed and reviewed.

RELEVANT CONSULTATION

The City Manager's Office, Corporate Communications, Human Resources and the Access and Equity Office reviewed the findings of the ESR and developed an action plan. Key experts in Community Services have also been consulted for input into the action plan.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

In addition to the City of Hamilton's responsibility to lead diversity initiatives within the community, there are also many additional benefits to having a diverse and inclusive workplace. Diverse workplaces have been found to: improve the attraction and retention of top talent; advance innovation and creativity in the workplace; provide enhanced customer service; increase employee engagement; adapt to change more readily; and promote organizational values (HR Council 2014).

A diverse workplace also benefits a corporation in its relationship with the community. When the diversity of the community is reflected in a workplace, community engagement and trust has been shown to increase. Diversity increases connections to the community and provides for the opportunity to develop strategic partnerships, particularly with sections of the community that have been traditionally under represented (Ontario Ministry of Children and Youth Services, 2008).

The Employment Services Review provided a number of recommendations based on best practices that the City can implement to meet the goal of achieving a fully diverse workforce. The recommendations made within the report can be summarized into three categories: policy framework; corporate culture; leadership and organizational change, each including specific actions and initiatives. Staff recommend a phased approach to address the recommendations of the ESR based on organizational readiness and resource requirements.

Phased Approach to Addressing the Employment Systems Review

(1) Policy Framework	(2) Corporate Culture	(3) Leadership and Organizational Change
<ul style="list-style-type: none">• Policies• Processes• Practices	<ul style="list-style-type: none">• Workplace and corporate culture• Experiences and perceptions• Communication and Education	<ul style="list-style-type: none">• Creating an Environment of Change• Identifying areas that require further investigation• Data collection and measurement of change

Impact on Diversity and Inclusion in the Workplace Increases with each Phase



The first phase of the action plan addresses the policy framework governing recruitment and employment at the City of Hamilton. The ESR found that the City has strong policies, procedures, and processes in place to support a diverse, inclusive and equitable workplace. Recommendations to strengthen this area were minor, and consisted primarily of edits to existing policies and suggestions for more inclusive language. Staff is in the process of updating policies and procedures to reflect the recommendations, with many of the changes already completed. The Employment Accommodation Policy and its associated procedures (Recruitment and Workplace Accommodation) were recently finalized and approved (attached as Appendix D to Report CM15006/FCS15048).

The second phase of the action plan addresses recommendations made with regard to overall corporate culture. A key segment of this is communication and education. It involves building awareness. One key way in which this will be done is through the introduction of the Equity and Inclusion Awareness Campaign developed in conjunction with a cross-departmental staff group intended to educate and create awareness of inclusion, equity and diversity principles. See Appendix C to Report CM15006/FCS15048.

The findings of the Employment Systems Review revealed that the City of Hamilton has a strong policy foundation, but could focus more on the individual experiences of exclusion at the City. To address these perceptions and advance corporate culture, the second phase of the action plan seeks to provide support and education for employees, increase awareness of the City of Hamilton's employment practices, and continue to build upon a positive corporate culture.

There is some work already under way to address the issue of corporate culture, experiences and perceptions which would assist in addressing a number of the recommendations made within the ESR. Since the initiation of the ESR, the City has developed and introduced Corporate Culture Pillars and has worked to positively improve corporate culture. Additionally, strategies are underway to improve internal communications; this initiative will provide a vehicle through which awareness campaigns can be disseminated. The upcoming poster campaign being undertaken by Access and Equity to address inclusion and equity will have an internal impact on corporate culture and inclusion (Appendix C to Report CM15006/FCS15048).

Over time, it is felt that the continuation of current culture initiatives will positively impact the work environment and will lead to positive changes in perception and experience within the corporation. Current initiatives and programs will not be able to meet the recommendations made in the ESR that address issues around perception, culture and awareness as it relates to diversity and inclusion without investment of time and resources from the City. Phase two of the action plan requires that the City develop a focused and intentional training and communications plan to increase awareness in addition to the development of an inclusion strategy. Full implementation of this phase

of the action plan will require some additional investment and/or a reallocation of current resources.

The third phase of the ESR action plan speaks to the more substantial and systemic changes that would positively impact diversity. This phase requires commitment and investment from the leadership of the City of Hamilton to implement. In order to meet the goal of having a workplace that is reflective of the community, the City would have to undertake initiatives such as the development of a benchmarking and metrics system to assess diversity within the corporation on an ongoing basis, carryout a workforce census or a workforce diversity audit, and create targeted outreach programs to encourage and support applications from underrepresented groups. The types of initiatives require deeper analysis and planning, and would require additional staff complement and a capital budget. As such, staff is recommending that a more detailed plan and budget be developed for 2016 budget deliberations.

ALTERNATIVES FOR CONSIDERATION

The City of Hamilton could choose not to put resources into the ESR action plan and rely on diversity in the corporation to increase naturally over time through the current recruitment processes.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report CM15006/FCS15048 -	Employment Systems Review Report
Appendix B to Report CM15006/FCS15048 -	Employment Systems Review Action Plan
Appendix C to Report CM15006/FCS15048 -	Equity and Inclusion Policy Poster Awareness Campaign
Appendix D to Report CM15006/FCS15048 -	Employment Accommodation Policy