

**EMPLOYMENT SYSTEMS REVIEW**  
**STATUS UPDATE - DECEMBER 2017**

<u>LEGEND</u>
Ongoing
Complete

Recommendation	Description	Recommendation for Improvement	Status Update December 2017
<b>RECRUITMENT</b>			
1	<b>Recruitment &amp; Selection Policy</b>	It is recommended that the Recruitment and Selection Policy be updated to: <ul style="list-style-type: none"> <li>• Include the grounds of gender identity and gender expression on the list of human rights protected grounds</li> <li>• Include accommodation as a principle and address the duty of the City to provide accommodation to any applicant, based on any human rights protected ground, not just disability.</li> </ul>	Completed in 2014 policy update
2	<b>Anti Nepotism Policy</b>	It is recommended that the Anti-Nepotism Policy be updated to specify that any attempt to improperly influence a recruitment or selection decision that benefits a friend or relative is also a violation of the policy.	Completed in 2014 policy update
3	<b>Communicating Anti-Nepotism Policy</b>	It is recommended that, along with the annual sign-off of the Code of Conduct, Human Resources find and use other opportunities to communicate with managers about its Anti-Nepotism Policy.	As of 2014/2015, included in corporate new employee orientation; a part of our Leadership on the Inside Ethics Course; was recomunicated corporately in 2016 with inclusion within Code of Conduct; 2017 included in policy update of top 5 policies; is currently under review and will be recomunicated late 2017
4	<b>Training on Anti-Nepotism Policy</b> <b>Anti-Nepotism Policy</b>	It is recommended that nepotism be directly addressed in all communications and training with staff around ethics and the Code of Conduct	As of 2014/2015, included in corporate new employee orientation; a part of our Leadership on the Inside Ethics Course; was recomunicated corporately in 2016 with inclusion within Code of Conduct; 2017 included in policy update of top 5 policies; is currently under review and will be recomunicated late 2017
5	<b>Letters of Understanding</b>	It is recommended that the City work with unions to develop <i>Letters of Understanding</i> that deal with workplace equity, diversity and inclusion to articulate a joint commitment to examining and addressing these issues.	Included in collective agreements with references to Human Rights Code
6	<b>City's Equity &amp; Accomodation Statement</b>	It is recommended that the City's equity and accommodation statement be separated from "Terms," and be included under the heading "Our Commitment to Equity and Accommodation."	Complete as of 2016; posted online
7	<b>Accomodation - Defined &amp; Specified</b>	In the Frequently Asked section of its Jobs webpage, the term "accommodation" be defined, and it be specified that accommodation will be provided in any part of the selection process, on any human rights ground, such as disability, religion, and family responsibility, short of undue hardship and if notified ahead of the selection process. Examples could also be provided of what this accommodation might look like.	Statement on accommodation is included in "How to Apply for Jobs" and provides direction on how to disclose;; no definition up on page; no FAQ section on the web pertaining to job applications
8	<b>Job Postings &amp; City's Twitter Account</b>	"Jobs at the City" webpage be updated to inform job-seekers that job opening are shared through the City's Twitter account and include the account name.	Weekly Twitter feed established informing public of new job opportunities
9	<b>Outreach Recruitment</b>	Human Resources to develop and implement an outreach recruitment strategy to advertise job openings via social media, career/job fairs, employment agencies, etc.	Ongoing participation in variety of career fairs including various community events
10	<b>Self-Identification</b>	City to include self-identification on application form to monitor the diverse group of applicants and success of outreach recruitment process.	Plan to implement voluntary candidate self-identification in accordance with demographic options included in the Our People Survey

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11	<b>Under-Served Communities Summer Positions</b>	Human Resources to develop a program to hire students from under-served communities in summer positions	A number of partnerships formed with the Summer Recruiter Position commencing in 2015. Examples include: Mohawk College CICE; Living Rock, Youth at Risk, Learn to Work
12	<b>Students Self-Identification Survey</b>	Student exit survey ask students to self-identify and that this data be analyzed to determine the extent to which students from under-served communities have access to summer positions at the City and to identify any issues specific to the under-served groups.	See above
<b>HIRING AND SELECTION</b>			
13	<b>Scheduling Interviews &amp; Accomodation</b>	Human Resources to develop a script to be used for scheduling interviews to ensure each candidate is aware of the selection process and asked if they require accomodation.	Completed in 2015
14	<b>HR to Managers Info. regarding Accomodations</b>	Human Resources provides managers with guidance on types of accomodations that may be requested by candidates, and who to contact for more information/provide these accomodations.	Completed in 2015
15	<b>Number of Positions</b>	Human Resources to report annually to the City Manager (by department) on the number of positions filled and how they were filled (e.g. permanent/temp position filled via competition/appointment)	Complete
16	<b>On-Line Application Process</b>	Human Resources to review all online questions in the application process and support the consistent use of these questions for all job competitions	Complete
17	<b>Pre-Screening Forms</b>	Pre-screening forms to be used consistently and completed to assess each applicant against the pre-established criteria to determine who will be invited to an interview.	Compleere
18	<b>Interview Panel</b>	City to include in written guidelines or procedures the requirement that interview panels, of at least two individuals, be required for each interview process. These guidelines should suggest that, when able, hiring managers should try to ensure that there is diversity on the panel.	Current practice is to have interview panels which is entrenched in our Collective agreements. A formal guideline has not been developed beyond what is within the collective agreement
19	<b>Interview Questions &amp; HR</b>	For each competition, HR to review the interview questions - ensuring they're not culturally biased and adequately assess the candidate's skills and abilities against the selection criteria.	Staffing reviews interview questions as requested to ensure validity
20	<b>Developing Interview Questions</b>	It is recommended that Human Resources proactively provide guidance to hiring managers on developing interview questions. This could include information on the barriers that could be created through interview questions as well as sample questions.	Guidance provided as requested
21	<b>Interview Notes &amp; Guidance</b>	Guidance be provided to hiring managers to ensure that they understand their responsibility to take and maintain interview notes.	A part of R&S Leadership Training. This is a part of the interview tool developed for hiring managers - there is a section requiring them to complete notes. Also discussed at onboarding for new managers
22	<b>Scoring Interviews</b>	Hiring managers to receive guidance on assessing scoring interviews so that they allow for unanticipated responses which are equally valid or correct as those listed in the look forms.	A part of the R&S training in Leadership on the Inside, and in specific manager training provided on hiring from Staffing Specialists

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23	<b>Diversity Competencies</b>	Selection criteria and interview questions that assess an applicant's diversity competency be included, as appropriate, into the selection process for employees at all levels of the organization.	Diversity questions added to interview guides beginning in 2017 with full implementation to take place in 2018 for supervisory positions and above
24	<b>Reference Checks</b>	HR to ensure that before a job offer is made, hiring managers have completed reference checks in compliance with the procedure.	Complete; policy approved and posted
25	<b>Sample Reference Checks Questions</b>	Sample reference check questions be revised to ensure that only job related questions be asked and questions that could generate responses dealing with a human rights protected grounds not be asked.	Sample questions included in appendix to conducting reference checks procedure
26	<b>Importance of Structured Hiring Process</b>	It is recommended that the importance of a structured hiring process, using the tools provided by HR and a complete competition file be communicated to managers and that Human Resources put procedures in place to ensure compliance with hiring policies and practices.	Included as a part of the training module on Recruitment and Selection in Leadership on the Inside
27	<b>Perception of the Selection Process</b>	City to communicate changes made to the hiring process to all employees in order to strengthen their confidence in a fair and bias-free process that supports the equitable assessment of candidates from all communities, backgrounds and identities based on their skills and abilities.	Ongoing communication on recruitment, selection and hiring practices. Continue to explore methods of continuous improvement
28	<b>Composition of the Workforce</b>	City to develop a program to increase the number of women in male-dominated occupations, with a focus on filling the vacancies created by upcoming retirements. This could be included as part of the City's succession plan and efforts to fill vacancies in hard-to-fill occupations.	Our People Survey demographics will provide detailed snapshot of current employee demographics and identify opportunities for improvement
29	<b>Workforce Equity</b>	City to develop a strategy to increase the representation of women in supervisory and management positions.	See above response to #28
30	<b>Workforce Diversity</b>	City to develop a strategy to increase the representation of racialized and immigrant employees within the workforce.	See above response to #28
31	<b>Debrief</b>	Managers to provide feedback to any employee who requests it and employees be informed that they have the right to ask for and receive a debrief session after a competition.	Current Practice
<b>TRAINING AND DEVELOPMENT</b>			
32	<b>Tuition Reimbursement Program</b>	It is recommended that there be some corporate oversight of the Tuition Reimbursement Program to ensure the consistent application of the program and equitable access to funds by staff from the under-served communities.	As part of the Our People and Performance Plan, a review of corporate training started in 2017 and intends to develop learning and development function to include increased corporate oversight of tuition programs
<b>PROMOTION</b>			
33	<b>Opportunities for Advancement</b>	Formal and Informal networking opportunities for the designated groups be developed and supported, including the development and support of Employee Resource Groups.	Feedback received from the Our People Survey will assess the opportunities for additional networking and support for employees
34	<b>Leadership Development Program</b>	City to develop a leadership development program, which incorporates diversity objectives and supports employees from all communities, backgrounds and identities to advance in the organization.	Leadership development program created and implemented
35	<b>Acting Assignments &amp; Lateral Transfers Policy</b>	All managers be required to comply with the Acting Assignments and Lateral Transfers Policy and hold competitions to fill acting assignments that are expected to last longer than 6 months.	Current practice

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36	<b>Acting Assignments Postings</b>	Human Resources ensure that competitions be held within 6 months for positions permanently vacated and report to SMT annually on acting assignments that last longer than 6 months.	Current practice
37	<b>Performance Management</b>	It is recommended that behaviours that reflect a commitment to equity, diversity and inclusion be included in the Competency Guide used in the performance management process.	PAD process under review with new competencies being developed for future implementation
<b>WORKING CONDITIONS</b>			
38	<b>Work Environment/ Morale</b>	City to implement a program which includes training of supervisors and managers to create more inclusive and welcoming work environments and improve staff morale. This program should include a regular employee survey to assess and monitor staff engagement and morale.	Our People Survey to provide ongoing assessment of and feedback on employee morale. Will be updated every three years
39	<b>Staff and Workload</b>	City to review staffing levels to ensure that its departments are sufficiently staffed for the work they are required to do and the service levels committed to.	Our People Survey to provide ongoing assessment of and feedback on employee workload and resource issues. Will be updated every three years
40	<b>Employment Accomodation Policy</b>	Employment Accommodation Policy be revised to ensure it addresses all areas covered in the draft policies provided by the Canadian and Ontario Human Rights Commissions. Procedures, tools and resources should also be developed to provide additional guidance to managers to ensure the policy is fully and consistently implemented throughout the organization.	Accommodation Policy and procedures approved in March 2015 and posted on eNet. Communicated to all employees via Connections and Memo in 2015
41	<b>Communicating Employment Accomodation Policy</b>	It is recommended that once the Employment Accommodation Policy is finalized, a communication strategy be developed to ensure that all managers and employees are aware of the policy and their rights and responsibilities under the policy. This might include holding information sessions to allow managers and employees to learn about accommodation and have their questions answered.	Policies and procedures communicated via Supervisor and Above Memo, Connections Bulletin upon approval in 2015. Subsequent Open House provided information on Accommodations and responsibilities of all parties involved.
42	<b>Structural Support</b>	Structural supports be put into place to ensure appropriate and consistent implementation across the organization, including procedures, monitoring mechanisms, a recourse mechanism for employees denied accommodation.	Current practice including weekly review of all employees who require placement
43	<b>Paying for Accomodation</b>	It is recommended that managers be provided with some guidance about paying for accommodations and at what point additional funds can be accessed at a higher level of the organization.	Included in Employment Accommodation Policy and FAQ developed
44	<b>Duty to Accommodate</b>	City to do more to educate managers and employees about the duty to accommodate and the rights and responsibilities of employees, supervisors, managers and the organization, through information sessions, information on the City's intranet, and printed materials. It is also important to emphasize that accommodation is part of the City's legal obligations and failure to accommodate is a violation of the Ontario Human Rights Code.	Complete, ongoing monitoring
45	<b>Principles of Accomodations</b>	Principles of accommodation be prepared and shared with managers. These include confidentiality, involvement of the employee, and individualized accommodation.	Complete, ongoing monitoring

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46	<b>Return to work – Employers’ Responsibilities</b>	Managers and supervisors to receive communications and education to ensure that they fully understand their responsibilities to support employees with the temporary or permanent injury or illness return to work.	Complete, work ongoing
47	<b>Absence Support Program</b>	It is recommended that managers receive training, communication and support to operationalize the Absence Support Program as intended.	Complete, work ongoing
48	<b>Absence Support Program – Feedback</b>	It is recommended that Human Resources regularly solicit feedback from managers on the program, when it is used, and why it is used in order to support the consistent use of the program throughout the organization.	Completed in 2015
49	<b>Income Protection Plan – Term "insane" to be reviewed</b>	It is recommended that the use of the term "insane" in corporate policies and collective agreements be reviewed and updated where possible.	No remaining references to this term found in current documents
50	<b>Monitoring the Payout of Benefits</b>	It is recommended that the City monitor the payout of benefits to ensure that those with mental health illnesses or drug or alcohol addiction are not adversely affected by the terms of the coverage provided by the insurer.	Current practice
51	<b>Maternal &amp; Paternal Policy</b>	Newly developed policies and related documents with respect to maternity and paternal leave specifically address that it provides for benefits to same sex parents.	Policy completed 2015, approved Feb 2016
52	<b>Information Regarding Maternity and Parental Leave</b>	It is recommended that the City update the information provided to those who go on maternity or parental leave to ensure it is complete and makes the appropriate referrals to provincial and federal services. This information could also be provided through various means, including periodic information sessions, online resources, and online Power Point presentations.	Completed 2015. FAQ also developed in 2016
53	<b>Flexible Work Arrangements</b>	City provide additional information and guidance to managers with respect to flexible work arrangements particularly as it relates to their duty to accommodate employees based on family status, short of undue hardship.	Manager guide on leaves completed in 2015 and updated 2017
54	<b>Religious Accommodation</b>	It is recommended that accommodation training, procedures or guidelines developed to support supervisors and managers include information to meet their duty to accommodate based on religion, including religious dress, scheduling shifts, time off for religious observances, providing prayer space, etc.	Complete
55	<b>Uniforms and Protective Clothing Procedures</b>	Uniforms and Protective Clothing Procedures be updated to specify that changes can be made to uniforms and protective clothing to accommodate an employee, based on any human rights protected ground, subject to health and safety requirements.	Draft Policy completed - sent to Policy Review group who requested it be put on hold pending review of uniform practices in departments
56	<b>Quiet Spaces</b>	It is recommended that protocols for using prayer / quiet spaces be developed and that the current locations of these rooms along with a commitment to provide other spaces is communicated to employees.	Accommodations made as requested on case by case basis
57	<b>Employee Guide to Accommodation</b>	Employee Guide to Accommodation be developed to inform employees about their rights and responsibilities in relation to accommodation in the workplace (based on any human rights protected ground) and include information on their right to confidentiality and who to contact should they feel that they have not been appropriately accommodated.	Information provided through eNet - You should Know - HR. No stand alone guide developed as of yet.

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58	<b>Human Rights Unit to Report to SMT</b>	It is recommended that the Human Rights Unit report annually to SMT, by department: <ul style="list-style-type: none"> <li>• The number of inquiries received from managers and employees, and the type of information requested;</li> <li>• The number of complaints received, their disposition (e.g. investigation conducted, settled (founded), dismissed (unfounded)), grounds (e.g. sex, race, disability, etc.), violation (e.g. harassment, sexual harassment, condonation, reprisal, failure to accommodate, etc.);</li> <li>• An analysis of trends and the identification of any systemic issues.</li> </ul>	Complete, current practice
59	<b>Attendance at the Human Rights and Anti-Racism Trainings</b>	It is recommended that attendance at the human rights and anti-racism trainings be tracked, monitored and that General Managers be held accountable for ensuring that all staff attend these sessions.	Current Practice
60	<b>Issues Shared During Training Session</b>	It is recommended that the trainers for the human rights and anti-racism trainings share issues raised within the sessions in order to identify additional learning needs of managers and employees.	Evaluation forms are completed on each session and trainers will flag issues raised for follow up
61	<b>Harassment and Discrimination Policy</b>	It is recommended that the City's policies and procedures be updated to reflect identified issues	Completed during policy review
62	<b>Investigations</b>	It is recommended that the City ensures only managers who received appropriate training conduct investigations	Current practice is only Human Rights Specialists conduct investigations on harassment and discrimination
63	<b>Training</b>	It is recommended that more training and support be put in place for managers to help them create and maintain an inclusive and welcoming environment for all employees	Leadership on the Inside module for managers to assist in addressing issues of harassment and discrimination as well as civility issues in the workplace
<b>EXIT INTERVIEWS AND SURVEYS</b>			
64	<b>Policy/Guideline for HR Exit Questionnaire</b>	It is recommended that a policy and/or guidelines be developed to guide the use and administration of the HR Exit Questionnaire.	Exit Surveys are administered to employees resigning from organization for non union management roles. Plan to explore online option
65	<b>Modifying the HR Exit Questionnaire</b>	It is recommended that the HR Exit Questionnaire be modified to include questions on the employee's experience with respect to harassment, discrimination and accommodation. The questionnaire should also allow employees to identify if they belong to an under-served community.	Completed
66	<b>HR Exit Questionnaire – what not to Collect</b>	It is recommended that the HR Exit Questionnaire not collect the employee's name and employee number, but include the employee's department.	Name and department are collected however feedback is reported in aggregate form only
67	<b>Data Collected from HR Exit Questionnaire</b>	It is recommended that the data from the HR Exit Questionnaire be summarized corporately and disaggregated by department to identify trends and issues across the organization (should there be sufficient numbers), and reported annually to SMT.	To be completed in Q1 2019 once full year data is obtained
68	<b>Exit Interview Trends</b>	It is recommended that the exit interview data be used to identify corporate trends in harassment and discrimination and strategies be put in place to address the identified issues	To be completed in Q1 2019 once full year data is obtained
<b>ATTITUDES AND CORPORATE CULTURE</b>			

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69	<b>Diverse Workforce Framework</b>	It is recommended that the City do more to help employees understand and support its objectives of ensuring a diverse workforce and an inclusive work environment by linking equity, diversity and inclusion to the City's roles and responsibilities as an employer, a service provider, and a community citizen. The City can also develop and communicate a framework for equity and diversity, including terms and concepts, to establish a common language and understanding across the organization, which also addresses the myths and misconceptions held by employees.	Our People and Performance Plan - Focus Area of Healthy Respectful Supportive Work place. Human Rights, Diversity and Inclusion Strategic Plan presented and approved by Council Q2 2017
70	<b>Communication Strategy to be Developed for EDI</b>	It is recommended that a communications strategy be developed to: <ul style="list-style-type: none"> <li>• Increase manager and employee understanding of workplace EDI</li> <li>• Address the facts and myths associated with workplace EDI</li> <li>• Communicate a business case for workplace EDI and links the need for EDI initiatives to operational considerations</li> <li>• Generate buy-in for initiatives by showing that EDI initiatives creates more equitable hiring practices and creates a more inclusive work environment that benefits all employees.</li> </ul>	People and Performance Plan included a EDI as a key component of focus area ; OPPP roadshow highlighted in presentation. A&E Poster campaign included goal of highlighting value of EDI
71	<b>Culture of Inclusion</b>	It is recommended that senior managers, line managers and supervisors be provided with training and ongoing support to support their ability to create a culture of inclusion in all City workplaces.	Development of Human Rights, Diversity and Inclusion Strategic Plan completed in 2017 and rolled out to all DLT's
72	<b>Experiential Training</b>	Through Other Eyes training, an experiential training program, be conducted for supervisors and managers to increase understanding of and sensitivity to issues faced by persons with disabilities in the workplace	Diversity training to be reviewed as part of the Diversity and Inclusion strategic plan
73	<b>Employment Program</b>	City to work with community agencies to develop an employment program for immigrants, persons with disabilities and Aboriginal peoples. This would help to provide valuable work experience for members of these communities, help support the organization's succession planning, and also to address attitudinal barriers by increasing exposure of staff to working with co-workers from these groups.	Relationships established with some agencies (Career edge, Mohawk CICE). Ongoing efforts to explore opportunities to ensure our workforce is reflective of the community we serve
74	<b>LGBTQ Positive Spaces</b>	City demonstrate its commitment to creating LGBTQ positive spaces for implementing a positive space initiative. This might include appropriate training for managers and employees, along with posting positive space posters in all City workplaces.	Transgender Training program to be rolled out in 2018
75	<b>Support for Transgender Employees</b>	City to ensure that it is ready to support transgender employees. This means raising awareness of managers and preparing policies and procedures with respect to accommodations such as trans-friendly washrooms.	Transgender and Gender Non-Conforming Protocol introduced/approved in 2017. Communications and supporting materials distributed to all staff following approval.
76	<b>Training and Support for Inclusive Culture</b>	It is recommended that managers be provided with training and support to enable them to model and lead a culture of inclusion at all City workplaces	Leadership on the Inside module for managers to assist in addressing issues of harassment and discrimination as well as civility issues in the workplace
77	<b>Workplace Inclusion Strategy</b>	City of Hamilton to develop a Workplace Inclusion Strategy and devote appropriate financial and human resources to its implementation. We suggest that this include hiring a Workplace Inclusion Manager, with responsibility for developing strategic and implementation plans, monitoring and reporting on issues of equity, diversity, and inclusion in the workplace, as well developing and delivering training. This includes, but is not limited to, implementing the recommendations made in this report.	Human Rights, Diversity and Inclusion Strategic Plan presented and approved by Council Q2 2017

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78	<b>Members of Council and Senior Leadership Team – Commitment to EDI</b>	Members of Council and the Senior Leadership Team commit and be provided with adequate supports to enable them to demonstrate a greater personal and professional commitment to EDI through behaviours and language that demonstrate inclusion and respect for all employees.	Human Rights, Diversity and Inclusion Strategic Plan presented and approved by Council Q2 2017. Communicated to all DLT's
79	<b>City's Workplace EDI Efforts be Championed</b>	City's workplace EDI efforts be championed at the highest level of the organization. This could include identifying a senior leader as the formal champion of the City's EDI efforts.	Human Rights, Diversity and Inclusion Strategic Plan presented and approved by Council Q2 2017. Communicated to all DLT's
80	<b>Organizational Culture Survey</b>	HR to initiate an ongoing program to annually or biannually conduct an organizational culture survey. This anonymous survey should consistently use the same questions so that the City can assess change over time.	Our People Survey launched in Q3 2017 and will be repeated every three years
81	<b>Employment Systems Review (ESR) Recommendations</b>	Recommendations from this report (Employment Systems Review) be reviewed, prioritized, and an Action Plan be developed with appropriate timelines to coordinate and implement these recommendations.	Completed
82	<b>Updating &amp; Monitoring Employment Systems Review</b>	City to update this ESR in three to five years to identify what progress has been made on the issues identified in this report, and provide further recommendations for creating and sustaining change.	Completed in 2017. Ongoing updates to be provided through the Our People Survey and Our People and Performance Plan updates
83	<b>Reviewing Policies through an "Equity Lens"</b>	City to establish a process whereby all new and existing policies and programs are reviewed through an "equity lens" to ensure that no new barriers are created for employees from the under-served communities.	Policy developed with consideration of an equity lens; P&P Specialist conducted research and developed guidelines in 2014/2015. Mayor's Office has consultant working on Equity Lens project as of December 2017



**Planning & Economic Development Department  
Priority Ranking - 2009/2010 Audit Results**

Priority	MHSA Audit Item Number	Description	Ranking Criteria				Total	Due Date	Project Lead Corp./Dept.	Action By	Action Complete
			Legislative	Potential for loss	Difficulty to implement	Time to Complete					
1	2-0-1	Managers responsible for ensuring workplace inspections are performed?	4	2	3	3	12	Q4/12	Dept.	Jorge C.	
	2-0-8	Managers responsible for performing employee safety observations?	4	2	3	3	12				
	3-0-1	Supervisors responsible for ensuring workplace inspections are performed?	4	2	3	3	12				
	3-0-7	Supervisors responsible for performing safety observations?	4	2	3	3	12				
	3-0-6	Supervisors responsible for commending good health and safety performance?	4	1	3	3	11				
2	7-0-2	Is WHMIS regulation posted in high traffic areas and accessible to off site staff?	4	1	3	3	11	Q4/12	Dept.	Tony C.	
	7-0-3	Are applicable MSDSs accessible to employees on and off site?	4	1	3	3	11				
	7-0-4	Are applicable designated substance regulations accessible to employees on and off site?	4	1	3	3	11				
	7-0-5	Are other applicable regulations posted and accessible to employees on and off site?	4	1	3	3	11				
	8-0-6	Is it clearly stated that all controlled products must have WHMIS labels?	4	1	3	3	11				
3	14-0-14	Is there a list of equipment that needs scheduled service?	4	3	2	2	11	Q1/13	Dept.	Tony C.	
	14-0-19	Is it clearly stated that vehicles must be inspected before use?	4	3	2	2	11				
	14-0-20	Is it clearly stated work equipment must be inspected before use?	4	3	2	2	11				
	14-0-21	Is it clearly stated PPE must be inspected before use?	4	3	2	2	11				
4	15-0-12	Do you receive WSIB accident/illness statistical reports?	4	1	3	3	11	Q4/12	Corp.	Val S.	
5	15-0-13	Is there a procedure for reporting accidents, illnesses, and spills to WSIB, MOL, and MOE?	4	3	2	2	11	Q1/13	Dept.	Jorge C.	
6	8-0-1	Is there a document that identifies the main activities and hazards for all jobs?	4	3	1	1	9	Q1/13	Corp.	Val S.	
	8-0-2	Is there a document that rates hazards.....?	4	3	1	1	9				
	8-0-3	Is there a safe operation procedure for each hazard identified?	4	3	1	1	9				
7	12-0-3	Is it clearly stated that all employees receive training in health & safety policy....?	4	3	1	1	9	Q4/13	Dept.	Guy P.	
	12-0-6	Is there a list of the training required and renewal dates for workers...?	4	3	1	1	9				
	12-0-12	Is it clearly stated that employees in a new job receive training....?	4	3	1	1	9				
	12-0-21	is it clearly stated that all workers exposed to falling hazard must be trained?	4	3	1	1	9				
	12-0-22	Are there written training and instruction records signed by the instructor?	4	3	1	1	9				

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Priority Ranking - 2009/2010 Audit Results**

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			Legislative	Potential for loss	Difficulty to implement	Time to Complete					
8	13-0-4	Are there incidents recorded in the first aid station record logbook?	3	1	3	3	10	Q4/12	Dept.	Jim G.	
	13-0-6	Is there a first aid kit inspection record, schedule, and assignment of responsibility?	3	1	3	3	10				
	13-0-8	If the employer has more than 200 employees do they have a first aid room?	3	3	2	2	10				
	13-0-9	Is there a procedure for transportation of injured workers....?	3	3	2	2	10				
	5-0-2	Has it been clearly stated that contractors will be held accountable for their H & S?	2	3	3	3	11				
	7-0-8	Are emergency telephone numbers posted at primary telephones?	2	3	3	3	11				
	12-0-13	Is it clearly stated that all JHSC members and supervisors are trained in H & S inspections?	2	3	3	3	11				
	12-0-14	Is it clearly stated that all JHSC members and supervisors are trained in injury/incident investigation?	2	3	3	3	11				
	12-0-15	Is it clearly stated that all JHSC members be trained in their roles, responsibilities, and functions?	2	3	3	3	11				
	1-0-8	Has Policy been signed by most senior management person on site?	2	2	3	3	10				
	14-0-1	Do supervisors and managers have a written schedule for inspecting the workplace?	2	2	3	3	10				
	14-0-3	Is there a standard recoding system for workplace inspections carried out by management?	2	2	3	3	10				
	14-0-4	Is there a follow-up procedure for workplace inspections carried out by management?	2	2	3	3	10				
	14-0-7	Are workers and supervisors consulted during the JHSC inspection and names documented?	2	2	3	3	10				
	14-0-8	Is the JHSC inspection report reviewed and initialed by senior management?	2	2	3	3	10				
	16-0-7	Does the senior management team perform regular workplace inspections?	2	2	3	3	10				
	2-0-13	Has it been clearly stated that managers regularly attend safety meetings?	2	1	3	3	9				
	2-0-7	Clearly stated that managers are responsible for commending good health & safety?	2	1	3	3	9				
	7-0-7	Is the first aid regulation available at the first aid station(s)?	2	1	3	3	9				
	14-0-10	Does the employer have a written list of equipment requiring pre-use inspections?	2	3	2	2	9				
	14-0-11	Does the employer have a standard recording form for pre-use inspections?	2	3	2	2	9				
	14-0-15	Is there a schedule indicating the frequency of inspection for the equipment listed?	2	3	2	2	9				
	14-0-16	Is there a standard recoding system for equipment inspection?	2	3	2	2	9				
	14-0-17	Are the qualifications of the person doing preventive maintenance inspection defined?	2	3	2	2	9				

**Planning & Economic Development Department  
Priority Ranking - 2009/2010 Audit Results**

Priority	MHSA Audit Item Number	Description	Ranking Criteria				Total	Due Date	Project Lead Corp./Dept.	Action By	Action Complete
			Legislative	Potential for loss	Difficulty to implement	Time to Complete					
	14-0-18	Is there a system for reviewing the preventive maintenance program?	2	3	2	2	9				
	15-0-2	Are the roles of the investigators (management, JHSC, etc.) identified?	2	3	2	2	9				
	15-0-4	Is there a clearly stated procedure for interviewing during an injury/incident investigation?	2	3	2	2	9				
	15-0-5	Does the injury/incident investigation procedure include identifying contributing factors?	2	3	2	2	9				
	15-0-9	Does the injury/incident investigation procedure communicate recommendations to staff?	2	3	2	2	9				
	4-0-10	Has discipline been used for non-compliance with policies and procedures?	2	2	2	2	8				
	16-0-1	Has the senior management team produced a health and safety continuous improvement plan?	2	2	2	1	7				
	16-0-4	Has senior management team set up a program to communicate H & S information to staff?	2	2	2	1	7				
	16-0-5	Does the senior management team integrate H & S into all aspects of the organization?	2	2	2	1	7				
	2-0-10	Has it been clearly stated that managers are responsible for performing regular crew visits?	1	3	3	3	10				
	2-0-11	Has it been clearly stated that managers should set a good example by wearing PPE when required?	1	3	3	3	10				
	2-0-12	Has it been clearly stated that staff meetings have H & S as a topic on the agenda?	1	3	3	3	10				
	2-0-15	Has it been clearly stated that safety is a component of your hiring criteria?	1	3	3	3	10				
	2-0-17	Has it been clearly stated that a pre-placement medical is required for new hires?	1	3	3	3	10				
	3-0-10	Has it been clearly stated that supervisors should set a good example by wearing PPE when required?	1	3	3	3	10				
	3-0-9	Has it been clearly stated that supervisors are responsible for performing regular crew visits?	1	3	3	3	10				
	4-0-2	Has it been clearly stated that workers are responsible for reporting near miss incidents?	1	3	3	3	10				
	15-0-11	Are equipment damage occurrences formally investigated?	1	3	3	3	10				
	18-0-2	Are contract administrators given any formal orientation and training in their responsibilities?	1	3	3	3	10				
	18-0-3	Is there a policy for contract administrators that details min H & S requirements for contractors?	1	3	3	3	10				
	18-0-4	Is the policy distributed to contractors?	1	3	3	3	10				
	18-0-6	Is there post-contract review for maintenance of qualifications?	1	3	3	3	10				
	18-0-7	Does the contract administrator review work plans for hazards?	1	3	3	3	10				
	18-0-8	Do all qualified contractors attend a municipal orientation program?	1	3	3	3	10				

**Planning & Economic Development Department  
Priority Ranking - 2009/2010 Audit Results**

Priority	MHSA Audit Item Number	Description	Ranking Criteria				Total	Due Date	Project Lead Corp./Dept.	Action By	Action Complete
			Legislative	Potential for loss	Difficulty to implement	Time to Complete					
	18-0-11	Do you required regular H & S meetings with the contractor throughout duration of contract?	1	3	3	3	10				
	2-0-16	Has it been clearly stated that you assess physical capabilities of new or transferring employees?	1	2	3	3	9				
	3-0-11	Has it been clearly stated that supervisors regularly attend safety meeting?	1	1	3	3	8				
	8-0-8	Is there a policy regarding procedures for spills of hazardous materials?	1	3	2	2	8				
	12-0-18	Is it clearly stated supervisors receive special training on how to perform crew visit observations?	1	3	2	2	8				
	12-0-19	Is it clearly stated that new employees are to be assigned to a long term employee for mentoring?	1	1	3	3	8				
	14-0-2	Do supervisors and managers have written documentation that they have inspected the workplace?	1	1	3	3	8				
	4-0-5	Has it been clearly stated that employees will be given recognition for ongoing initiatives to improve safety?	1	2	2	2	7				
	8-0-4	Is there a "suggestion" plan or similar process to facilitate ongoing participation form staff?	1	2	2	2	7				
	8-0-5	Is there a specific feedback loop to guarantee each employee's suggestion receives a reply?	1	2	2	2	7				
	3-0-12	Is there a supervisor's operations manual that is accessible and provides specific procedures?	1	2	2	1	6				
	3-0-13	Do supervisors maintain a log of their crew visits including good and bad observations?	1	2	2	1	6				
	12-0-20	Is it clearly stated that management will receive training in H & S principals?	1	2	2	1	6				
	12-0-23	Has management been trained in H & S principals?	1	2	2	1	6				