



**CITY OF HAMILTON**  
**Corporate Services**  
**Human Resources Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	September 19, 2018
<b>SUBJECT/REPORT NO:</b>	Attracting Diversity During the Recruitment Process (HUR18017) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jodi Koch 905-546-2424 Ext. 3003 Nadia Olivieri 905 546 2424 Ext. 6548
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director, Human Resources & Organizational Development
<b>SIGNATURE:</b>	

**RECOMMENDATION**

That staff be directed to proceed with the 2018 - 2022 Recruitment Process utilizing the expanded Communications Plan as defined in Appendix A to Report HUR18017, within the existing budget.

**EXECUTIVE SUMMARY**

The Review of the City of Hamilton's Advisory Committee Report (CM15007) indicated that Advisory (Volunteer) Committee members reported that the methods of recruitment used, namely advertising in the Hamilton Spectator, in relevant Community Newspapers and on the City's website, were insufficient to secure a proper applicant pool.

The Advisory (Volunteer) Committee members concluded that the applicant pool for the 2014 - 2018 term was not representative of the diverse communities of the City of Hamilton and an insufficient number of citizens applied. As the Application Form has not historically collected demographic information related to diversity, this observation is based on anecdotal speculation.

The 2014 – 2018 recruitment conducted in November of 2015 resulted in an applicant pool of 161 individual citizens from across the City of Hamilton. All applicants were placed on one or two committees of the thirteen (13) Advisory (Volunteer) Committees.

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*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

The selection process for Advisory (Volunteer) Committees is conducted by an Interview Sub-Committee for each Standing Committee to which the Advisory (Volunteer) Committee reports. The selection process begins with the review of the applications; the applications are then short listed and dependant on the number of applicants in relation to the number of vacancies, the Interview Sub-Committee may or may not interview. The Interview Sub-Committees then recommends the appointment of members to the respective Standing Committee, which is then ratified by Council.

Following the appointment of the 161 applicants, there were significant membership resignations.

For example, the eight (8) Advisory (Volunteer) Committees utilizing Staff Liaisons from the Human Rights Diversity and Inclusion section saw a total 9% membership attrition within the first months of appointment from the November 2015 recruitment. To date (August 30, 2018) the total attrition is 32.5%. This represents a reduction in 39 members across the eight (8) committees between April 2016 and August 2018. Out of those 39 individuals, 6 members had their Committee status revoked due to lack of attendance to scheduled meetings.

Adopting a more intentionally inclusive communication plan should result in a larger and more diverse group of applicants.

In addition to a diverse group of applicants, Report (CM15007) identified the need for a “Responsibilities and Expectations of New Members” document. The Advisory (Volunteer) Committees are in the process of preparing these detailed documents. The aim of this document is to provide potential applicants with the necessary details regarding the full scope of the individual commitment required to be an Advisory (Volunteer) Committee member. The expectation is that those who proceed to submit an application will be well-inform about what they are accepting if they are appointed to an Advisory (Volunteer) Committees. Furthermore, it is also expected that membership retention across the 2018 – 2022 term will improve.

In order to assess the success of a more inclusive communication plan, the Application Form should include voluntary demographic questions that will allow applicants to disclose information related to elements of their self-identification. This information will enable the Interview Sub-Committees to assess if the applicants appointed to the chosen committee reflect the diverse communities of the City of Hamilton.

Furthermore, the Application Form should also include a question inquiring how the applicant came to learn of the City of Hamilton’s Advisory (Volunteer) Committee recruitment. Obtaining this information will allow Staff to identify which resources are most effective at getting individual citizens to apply.

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## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:** There is no additional financial implication to adopting a communication plan that uses print media, electronic medium and public information session resources identified in the Communication Resource Guide (Appendix A to Report (HUR18017)) as it is already included in the City Clerk's budget.

**Staffing:** Not Applicable

**Legal:** Not Applicable

## **HISTORICAL BACKGROUND**

The communication plan to attract citizens to apply for the City of Hamilton's Committees for the 2014 – 2018 Council term included a combination of the following during each recruitment period:

1. Print Advertisements:

- To publish a quarter of a page publication in the Hamilton Spectator on November 27, 2015 cost \$1,535.25
- To publish a half page advertisement in Turtle Island (Indigenous Community Paper) on November 30, 2015 cost \$668.10
- To publish a half page advertisement in the Hamilton Community Newspapers (Ancaster Newspaper, Mountain Newspaper, etcetera) on November 26, 2015 cost \$2,550.00

2. City of Hamilton Webpage Banner

3. City of Hamilton Twitter messages

4. A public Open House was held at Hamilton City Hall. An Information Session was scheduled for the initial recruitment only.

Recruitments were conducted throughout the term when required at a total print advertisement cost of approximately \$30, 000.00.

Recruitment efforts continued throughout the 2014 - 2018 term of Council to try to maintain the Committee membership levels.

The recommendation within this report arises as a result of Council approved Report (CM15007) (July 10, 2015). The report stated “That the City of Hamilton continue to promote and develop more diverse methods of advertising and outreach to attract a diverse applicant base for the City’s Advisory Committees”.

At the January 24, 2018, General Issues Committee meeting, Staff was directed to review the selection process with respect to attracting a more diverse group of applicants, and any costs associated, and report to General Issues Committee.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The City of Hamilton has a Public Engagement Policy that references Advisory Groups as a group of stakeholder or representatives of stakeholder groups that provide input on issues. Utilizing Advisory Committees is viewed as a technique to ensure good public engagement.

## **RELEVANT CONSULTATION**

Viable communication options were discussed with Staff from various divisions at the City of Hamilton. Some of these divisions included: Strategic Partnerships and Communications Division, Children Service’s and Neighbourhood Development Division, Community Planning & GIS Division.

External resources were also consulted. These resources included Snapd marketing representative, Information Hamilton staff, Workforce Planning staff, Durand Neighbourhood Community past president, DiverseCity OnBoard staff, etc.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The tactics described in the Historical Background were used to attract citizens to apply for the City of Hamilton’s Committees. Additionally no data was collected to evaluate the effectiveness of the tactics used.

Therefore, with the objective to reach out to all members of the community and maximize a diverse applicant pool, the tactics and resources outlined in Appendix A to Report (HUR18017) have been itemized with the estimate reach. Given the estimate reach identified, the expectation is that a great majority of City of Hamilton citizens will be made aware that of the City of Hamilton’s Committees opportunities particularly those that may have been underrepresented in the past. The number of applications received and relevant data collected from the application (inquiring how the applicant came to learn of the City of Hamilton Committee recruitment), will allow us to evaluate if this assumption is correct.

**ALTERNATIVES FOR CONSIDERATION**

Not Applicable

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement & Participation**

*Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.*

**Economic Prosperity and Growth**

*Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.*

**Healthy and Safe Communities**

*Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.*

**Built Environment and Infrastructure**

*Hamilton is supported by state of the art infrastructure, transportation options, buildings and public spaces that create a dynamic City.*

**Culture and Diversity**

*Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.*

**Our People and Performance**

*Hamiltonians have a high level of trust and confidence in their City government.*

**APPENDICES AND SCHEDULES ATTACHED**

Appendix A to Report HUR18017 – Communication Plan Resource Guide