



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	December 9, 2020
SUBJECT/REPORT NO:	Equity, Diversity and Inclusion Framework Update HUR19019(a) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jodi Koch (905) 546-2424 Ext. 3003
SUBMITTED BY:	Lora Fontana Executive Director Human Resources City Manager's Office
SIGNATURE:	

COUNCIL DIRECTION

At the September 18, 2019 General Issues Committee Meeting, as part of Committee's consideration of Report HUR19019, a motion was made as follows:

- (a) That the City Manager to be identified as the Equity, Diversity and Inclusion Champion for the City of Hamilton;
- (b) That Human Resources staff be directed to develop and implement an Equity, Diversity and Inclusion Steering Committee comprised of representatives from all departments and across all levels of the organization, who will be responsible to:
 - (i) Confirm appropriate definitions to guide Equity, Diversity and Inclusion (EDI) work;
 - (ii) Identify appropriate framework for EDI lens for the City of Hamilton;
 - (iii) Establish Standards of Practice;
 - (iv) Review and revise the draft Equity, Diversity, and Inclusion Handbook to be consistent and in alignment with the framework;
 - (v) Complete an updated internal environmental scan on annual basis;
 - (vi) Identify key initiatives and project priorities and develop appropriate workplans and milestones for such; and,
 - (vii) Engage in appropriate internal and external consultations on above;

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- (c) That Human Resources staff be directed to source, through a competitive procurement process, suitable training from an external provider of Equity, Diversity and Inclusion training, relating to such elements including, but not limited, to anti-racism, anti-oppression, unconscious bias, and inclusionary best practices;
- (d) That Human Resources staff be directed to establish a schedule for the above mandatory training to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2020;
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Equity, Diversity and Inclusion metric dashboard requirements;
- (f) That an amount not to exceed \$100,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2020 training and community engagement components, be approved;
- (g) That staff be directed to report back to the General Issues Committee by June 17, 2020 with a status update respecting the implementation of the Equity, Diversity and Inclusion process;
- (h) That the matter respecting the Equity, Diversity and Inclusion Framework be considered complete and removed from the General Issues Committee's outstanding business list; and,
- (i) That an Equity, Diversity and Inclusion Sub-committee, comprised of members of Council, to work in collaboration with the Equity, Diversity and Inclusion Steering (EDI) Committee and staff be established to develop the EDI framework.

INFORMATION

EDI Steering Committee

As indicated in Report HUR19019, several key components of the internal EDI framework for the City of Hamilton would be completed by the cross-functional and cross-level representatives comprised of staff nominated to serve on the EDI Steering Committee by the Senior Leadership Team (SLT). This work was originally scheduled to commence in April 2020, however, the COVID-19 pandemic affected the timelines due to key staff being redeployed to support the Emergency Operations Centre as of mid-March. The nominations were completed in August 2020 and the inaugural EDI

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Steering Committee was held on September 30, 2020, followed by a second meeting on November 30, 2020. Their work to date has included:

- (a) Review of corporate Human Resources Diversity and Inclusion initiatives such as:
 - (i) Diversity and Inclusion Strategic Plan approved by Council in June 2017
 - (ii) Employee Training programs (AODA, It Starts With You, Civility, Workplace Gossip)
 - (iii) Development and Implementation of Transgender Protocol and Training Implementation
 - (iv) Hamilton Anti-Racism Resource Centre (HARRC) Funding Agreement, Start-Up and pause
 - (v) Improving the Diversity in the Recruitment for Volunteer Advisory Committees, Agencies and Boards
 - (vi) Support in Development and Implementation of Use of Indigenous Medicines Policy and Procedure
 - (vii) HARRC Community Engagement in 2019, festivals and events, focus groups, and resulting community survey on racism in Hamilton
 - (viii) Voluntary Demographic Information Collection for applicants to the City of Hamilton
 - (ix) Recommendation Report on Equity, Diversity, and Inclusion Framework to GIC September 2019
 - (x) Development and Implementation of Employee Employment Equity Survey
 - (xi) Development of draft Hate Prevention Policy
 - (xii) Development and Implementation of Standardized Interview Guides and training for all hiring managers including Equity, Diversity and Inclusion questions for all people leaders
 - (xiii) Development and Implementation of Equity, Diversity and Inclusion competencies in the annual Performance Accountability Process;
- (b) Completion of six (6) hour training on Equity, Diversity and Inclusion offered by third party vendor to enhance their own understanding of EDI concepts and evaluate for roll-out across all supervisor and above staff;
- (c) Self-assessments and reflections on their respective “give and gets” as a member of the EDI Steering Committee;
- (d) Review of EDI Steering Committee individual and group roles and responsibilities;
- (e) Review of draft EDI Toolkit and key definitions;
- (f) Review of current state of EDI in organization and desired future state
- (g) Creative idea generation on how desired state might be actioned

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This work represents the completion of Phase 1 of building and creating an EDI Steering Committee and includes preparation for movement into Phase 2. (Please refer to Appendix A to Report HUR19019(a) for additional details).

Procurement Process

The Request for Proposal went out on November 9, 2020 to prospective vendors with a closing date of December 1, 2020. Staff are currently in the process of bid evaluation with the successful proponent to be selected by the end of December 2020 with an anticipated start date of January 2021. The successful vendor will assist with the training strategy component as required as well as supporting the EDI Steering Committee to ensure timely completion of key milestones on this project which are outlined in next steps below.

Training

Human Resources Diversity and Inclusion staff identified a six (6) hour EDI online training program offered through LinkedIn Learning Academy which all Diversity and Inclusion staff and members of the EDI Steering Committee will have completed by year end 2020. This resource may be suitable for broader implementation across the organization at a significant cost savings. This course provides a variety of perspectives and a good foundational knowledge base from which to build stronger organizational capacity. Modules are relatively short duration which makes the program ideal for staff who are dealing with multiple competing priorities.

Diversity and Inclusion Metrics and Dashboards

A voluntary Employment Equity demographic survey was launched in January 2020. From January to October 30, 2020, a total of 3,315 out of 7,859 employees have returned the survey using a combination of the online HOWI portal and paper submissions. This represents 42.2% of the workforce. The completed surveys were returned by 2716 full time employees and 702 temporary or part-time employees. This data will continue to be collected from all new hires at the time of hire as well as continued efforts to have all employees return a survey over the next several months. Many part-time and casual employees have been out of the workplace due to COVID-19 restrictions and will be encouraged to complete the survey as they eventually return to the workplace. Additionally, some groups have had significant increase in workload due to the pandemic and will be supported in completing the survey as time permits. (See Appendix B to Report HUR19019(a) for additional details).

This data will be used to complete a more fulsome Employment Equity report to Senior Leadership Team and Council in 2021 which will compare our actual employee responses to the relevant Labour Market Availability data. The survey requests employees to self-identify in accordance with the following four designated groups:

1. Self-identify as a Woman
2. Self-identify as Aboriginal/Indigenous
3. Self-identify as Visible Minority/Racialized
4. Self-identify as a Person with a Disability

Employees can choose to answer yes, no or prefer not to answer to any or all of the questions.

Based on the data collected to date, our preliminary analysis reveals the following with respect to the demographics of City of Hamilton staff self-identification:

Woman	53.70%
Indigenous/Aboriginal	2.35%
Visible Minority/Racialized	10.92%
Person with a Disability	5.91%

In order to assess how our current representation compares to our community composition and that of the local labour market, we compared our results to a number of benchmarks.

We first compared our results to the 2016 Statistics Canada data on the population in Hamilton.

It should be noted that this information represents total population and is not necessarily an accurate reflection of those actually seeking participation in the workforce as it includes children and others not seeking work. The Disability figure is representative of the findings from the 2017 Canadian Survey on Disability which, again, has a much broader definition of disability than most respondents would believe.

These discrepancies are why the Labour Market Availability data is the preferred comparator for the purposes of Employment Equity reporting. Labour Market Availability (LMA) data refers to the number of people in the workforce from which employers can hire. The 2016 Statistics Canada Labour Market Availability for Hamilton shows slightly different numbers as a result. We then also compared to the Canadian Labour Market Availability data. This is the benchmark for compliance with the Employment Equity Act.

We then, finally, compared the City of Hamilton percentages to federally regulated private sector employers (n=536) governed by Employment Equity. When we compare City of Hamilton results to these various benchmarks, we see the following:

Self-Identify as:	City of Hamilton Staff Survey	2016 Statistics Canada Hamilton Population	2016 Statistics Canada Hamilton Labour Market Availability	Canadian Labour Market Availability	Federally Regulated Private Sector Results
Woman	53.7%	51.1%	48.3%	48.2%	39.4%
Indigenous/Aboriginal	2.4%	2.3%	2.0%	4.0%	2.3%
Visible Minority/Racialized	10.9%	19.0%	17.6%	21.3%	23.8%
Person with a Disability	5.9%	29.1%	n/a	9.1%	3.4%

EDI metrics and dashboards are in the process of being created in order to provide monthly updates and quarterly reports beginning in 2021 and beyond.

Talent Staff have also been collecting voluntary demographic data in the same format for all applicants applying for positions at the City of Hamilton. This data indicates a total of 37,271 out of 40,518 total applicants completed the demographic questions. This represents 92% of all applicants. Of those, a total of 19,469 answered “yes” to one or more questions. (See Appendix C to Report HUR19019(a) for additional details).

Between January 1 and November 13, 2020, the City of Hamilton hired a total of 960 new employees. New hires receive instructions on completing the Employment Equity survey as part of their respective onboarding information packages. To date, we have received returned surveys from 178 of the new hires. (See Appendix D to Report HUR19019(a) for additional details).

**City of Hamilton Applicant Demographics
January 1 to November 13, 2020**

	Applicant Pool	New Hires
Woman	40.8%	54.5%
Aboriginal/Indigenous	1.7 %	1.7%
Visible Minority/Racialized	20.6%	23.6%
Person with a Disability	2.5%	1.1%

EDI Sub-Committee of Council

A review of other municipalities has indicated that some have community advisory committees to Council comprised of various community members and supported by an appointed Councillor. The City of Hamilton currently has a wide number of Volunteer Advisory Committees (VAC) to Council with Council members sitting on each VAC. These VAC's include various equity seeking groups such as:

1. Committee Against Racism
2. Immigrant and Refugee Volunteer Advisory Committee
3. Aboriginal Advisory Committee
4. Status of Women Committee
5. Accessibility Committee for Persons with Disabilities (legislated requirement)
6. Lesbian, Gay, Bisexual, Transgender, and Queer Volunteer Advisory Committee
7. Seniors Advisory Committee

It should be noted that the City of Hamilton has more Volunteer Advisory Committees than virtually any other municipality across the country. Staff were not able to identify any other municipality with an EDI Sub-Committee of Council. Once the successful consultant is selected through the RFP process, focus groups with Council members will be held to better understand the intent of the creation of the Sub-Committee and its mandate. Staff will ensure regular updates are provided to Council as the EDI Steering Committee continues its work on the development of the EDI Framework and Standards of Practice.

Next Steps

Staff will continue to support the work of the EDI Steering Committee in accordance with the following milestones and objectives.

Four key components are considered in the development of an EDI Framework. These are listed in order of implementation:

1. **Having a workforce that is representative of the community we serve.** The Employment Equity survey will provide valuable information regarding the composition of our workforce and how we compare to the larger community in terms of four designated groups (women, racialized persons, Indigenous peoples, and persons with a disability). This work began in January 2020 and will be reported back to Council in **Q2/Q3 2021** in a fulsome Employment Equity Annual Report.

2. **Address systemic barriers and identify and develop action plans to address using an equity, diversity and inclusion lens.** This will be achieved through departmental objectives and goal plans as part of the annual PAD and strategic planning process. This will be a key component of 2021 goal setting cascade from the City Manager and SLT to their respective teams as part of the 2021 PAD process. This will also be achieved through an updated organizational environmental scan which will be completed in **Q1 2021**. Resulting opportunities can then be incorporated into the 2021 goal plans accordingly.
3. **Having a workforce that is skilled in working in an inclusive and respectful manner with each other and the community we serve.** This will be achieved through training programs, policies and programs, and extensive communication efforts across the organization. This will be commenced by the mandatory online training for all supervisors and above as well as the Standardized Interview Guide training for all hiring managers beginning as of **July 2020** and will continue on an ongoing basis throughout 2021.
4. **Creating inclusive programs and services that meet the needs of our diverse community.** This is where the EDI framework becomes embedded in various program and contract terms and conditions as appropriate. This work will be done in the operating departments where the subject matter expertise resides. Once the EDI Steering Committee has developed the Corporate framework, it will be shared with SLT to incorporate into departmental decision making. Further discussion with Council focus groups will be conducted by the external consultant in **Q1 2021** regarding the intent and mandate of the EDI Sub-Committee of Council. The planned development of the EDI Framework will be completed by **Q3 2021**. This will be brought to Council for review prior to implementation.

All EDI efforts need to start with an internal organizational assessment and focus and then move to external facing components once sustainable changes are in place to support the broader program and service delivery. There needs to be organizational competencies in place in order to make the community impacts successful.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report HUR19019(a) - Launching an EDI Steering Committee

Appendix B to Report HUR19019(a) - Employment Equity Data from January to October 2020 by designated group

Appendix C to Report HUR19019(a) - Voluntary Demographic Applicant Data collected January to October 2020

Appendix D to Report HUR19019(a) - New Hire Employment Equity Survey Data collected January to November 2020

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