Review of Draft Equity, Diversity and Inclusion Handbook

City of Hamilton

June 2021

EY
Building a better working world

01 Background & Context

PURPOSE OF THIS DOCUMENT

Background & Context:
As part of our engagement with the City of Hamilton, EY was asked to propose revisions to the City of Hamilton's Equity, Diversity, and Inclusion Handbook to be consistent and in alignment with the EDI Framework.

In this document you will find our feedback and identified areas of improvement in regards to the EDI Handbook / Toolkit.

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01 General Comments

This page outlines generals comments / feedback with regards to the City of Hamilton EDI Handbook

Observation 1 – Use of the term "lens"

We observed that the term "Lens" is often referenced as a tool to use in EDI related matters. Using the term "lens" can imply that this is a tool that can simply be "put on" or "taken off". When, in reality, EDI improvements requires knowledge, education and systemic changes to consciously create behavioural change. For example, putting on an EDI lens when creating a budget, does not address the behavioural problem of a man talking over a woman in a meeting.

Observation 2 – Listed Resources

We observed that there are various listed resources throughout the Handbook. Specifically, there were some American resources in the "Intersectional Lens" section.

Observation 3 – Use of Checklists

We observed that there are checklists to complete when applying an EDI Lens to the following categories: Planning and Managing Inclusive Engagements, How to Apply an Equity and Inclusion Lens in the Workplace and Inclusive Policy Development and Implementation Strategies.

Considerations

Discontinue Use of the term "lens"

The City of Hamilton may want to consider discontinuing the use of the term "lens". Alternatively, explore how to integrate the recommended training, systemic initiatives and behavioural changes in order to more deeply embed EDI in to the organizational culture. The term "lens" can create a misconception of how EDI can be interpreted.

Revise Resources

There is an opportunity to review the resources linked in the handbook. The City could collaborate with community partners and advisory committees to produce diverse resources to link as educational materials in the handbook. (e.g., perhaps some Canadian published resources, more recent publications, publications coming from diverse authors, etc.)

Tip: You could suggest readings on EDI to help educate employees on the topic(s) which can be found at the City of Hamilton Library.

Repurpose Checklists

The City has done a great job ensuring the checklists are thorough. There is an opportunity to review whether the checklists are truly relevant and will evoke change within the organization. Alternatively, these checklists could serve a purpose and be used as a reference when creating the training and education materials.

01 Assessment of Handbook Against Recommended EDI Framework

This page outlines the proposed revisions to the City of Hamilton EDI Handbook to be consistent and in alignment with the EDI Framework

Initiative 1: Business Case

There is an opportunity to link the outcomes from the business case to the Handbook. There could be an introductory section that outlines the benefits of an equitable, diverse and inclusive organization. These benefits may include employee retention, increased innovation, talent attraction and / or the importance of a workforce that is reflective of the community.

Initiative 2: EDI Communication Plan

We observed that there is a lot of great content in the Handbook surrounding accessible communications, appropriate language and audience consideration. There is an opportunity to discuss the EDI communications the City will be introducing such as the EDI calendar and the EDI related events both internally and externally. Currently they read as suggestions, but this Handbook can be worded in a way to say "this is what we are doing…". Additionally, there is an opportunity to articulate all of the policies that currently exist and are supportive of diverse groups such as the Transgender Protocol and the Accessibility Policy.

Initiative 3: Performance Management

We observed that there is a small section of "Reflective Questions" relating to "Performance Management". There is an opportunity to hold employees to a higher standard of EDI practices through performance management. By redesigning the performance management at the City, you can articulate in the Handbook the newly improved components such as a equitable appraisal process, support of career development for underrepresented groups and the EDI considerations for talent mapping and succession planning. This can help to improve overall accountability.

Behaviour 1: SLT EDI Commitment

There is an opportunity in the Handbook to better articulate Leadership's commitment to EDI. For example, if this was commissioned by the Mayor, the City could include a foreword from the Mayor in the Handbook. Additionally, you could use the Handbook as a way to clearly articulate the City and Leaderships goals / objectives in relation to EDI.

Behaviour 2: Inclusive Collaboration

We observed that there is a strong sense of collaboration in relation to strategic partnerships. We also know that there is a need to collaborate in a more inclusive manner. Therefore, there is an opportunity to revise the contents of the document to articulate the importance of inclusive collaboration both internally and externally.

Behaviour 3: Better Recognize & Promote Employees

While the Handbook does cover EDI in the workplace, there is an opportunity to provide some insights and information as to how to better recognize and promote employees. For example, there could be an inclusive language guide or some behavioural nudges for how to better recognize employees.

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EDI Steering Committee Feedback on Equity Toolkit

Major themes:

1) More consistency in definitions and wording (i.e. sometimes addressed as Diversity and Inclusion at other times just Equity and Inclusion; Toolkit and/or Handbook etc.)

2) Clarification and/or correction required: topics are blending; at times language is inconsistent and/or incorrect (e.g. "transgendered" is not a word; diverse genders versus "trans staff"; LGBTQ2S+ versus "gay and bisexual people"; grammatical, punctuation errors and repetition; authors and sources of quotes not noted.

3) Too long in length, should be shortened and directly to the point.

4) Explain the purpose of checklists and questions in sections 3,4 and 5. Also, additional direction required for if an answer is unknown where and how can these questions be addressed.

EDI Steering Committee Feedback on Equity Toolkit

Major themes:

 5) Ambiguity on whether the toolkit/handbook is directed for internal or external facing audience (e.g. target audience, manager level, employee level).

6) Toolkit/Handbook does not note AODA. Certain sections lack and/or omit mention of other marginalized groups (e.g. "Additional Tips for LGBTQS+" is great but we should include "additional tips" for other marginalized groups).

7) Alternative substitution in language and wording can be used (e.g. language differences versus "language limitations").

8) An addition of a listing contact person(s) at the City of Hamilton in which staff can contact to request this toolkit/handbook and other valuable information (e.g. lists of targets groups and contact information of the groups). A central depository/division or one resource to direct you towards the correct path.