




INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	November 30, 2022
SUBJECT/REPORT NO:	Equity, Diversity and Inclusion Framework Update (HUR19019(c)) (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 22, 2021 General Issues Committee Meeting, as part of Committee's consideration of Report HUR19019(b), a motion was made as follows:

- (a) That the Senior Leadership Team be directed to implement the following:
 - (i) Equity, Diversity, and Inclusion (EDI) Framework as outlined in Appendix "A" to Report HUR19019(b);
 - (ii) EDI Roadmap and Implementation Plan as outlined in Appendix "B" to Report HUR19019(b); and
 - (iii) Ensure their respective staff are required to attend the mandatory training outlined in Recommendation (b) to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2022 and 2023 in accordance with the timelines outlined in Appendix "C" to Report HUR19019(b);
- (b) That Human Resources staff be directed to source suitable training from an external provider(s) on EDI, relating to such elements including, but not limited, to anti-racism, anti-oppression, unconscious bias, and inclusionary best practices as outlined in Appendix "D" to Report HUR19019(b);

- (c) That an amount not to exceed \$200,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2022 and 2023 training and continued consultant organizational and leadership assessments, be approved; and,
- (d) That the equivalent of three (3) FTE and associated budget be added to the complement of the Human Rights Division in the 2022 budget to provide necessary resources and structure to support the EDI Roadmap and Implementation Plan;
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Diversity and Inclusion data metric dashboard requirements;
- (f) That staff be directed to revise the EDI Toolkit to ensure alignment with the EDI Framework and Implementation Plan and introduce as a staff resource in 2022;
- (g) That staff be directed to report back to the General Issues Committee by December 31, 2022 with a status update respecting the Equity, Diversity and Inclusion Roadmap and Implementation Plan

INFORMATION

With the EDI Framework and Implementation Plan approved, Human Resources staff proceeded to take actions to fulfil Council direction. The EDI Framework is not the end goal, but rather it is part of an ongoing and iterative process. It requires an in-depth understanding of our current state and our desired future state. Appendix “A” to Report HUR19019(c) illustrates the City of Hamilton Framework as we continue efforts towards embedding EDI into our thought processes, decision making, and corporate culture. This standardized approach will directly contribute to enhanced decision making and organizational outcomes by embedding EDI principles into the foundation of all we do.

With the demonstrated leadership and commitment from Senior Leadership Team (SLT), the approved staff resources, and the support and involvement of the highly engaged and passionate members of the EDI Steering Committee, we were able to focus on the overall Implementation Plan. The following highlights the achievements made in 2022 with respect to key components of the EDI Framework.

Data Collection

Data collection has continued with Employment Equity Voluntary Demographic Information being collected for current employees, applicants, and new hires throughout the organization. The Employment Equity designated groups are a standard offering in our HRIS, which allows us to securely store and maintain limited employee demographics. It is our intent to expand the data collection when we implement a new HRIS system with greater capabilities. EDI Steering Committee members played a critical role in identifying opportunities to enhance survey completion within their respective areas. 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.

Currently, a total of 4528 active employees have completed the survey as of October 31, 2022. This represents a 58.4% overall response rate. We are addressing technology challenges, such as employees without email addresses, to drive completion rates. As of October 31, 2022, the respective workforce representation and departmental completion rates are as follows:

Employment Equity Survey Active Employee Response Rate as of October 31, 2022							
Total Employees By Department				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Aboriginal	Visible Minority	Persons with Disability
All	7752	4528	58.4%	47.7%	2.2%	12.4%	5.5%
City Housing	195	161	82.6%	52.8%	3.7%	10.6%	9.3%
City Manager's Office	136	130	95.6%	75.4%	0.8%	16.9%	2.3%
Corporate Services	519	490	94.4%	59.8%	1.2%	16.9%	4.7%
Healthy & Safe Communities	3767	1699	45.1%	60.6%	2.0%	12.7%	5.9%
Planning & Economic Development	824	592	71.8%	52.4%	2.4%	10.3%	5.4%
Public Works	2306	1455	63.1%	23.8%	2.7%	11.2%	5.2%

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. The most recent 2021 Statistics Canada data releases were not yet available at the time of this report writing.

It should be noted that this information represents total population and is not reflective of those 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 anticipate.

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 2022 n=4528	City of Hamilton Staff Survey 2020 n=3315	2016 Statistics Canada Hamilton Population	2016 Statistics Canada Hamilton Labour Market Availability	Canadian Labour Market Availability	Federally Regulated Private Sector Results
Woman	47.7%	53.7%	51.1%	48.3%	48.2%	39.4%
Indigenous/Aboriginal	2.2%	2.4%	2.3%	2.0%	4.0%	2.3%
Visible Minority/Racialized	12.3%	10.9%	19.0%	17.6%	21.3%	23.8%
Person with a Disability	5.5%	5.9%	29.1%	n/a	9.1%	3.4%

Additional information on Voluntary Demographics for Applicants and New Hires suggest a positive trend year over year in terms of Women, Indigenous and Visible Minorities, with a continued opportunity to improve in terms of Persons with Disabilities (See Appendix B).

Employment Equity Survey Applicant Data YTD as of October 31, 2022							
Applicants By Department (YTD)				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Aboriginal	Visible Minority	Persons with Disability
All	54492	50941	93.5%	54.4%	2.1%	29.6%	4.2%
City Housing	604	372	61.6%	47.3%	4.0%	28.8%	5.6%
City Manager's Office	5543	5291	95.5%	61.8%	1.8%	28.2%	4.9%
Corporate Services	9136	8630	94.5%	54.1%	1.6%	35.9%	4.3%
Healthy & Safe Communities	17042	15293	89.7%	69.4%	2.2%	30.2%	4.6%
Planning & Economic Development	8028	7511	93.6%	51.3%	2.2%	27.5%	4.8%
Public Works	14139	13844	97.9%	37.0%	2.2%	26.9%	3.3%

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.

Employment Equity Survey New Hire Data YTD as of October 31, 2022							
New Hires By Department (YTD)				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Aboriginal	Visible Minority	Persons with Disability
All	1455	394	27.1%	81.7%	2.0%	27.4%	5.6%
City Housing	9	4	44.4%	100.0%	0.0%	25.0%	0.0%
City Manager's Office	26	21	80.8%	76.2%	4.8%	9.5%	0.0%
Corporate Services	69	53	76.8%	84.9%	3.8%	39.6%	3.8%
Healthy & Safe Communities	758	183	24.1%	90.2%	2.2%	29.0%	7.7%
Planning & Economic Development	169	58	34.3%	82.8%	0.0%	15.5%	5.2%
Public Works	423	74	17.5%	58.1%	1.4%	29.7%	4.1%

Applied Action Plans – Employee Training and Development

As outlined in the Implementation Plan, a major component of the initial Applied Action Plans was employee training. To achieve this training goal, Human Resources Diversity and Inclusion staff identified training offered by Harvard ManageMentor which provided an introductory series of five training modules covering the following topics:

- What Diversity Is and Why It Matters
- Understand and Counter Bias
- Lead Inclusively
- Become a Diversity Advocate
- Advance Your Organization's Diversity Efforts

This online training known as Diversity, Inclusion, and Belonging was offered to all Supervisor and above employees with a targeted completion date of year end 2022. In addition to the five modules, the training is enhanced with a series of fourteen videos and two discussion guides for leaders to use to facilitate engagement with their respective work groups. To date, 444 out of 512 staff have completed the training, representing an 86.7% completion rate.

Several Human Resources staff, along with members of the EDI Steering Committee, completed Indigenous Awareness Canada Certification training. The four modules featured Indigenous led training on Peoples and Culture, Communication and Consultation, and Outreach, Recruit and Retain Indigenous Employment. Participants were required to complete over fifteen hours of training and a successfully pass a series of tests to achieve certification. Additionally, the Urban Indigenous Strategy team coordinated a session for SLT and several Directors on Working Effectively with Indigenous Peoples for Local Government.

In order to foster a culture of inclusion, a Corporate New Employee Orientation module on Inclusion, Diversity, Equity and Accessibility (IDEA) was also developed and launched in October 2022. This will be included as part of the mandatory new hire training as per SLT direction.

We have also partnered with Egale Canada to perform a full review of our Transgender Protocol and related training to ensure our training provides updated context and information as part of mandatory staff training. The competitive Procurement process is currently underway for a comprehensive training offering for additional EDI training. This will allow for the all employee training to commence in early 2023.

Metrics and Measurement

In order to assess the effectiveness of the various EDI efforts, there is a continued need to measure progress and evaluate the need to refine and redirect efforts to achieve our EDI goals. Key measurements implemented include an Employment Equity survey completion rate of 80% and EDI Harvard ManageMentor training completion rate of 100%.

In addition, the Our People Survey was conducted in late 2021, with result sharing taking place across the organization in 2022. The results allow departments to identify opportunities to improve inclusiveness and engagement by hosting employee led discussions to develop and implement action plans.

The design of Employment Equity Dashboards was also commenced in 2022 with the expectation of delivering more comprehensive and robust analysis of our efforts to ensure our workforce reflects the Labour Market Availability and provide additional insights into retention and promotion for designated group members.

Summary and Next Steps

As part of our ongoing EDI journey, it is important to not only celebrate the substantial progress that has already occurred, but also to identify opportunities to further enhance the true spirit of inclusion and belonging. As such, it is critical that we review our data and make ongoing improvements to support this vital work.

The Employment Equity data continues to show that, year over year, the City of Hamilton is reflective of our community with respect to the number of women and Indigenous employees both in terms of current employees as well as applicants. While our current employee population of Visible Minority or Racialized staff are still below the Labour Market Availability, our applicant and new hire data indicates that we are attracting candidates and hiring above the levels indicated by the Labour Market Availability. In time, this trend should result in a workforce reflective of the Labour Market Availability for this group.

The remaining designated group, those who identify as Persons with Disabilities, continues to present the largest opportunity for improvement in all areas. Our Employment Equity data indicates that our current employee population, as well as

applicants and new hires, remains far below the Hamilton demographics of those who identify as having a disability. As such, we are undertaking a series of actions to better understand and address this gap with applicants and employees reflective of this demographic.

We have updated our EDI Strategic Plan from Equity, Diversity and Inclusion (EDI) branding to Inclusion, Diversity, Equity, and Accessibility (IDEA). The incorporation of Accessibility into the strategic document will assist in reinforcing the importance of accessibility across the organization. This will better reflect the various components essential to create and sustain a truly inclusive organization. We have begun discussion with the Advisory Committee for Persons with Disabilities (ACPD) on this approach and they are highly supportive of the change. We are grateful for their support in this effort to highlight the need to improve accessibility.

We have also engaged in the following actions:

- 1) Partnered with the Hamilton Wentworth District School Board (HWDSB) to support their Focus on Youth hiring initiatives for vulnerable students who face barriers in accessing employment. We hired a total of 34 students in 2022 from this program.
- 2) Engaged as an employment partner for Project SEARCH which is a program facilitated by the HWDSB for neuro-diverse students that would face challenges in the traditional academic stream.
- 3) Entered into a Letter of Understanding with CUPE Local 5167 to hire youth aged 18 – 24 years who are not currently students. CUPE Local 5167's willingness to support creative opportunities for youth is key to reducing barriers to paid work for some of the most vulnerable in the community.
- 4) Collaborated with our Co-op program partners at Mohawk College to ensure better accessibility for students with assistive devices in the workplace.
- 5) Connected with McMaster University's Student Success Centre and Career Access Professional Services program on developing supportive pathways to employment at the City of Hamilton for students and graduates with disabilities.
- 6) Engaged with Community Living Ontario to better understand ways to provide more inclusive recruitment and interviewing options for people with disabilities. A more comprehensive review of our hiring processes will be undertaken in 2023.

Staff will continue to identify and report back to Senior Leadership and Council on the opportunities to enhance our position as an employer of choice and to develop and

sustain a diverse workplace where everyone truly has accessible and equitable opportunity to belong and to fulfil their potential.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report HUR19019(c) – EDI Framework

Appendix B to Report HUR19019(c) – Year Over Year Employment Equity Data