



Hamilton

INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY STRATEGIC PLAN

November 2023

Vision

To be the best place to raise a child and age successfully.

Mission

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

Principles

To ensure all aspects of our City are built on the principles of Inclusion achieved through Diversity, Equity, and Accessibility (IDEA).

To create, foster, support and, ultimately, sustain a City culture whereby all people feel a strong sense of inclusion, empowerment, and opportunity for development and growth.

Business Case

Organizations that make inclusion, diversity, equity, and accessibility core to their operational culture, with defined policies and intentional behaviours at all levels create better performing teams. By maximizing the power of different perspectives and backgrounds, including varying points of view in teaming and decision-making, organizations become stronger, perform better, and report higher levels of employee engagement. As the data flowed in from organizations championing IDEA, the financial case became clear; when employees feel they are valued, included, and fairly evaluated they are happy, more engaged, and less likely to resign..

IDEA Framework



Links to City Strategic Plan

The Inclusion, Diversity, Equity, and Accessibility Plan is linked to the City of Hamilton's Strategic Plan as follows:

- Economic Prosperity and Growth
- Healthy and Safe Communities
- Built Environment and Infrastructure
- Culture and Diversity
- Our People and Performance

Links to City Strategic Plan

Economic Prosperity and Growth:

A diverse and inclusive culture is essential for attracting and retaining the best ideas and talent which are key ingredients for future success in delivering cost effective, barrier-free, and efficient services to our community. Quite simply, Inclusion, Diversity, Equity, and Accessibility are essential “must haves” to achieve our objectives.

Links to City Strategic Plan

Built Environment and Infrastructure:

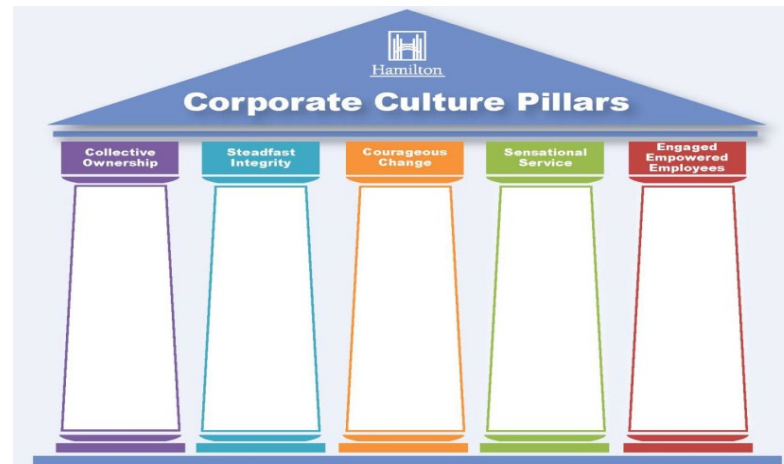
Ensuring equitable access for all is fundamental in achieving a diverse and inclusive workplace and community.

This will ensure our employees, citizens and visitors have equitable access to safe and supportive environments in which to live, work, and play through our policies, procedures, commitments, services, and facilities.

Links to City Strategic Plan

Culture and Diversity:

Our Inclusion, Diversity, Equity and Accessibility Strategic Plan is intrinsically linked to the City of Hamilton's Corporate Culture Pillars. All pillars are essential for a truly sustainable diverse and inclusive City.



Links to City Strategic Plan

Our People and Performance:

Attracting, selecting and retaining the best talent is essential for our success. We will strive to be the employer of choice for the region and share our learnings with others. Our citizens will trust in our commitment to create and sustain a City culture built on IDEA. Our workforce should reflect the community we serve.

Links to City Strategic Plan

Healthy and Safe Communities:

An environment where all feel welcomed and safe is critical for both our workplace and our municipal facilities. Creating a safe and accessible space for work and play where everyone belongs.

The Inclusion, Diversity, Equity and Accessibility team's priorities are:

- Legislative and Policy Compliance
- Education
- Workplace Inclusion, Diversity, Equity and Accessibility
- Metric Tracking and Reporting

Legislative and Policy Compliance

To ensure the City of Hamilton meets its requirements for Legislative and Policy Compliance with respect to:

- Ontario Human Rights Code
- Accessibility for Ontarians with Disabilities Act (AODA)
- Harassment and Discrimination Prevention Policy
- Use of Indigenous Medicines Policy
- Transgender Protocol

Deliver training to staff by offering mandatory and optional training such as:

- It Starts with You - Employee and Manager Versions
- Accessibility for Ontarians with Disabilities Act (AODA)
- Transgender Protocol Training
- Civility Training
- Workplace Gossip Prevention Training
- Managing Performance and the Ontario Human Rights Code
- IDEA Training for Corporate New Employee Orientation

Workplace Inclusion, Diversity, Equity and Accessibility

To ensure workplace policies and procedures are reviewed and revised to eliminate systemic barriers to full participation for equity seeking groups and to ensure leadership and staff have developed necessary competencies to promote and foster workplace Inclusion, Diversity, Equity and Accessibility.

Workplace Inclusion, Diversity, Equity and Accessibility

To ensure recruitment, selection and professional development processes are consistent and equitable so that:

- Candidates and employees are well informed of accommodations available throughout all stages of employment
- Our employees reflect the diverse composition of the communities we serve and feel empowered to add value in a meaningful manner

Workplace Inclusion, Diversity, Equity and Accessibility

To work in partnership with various stakeholders to determine future plans for improving Inclusion, Diversity, Equity and Accessibility. Specifically:

- Work in conjunction with City Leaders and City Council to improve awareness of the importance of the IDEA business case within the workplace
- Work in collaboration with and support of the IDEA Steering Committee on critical deliverables on the IDEA journey within the City of Hamilton
- Demonstrate our ongoing commitment to advancing IDEA by collaborative partnerships with local educational institutions

Metric Tracking and Reporting

To establish key data metrics for ongoing tracking and reporting information on Human Rights, Employment Equity, and AODA issues so that:

- Accurate records are maintained in a confidential manner
- Data compilation to allow for trend analysis
- Information can be used to develop proactive and focussed training and skill development
- Employment Equity and AODA reports to measure progress and identify opportunities

2023 Accomplishments

Legislative and Policy Compliance

- Responded to 10 new Human Rights Tribunal Applications
- Attended mediations for an additional 10 HRTTO files with a successful resolution rate of 80% year to date
- Harassment and Discrimination Prevention Policy was revised and approved by Council in September 2023
- Collaborated with Egale Canada to conduct fulsome review Transgender Protocol and updated accordingly

Human Resources Diversity and Inclusion team delivered instructor led training to a total of **2443** employees with an additional **1682** completing online training modules developed by this team.

On-demand online training modules have been developed and implemented on Learning Management System for:

- It Starts with You - Employee Version
- Accessibility for Ontarians with Disabilities Act (AODA)
- Transgender and Gender Non-Conforming Protocol including revised content

Education

Extensive work has been conducted with the support of EY (Ernst & Young) consultants. A total of four customized IDEA modules will be developed and by year end. Initial implementation to begin in Q4. These modules will be mandatory for all City of Hamilton employees and include the following topics:

1. Foundations of IDEA
2. Cultural Awareness and Inclusivity
3. Bias Awareness
4. Anti-Racism/Anti-Oppression

The sessions will include specific “Focus on Hamilton” components to enhance the learning experience and provide relevant context for the learner.

Workplace Inclusion, Diversity, Equity and Accessibility

A standardized template was developed to assist respective subject matter experts in order to facilitate embedding IDEA into City policies. This tool has been provided to the HR Policy Review team for incorporation in future revisions.

Policy revisions completed by year end 2023 include:

- Appointment of Citizens to the City's Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees
- Selection and Recruitment Policy
- Equity and Inclusion Policy
- Harassment and Discrimination Prevention Policy

Workplace Inclusion, Diversity, Equity and Accessibility

Several key initiatives were completed in 2023 to establish partnerships with various stakeholders. Specifically:

- Work in collaboration with Hamilton Disability Employment Network which is comprised of a number of community agencies supporting job seekers with disabilities
- Collaboration with Mohawk College to develop a micro-credential course which highlights the City of Hamilton's commitment to IDEA and importance to our Corporate Culture
- Collaboration with FedCap Canada on pilot program to match job seekers with employers

Workplace Inclusion, Diversity, Equity and Accessibility

Several key initiatives were completed in 2023 to establish partnerships with various stakeholders. Specifically:

- Engagement with Canadian National Institute for the Blind (CNIB) to provide awareness session for Talent and Diversity team
- Participation in CNIB annual networking event
- Partnership with Hamilton Wentworth District School Board's Focus on Youth hiring program
- Partnership with CUPE 5167 on youth employment initiative
- Ready, Willing and Able guest speaker session for Talent and Diversity staff

Workplace Inclusion, Diversity, Equity and Accessibility

- Creation of branding for IDEA was implemented for organizational communications
- Development of employee Howi landing page which features IDEA resources and information
- Development of IDEA poster to increase organizational awareness
- Creation of Recruitment brochure to highlight career options



Workplace Inclusion, Diversity, Equity and Accessibility

2023 represented the final year of the inaugural term of the IDEA Steering Committee. A Recognition event was held in October 2023 to formally recognize the contributions of this group by our Senior Leadership Team.



Metric Tracking and Reporting

2023 is now our fourth year of collecting key data metrics in support of Employment Equity reporting.

We have now achieved a completion rate of **70.3%** across the organization. The participation allows us to have confidence in the data trends we are observing to inform our priority areas of focus.

The most significant opportunity for improvement remains persons with disabilities.

Metric Tracking and Reporting

As a result of our data analysis, we temporarily reassigned our Manager, Diversity and Inclusion to an interim Senior Project Manager, Accessibility position. This targeted focus allowed us to identify additional opportunities to support our efforts to attract, recruit and retain people with disabilities.

These opportunities include providing a dedicated resource to support workplace accommodations, engagement with local agencies and educational institutions and AODA accessibility and compliance issue identification.

Metric Tracking and Reporting

Employment Equity Survey Response Rate Year Over Year					
	Department	Total Active Employees	Total Active Responses	Active Response Rate %	Increase of % from last reporting period
2023	All	8161	5734	70.3%	11.9%
2022	All	7752	4528	58.4%	12.5%
2021	All	8391	3854	45.9%	4.3%
2020	All	7961	3315	41.6%	41.6%

Metric Tracking and Reporting

Employment Equity Survey Active Employee Response Rate as of October 24, 2023							
Active Employees By Department				Distribution of Respondents			
Department	Total Active Employees	Total Active Respondents	Active Response Rate	Women	Indigenous	Visible Minority	PwD
All	8161	5734	70.3%	49.9%	2.1%	15.4%	5.0%
City Housing	202	174	86.1%	53.4%	4.6%	13.8%	9.8%
City Manager's Office	136	135	99.3%	74.8%	0.7%	17.8%	3.0%
Corporate Services	545	508	93.2%	60.4%	1.4%	18.5%	5.3%
Healthy & Safe Communities	3985	2531	63.5%	62.5%	1.8%	17.3%	4.7%
Planning & Economic Development	866	731	84.4%	53.1%	2.6%	12.6%	6.2%
Public Works	2427	1656	68.2%	23.7%	2.4%	12.6%	4.4%

Metric Tracking and Reporting

Applicants By Department (YTD as of October 24, 2023)				Distribution of Respondents			
Department	Total Applicants	Total Respondents	Response Rate	Women	Indigenous	Visible Minority	PwD
All	62973	60713	96.4%	49.8%	2.3%	32.3%	4.4%
City Housing	1719	1613	93.8%	54.7%	3.7%	31.1%	4.8%
City Manager's Office	3654	3573	97.8%	58.7%	2.0%	38.4%	6.0%
Corporate Services	11559	10851	93.9%	46.6%	1.8%	38.0%	4.0%
Healthy & Safe Communities	17166	16684	97.2%	65.4%	2.5%	30.5%	4.8%
Planning & Economic Development	9907	9475	95.6%	47.9%	2.6%	31.0%	5.2%
Public Works	18968	18517	97.6%	36.5%	2.2%	30.3%	3.5%

Metric Tracking and Reporting

New Hires By Department (YTD as of October 24, 2023)				Distribution of Respondents			
Department	Total Headcount	Total Respondents	Response Rate	Women	Indigenous	Visible Minority	PwD
All	1925	954	49.6%	53.2%	1.2%	21.2%	5.2%
City Housing	26	15	57.7%	46.7%	6.7%	46.7%	6.7%
City Manager's Office	17	14	82.4%	71.4%	0.0%	21.4%	14.3%
Corporate Services	90	64	71.1%	54.7%	1.6%	31.3%	6.3%
Healthy & Safe Communities	871	330	37.9%	69.1%	1.5%	21.5%	4.5%
Planning & Economic Development	222	136	61.3%	55.9%	2.2%	23.5%	11.0%
Public Works	699	395	56.5%	38.5%	0.3%	17.5%	3.3%

2024 Key Goals

- Implementation of IDEA training modules across the organization
- Enhanced efforts to ensure our employee demographics reflect the community we serve
- Establish and implement IDEA Performance Goals for all Extended Leadership Team members
- Engage necessary consultant(s) to conduct an organizational AODA gap analysis and issue identification