



Hamilton

# INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY STRATEGIC PLAN UPDATE

November 2023

# 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.

# IDEA Framework



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

# 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 of Transgender Protocol and updated accordingly

# Education

In 2023 YTD October, 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 on recruitment 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