




Hamilton

INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
	November 15, 2023
SUBJECT/REPORT NO:	Inclusive, Diversity, Equity and Accessibility (IDEA) Update (HUR23016) (City Wide)
WARD(S) AFFECTED:	City Wide
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SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

On November 30, 2022, Human Resources presented an Equity, Diversity, and Inclusion (EDI) Framework Update HUR19019(c) to the General Issues Committee as part of an annual update to Council. This update included the rebranding of our EDI Strategic Plan to Inclusion, Diversity, Equity and Accessibility (IDEA) Strategic Plan (Appendix A to Report HUR23016) to better reflect the various components required to create and sustain a truly sustainable organization. This report serves as an annual update to Council on the progress for 2023.

Our IDEA Framework consists of a six-part iterative process (Appendix B to Report HUR23016). The components include:

- 1) Shared Business Case for IDEA
- 2) Comprehensive Communication Plan
- 3) Rigorous Data Collection
- 4) Demonstrated Ownership
- 5) Applied Action Plans
- 6) Metrics and Measurement

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This report will focus on the key elements of data collection and metrics and measurement to provide an overview of our current state. We will also provide a summary of 2023 IDEA Strategic Plan accomplishments and next steps in our continued efforts to embed IDEA principles into the foundation of all we do.

Data Collection

Data collection continued this year through the Employment Equity Voluntary Demographic Information survey. We first introduced this survey in 2020, and continue to collect demographic information for current employees, applicants, and new hires across the organization. The survey requests participants to self-identify in accordance with the four following designated groups:

- 1) Self-identify as a Woman
- 2) Self-identify as Indigenous
- 3) Self-identify as Visible Minority/Racialized
- 4) Self-identify as a Person with a Disability (PwD)

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

This data is then compiled in aggregate form and compared to various benchmarks in order to assess how our workforce composition compares to the demographics in our community and to the relevant Labour Market Availability.

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%

When compared to our 2022 data, we see a significant improvement in participation rates across the organization moving from 58.4% to a 70.3% completion rate.

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%

The improvement can be attributed to a number of factors including the Senior Leadership Team’s support and engagement in striving to achieve a target completion rate of 80% for each department and the IDEA Steering Committee members working to identify opportunities to reach front-line staff. The completion rate was also positively impacted by the implementation of email accounts for front-line staff who previously did not have this access. Recognition should be given to the supervisors, managers, and directors, working in collaboration with our Diversity and Inclusion team, who made significant efforts to communicate the importance of completing the survey and providing the necessary opportunities to do so.

The increase in response rate is important to ensure that the data accurately reflects a robust sample size in order to build confidence in the data collected.

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%

In order to better understand the demographic composition engaged in our recruitment and selection processes, we also collect the same voluntary demographic data on our job applicants and new hires. The 2023 year to date data is as follows:

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%

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%

Metrics and Measurement

There is a continued need to measure progress and to identify opportunities to refine and redirect our efforts to achieve our IDEA goals. 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 improvement in completion rates for the Employment Equity survey is a key component of this ongoing work. The development of more robust reporting on retention, diversity by occupational group, and new hires by occupational group are future enhancements currently underway.

Based on our current data analysis, we observe that our representation of Women has shifted slightly from 2020 to 2023 by decreasing from 53.7% to 49.9%. Our current representation is still in excess of the 2021 Labour Market Availability which is 48% for the Hamilton area. Our Applicant pool for women has improved from 40.8% to 49.8% over the same period. This remains on target based on our available labour market pool. Our New Hire rate for Women has remained relatively stable over the period ranging from 54.4% in 2020 to 53.2% in 2023. This number has remained above the Labour Market Availability. The overall decrease in representation for Women in the Active Employee group is likely due to the increase in response rate from others in the organization who do not identify as a Woman.

With respect to Indigenous representation, our Active Employee number has remained stable over the reporting period from 2020 to 2023. We initially reported a representation of 2.4% in 2020 and currently report representation of 2.1%. The Labour Market Availability has remained stable at 2.0% throughout our reporting period. The Applicant pool has increased from 1.7% to 2.1% over the same period. Our New Hire rate has decreased slightly from 1.7% to 1.2%. This is an area we need to monitor closely to ensure we maintain or increase our current Active Employee representation levels.

For Active Employees who identify as Visible Minority/Racialized, we have seen a positive trend from 2020 to 2023 with an increase from 10.9% to 15.4%. While this encouraging, it is important to note that the Labour Market Availability for this group in Hamilton has also increased from 17.6% to 24.7% from 2016 to 2021. This has resulted in the gap from our actual representation to available labour to increase from 6.9% to 9.3%. Our Applicant pool has improved from 20.6% in 2020 to 32.2% in 2023, which is in excess of the Labour Market Availability. Our New Hire rate improved for the first three years from 23.6% in 2020 to 27.4% in 2022, however, our 2023 YTD data shows a decline to 21.2% in 2023. This is an area we need to conduct a more detailed analysis given the robust candidate pool for 2023 to better identify root causes for the decrease.

As indicated in 2022, we continue to see a significant opportunity to increase representation of Persons with Disabilities in both our applicant pool and new hire data. Our Active Employee representation has decreased slightly from a baseline of 5.9% in 2020 to our current representation in 2023 of 5.0%. Our Applicant pool has increased from 2.5% to 4.4%. In a promising trend, our New Hire representation has increased from 1.1% to 5.2% over the measurement period. This improvement may in part be attributed to our ongoing efforts, as well as an increased level of trust and confidence in how the organization is using the data collected. While this is encouraging, the number of people identifying as a person with a disability has been challenging to benchmark in terms of Labour Market Availability due to a lack of available government data. Furthermore, Statistics Canada has adopted a new definition of “Activity Limitation” which has resulted in a much higher response for those identifying as such. The term “Activity Limitation” references a reduction in activities due to physical or mental conditions or health problems.

2023 IDEA Strategic Plan Accomplishments

Our IDEA Strategic Plan consists of four key priorities. These are:

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

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Legislative and Policy Compliance

Our Human Resources Diversity and Inclusion team is responsible for taking carriage of all Human Rights Tribunal Applications on behalf of the City. There has been a significant increase in volume in terms of new Applications as well as previously filed Applications reaching the Mediation stage. In 2023, staff submitted Responses to 10 new Human Rights Tribunal Applications versus 4 Applications in 2022. We also attended Mediations for an additional 10 Human Rights Tribunal of Ontario files with a successful resolution rate of 80% YTD.

In an effort to respond to an increase in Harassment and Discrimination issues related to citizen concerns and their interactions with staff, we developed a revised Harassment and Discrimination Prevention Policy which was approved by Council in September 2023. This is an important tool in resolving citizen concerns about City services as well as protecting and providing our employees with a workplace free of harassment and discrimination.

Staff engaged with Egale Canada to review and revise our Transgender and Gender Non-Conforming Protocol to ensure it better reflects current terminology and best practice. We incorporated these enhancements into a new online training module which launched in Q2 2023.

As part of our ongoing Accessibility for Ontarians with Disabilities Act (AODA) compliance efforts, our Senior Leadership Team has endorsed the creation of a cross-departmental Accessibility Committee. This Committee will provide support to strengthen the corporate compliance program through establishing short-term and long-term goals and key performance indicators. It has also been determined that there is a need for an organizational AODA gap analysis to be conducted to further identify opportunities to improve compliance. A consultant will be engaged through a competitive Request for Proposal process in 2024.

Education

Training represents a significant investment and commitment by the Human Resources Diversity and Inclusion staff. The team delivered instructor led training to a total of 2443 employees with an additional 1682 completing online training modules developed by this team as of October 2023 YTD. While this is already comparable to 2022 where we trained 2444 employees in person for the full year, it should be noted that we no longer have a dedicated trainer to facilitate these sessions and were still able to maintain and likely exceed that level of service.

Session	# of Employees
Corporate New Employee Orientation IDEA	437
It Starts with You	1270
Leading a Respectful and Supportive Workplace	143
Transgender Protocol	593
Accessibility for Ontarians with Disabilities Act	1682

Since the implementation of our Online Learning Management System, on-demand training modules have been developed and implemented on mandatory training including:

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

Members of the IDEA Steering Committee and Human Resources staff completed the Pride@Work LGBTQ2+Workplace Inclusion certification training. The focus of this training was on how organizations can create safer and more inclusive workplaces while combatting homophobic and transphobic workplace bullying

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 IDEA

Our Senior Leadership team continues to champion the IDEA efforts across the organization. Their support has been a key factor in our success to date. Their commitment to training staff on EDI has been so noteworthy that EDLS (Harvard ManageMentor) has selected the City of Hamilton to be featured in a promotional case study highlighting the accomplishments in developing skills and competencies in our People Leaders. (Appendix D to Report HUR23016)

Additionally, IDEA concepts have been incorporated into the 2023 Succession Planning work being done across the organization at the Manager and above level. Our respective Departmental Leadership Teams will be including discussions on identifying developmental opportunities to further enhance career progression and growth.

A key part of embedding IDEA and creating workplace inclusion is to review and revise impactful policies. Council members supported revisions to the City of Hamilton Policy respecting the Appointment of Citizens to the City's Agencies, Boards, Commissions, Advisory (Volunteer) Committees and Sub-Committees, which incorporated the IDEA concepts. Training and orientation of Selection Committee members was conducted to support the revised recruitment, application, selection and interview processes. The commitment from Council further emphasizes the value the City of Hamilton places on providing inclusive and equitable opportunities for our community members to participate in local government.

Additionally, 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:

- Selection and Recruitment Policy
- Equity and Inclusion Policy

In addition to updating the Framework to include Accessibility, we also developed a new IDEA graphic to be used on our communications. This will enhance the recognition of the terminology across the organization.



As part of our ongoing communication efforts, the IDEA Business Partner has attended 30 departmental management meetings to share the IDEA Framework and assist in identifying opportunities to embed across the organization. This is complemented by a newly developed IDEA landing page on the employee portal, Howi, which provides staff with a variety of information and resources. An awareness poster has also been developed and is in the process of being implemented across the organization (Appendix E to Report HUR23016).

2023 represented the final year of the inaugural term of the IDEA Steering Committee. A Recognition event was held in October 2023 to formally acknowledge their contributions by our Senior Leadership Team. This cross-organizational team served a three-year term and greatly assisted their respective departments in driving completion rates for the Employment Equity survey along with several other key deliverables.

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.

Specific actions taken include:

- Participation in the Hamilton Disability Employment Network to share information on our IDEA Framework and possible partnerships with local agencies supporting job seekers with disabilities. Hamilton Disability Employment Network has over 10 service providers dedicated to education and advocacy around supported employment resources for jobseekers with disabilities and businesses seeking to hire inclusively
- Creation of an “Accessible Word Documents” resource to support staff in developing accessible documents
- Sourced accessible document training to be delivered in Q1 2024 for Word, PDF, and PowerPoint documents which will have a positive impact on document content compliance
- Hosted various agencies to discuss recruitment considerations for people with disabilities. Sessions were provided by the Canadian National Institute for the Blind and Ready, Willing and Able
- Development of a micro-credential course in collaboration with Mohawk College’s Future Ready Premium Partner program which highlights the City’s commitment to IDEA in the workplace
- Supported work placements for students with disabilities from Mohawk College and Project Search
- Participated for the second year in hiring Focus on Youth summer students
- Partnered with Recreation staff and the Treat Accessibly Initiative to distribute accessible trick or treat lawn signs through City of Hamilton Recreation Centres
- Development of a job opportunity brochure to highlight career paths at the City of Hamilton (Appendix F to Report HUR23016)
- Participation in 22 job fairs (YTD) in a combination of in-person and virtual events

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- Development of a Service Animal brochure to support individuals accessing City space
- Preliminary discussion with FedCap Canada to explore our involvement in a pilot program under development designed to match job seekers with employers
- Sharing of available job opportunities with Canadian National Institute for the Blind and FedCap Canada to identify possible candidates

Next Steps for 2024

As we reflect on the progress made in 2023, we are mindful that there is still much work to do on our IDEA journey. Our team has identified key goals for 2024 which include:

- Implementation of IDEA training modules across the organization
- Enhanced efforts specific to selection and 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
- Identify necessary resources to support IDEA work

Summary

As noted in the report, training has been and will continue to be a primary focus of the IDEA work as we build competencies and capacity across the organization. This work is an iterative process and will require a truly holistic approach across the organization to fully achieve our goals. As our organization advances in terms of IDEA maturity, we will come closer to recognizing our aspiration 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.

APPENDICES AND SCHEDULES ATTACHED

Appendix A to Report HUR23016 – IDEA Strategic Plan 2023

Appendix B to Report HUR23016 – IDEA Framework

Appendix C to Report HUR23016 – Employment Equity Comparator Data

Appendix D to Report HUR23016 – EDLS Harvard ManageMentor Case Study

Appendix E to Report HUR23016 – IDEA Awareness Poster

Appendix F to Report HUR23016 – Recruitment Brochure

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