



CITY OF HAMILTON

CITY MANAGER'S OFFICE Human Resources

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: February 14, 2013	
SUBJECT/REPORT NO: Outreach Recruitment Coordinator Enhancement (HUR13001) (City Wide)	
SUBMITTED BY: Chris Murray, City Manager	PREPARED BY: Helen Hale Tomasik 905-546-2424 x4155 Diana Belaisis 905-5462424 x4265
SIGNATURE:	

RECOMMENDATION

That Council delay deliberation on the Outreach Recruitment Coordinator position pending the outcome of the Employment Services Review which was approved in the 2013 Capital Budget, and is being lead by the Customer Service Access and Equity Office.

EXECUTIVE SUMMARY

A workforce that reflects the community understands the needs and desires of the community which translates into better programs, services and customer satisfaction. The City of Hamilton is committed to the goal of having a diverse workforce which is representative of the diversity within our community. This is supported by the City's Strategic Plan and the Equity and Inclusion Policy endorsed by Council. Further, the legislative requirements under the *Ontario Human Rights Code* and the Employment Standards of the *Accessibility for Ontario with Disability Act (AODA)* require the City to reduce the barriers for employment accessibility at the City of Hamilton.

The creation of an Outreach Recruitment Coordinator position would enable Human Resources to be proactive in the hiring, retention and promotion of qualified individuals from diverse backgrounds including new Canadians, persons with disabilities, youth, and the socio-economically disadvantaged. The Coordinator would facilitate and coordinate attraction and retention strategies through co-ops, internships, direct hires, work accommodations and community agency partnerships.

During the 2013 capital budget process, Council approved an Employment Systems Review. This Review will provide an analysis of the systemic barriers to the attraction, selection, promotion and retention of selected population groups, from which an action plan can be created, prioritized and implemented. Staff recommend that consideration of this enhancement request be delayed until the Employment System Review is completed. While the impact will be a delay in achieving the specified workforce diversity actions in the 2012-2015 Strategic Plan, staff will benefit from the outcome of the Employment Systems Review in the design of the ultimate service delivery approach.

FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

Not applicable at this time

HISTORICAL BACKGROUND (Chronology of events)

As cited in the 2010 Immigration Council report on the *Demographic Profile of Immigrants in Hamilton* and the *Hamilton Diversity Scan 2008* prepared for the Hamilton Community Foundation, immigration flows to Hamilton have generally been rising over the past decade, peaking in 2005 and maintaining annual levels of above 3500 arrivals per year since that time. These reports provide the statistical data to support that the demographics of the Hamilton community continue to change.

As part of the City's commitment towards diversity and inclusion, the City conducted a Workforce Census in 2011 entitled ***Include Me! Workforce Census***, which identified diversity, youth attraction and pending retirements as areas of focus for the City of Hamilton in the upcoming years. The Workforce Census identified 6 demographic groups that all require targeted recruitment and retention strategies: Visible Minority, Landed Immigrant, Persons with Disabilities, Aboriginal, Youth and GLBTQ (Gay, Lesbian, Bisexual, Transgender and Queer).

Data from the 2006 Statistics Canada Census and the Hamilton Training Advisory Board indicate that recent immigrants are younger and have higher levels of education

than Hamilton's total working age population. According to Statistics Canada, by 2015 100% of the net labour force growth in Ontario will be a result of immigration, which will lead to increased ethno cultural and racial diversity in the labour force. With the increasing role of immigration on labour force growth, more attention needs to be directed toward ensuring that access to employment opportunities at the City are equitable, that work environments are welcoming and inclusive, and that the City is attracting and retaining the skills and talents of these new Canadians within municipal work opportunities.

The need for a position focused on outreach had been identified through the findings of the Workforce Census, as well as the Committee Against Racism and the Advisory Committee for Person with Disabilities who have provided specific feedback regarding the need for improved accessibility and outreach employment practices. In addition, secondary and post secondary educational institutions have expressed their desire to partner with the City to keep youth in Hamilton through the provision of co-op placements, field placements, internships as well as temporary employment opportunities. Other community and not for profit organizations continue to reach out to the City, requesting our assistance with providing opportunities for their clients to gain meaningful job placements and employment opportunities. These external voices have specific requests which indicate the need for the City to be more proactive and deliberate in taking steps to have a workforce which reflects the community we serve and providing opportunities to those who have employment barriers. The City does not have the capacity within its current Employment Services staff resources to respond to these specialized service requests.

The Workforce Census report also recommended that the City focus on attracting students and new graduates through internships, co-op placement opportunities and summer student positions, particularly in the areas of the organization with the largest expected retirements over the next few years. In 2012, employees under the age of 30 represented only 18% of the City's overall workforce.

The City currently has many unconnected activities that attract students. About 750 – 800 students are hired every year through summer student recruitment and various student career programs, namely, University/College Co-op, High School Co-op, student placements, volunteering, internships and seasonal student positions. Integrating and consolidating student attraction and recruitment programs would better reflect and promote the City's objective to attract and retain youth and would enable the City to evaluate the outcomes of attraction and retention initiatives to bring young professionals into our workforce.

Consequently, Human Resources staff prepared an enhancement request for an Outreach Recruitment Coordinator for the 2013 budget process which was in alignment with the diversity objectives within the workforce management strategy of the 2012-2015 Strategic Plan. This Outreach Recruitment Coordinator would develop outreach

programs, liaise and coordinate relationships with external organizations, conduct pre-employment assessments, and provide supports to facilitate recruitment, accommodations and on-boarding requirements for targeted populations who have historically had employment barriers.

During the 2013 Capital Budget process, Customer Service Access and Equity submitted a proposal to conduct an Employment Systems Review to assist the City in meeting its AODA obligations, achieve the outcomes of the Equity and Inclusion Policy, implement the recommendations of the Workforce Census, and respond to the Committee Against Racism's recommendations to make the City's workforce more reflective of the City's diverse population. Council approved this capital budget request.

POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS

The Outreach Recruitment Coordinator will demonstrate the City's commitment to the Equity and Inclusion policy and the City's Selection and Recruitment policy. In addition, the Outreach Recruitment Coordinator will advance the City's compliance with the Employment Standards of the *Accessibility for Ontario with Disability Act (AODA)* and the *Ontario Human Rights Code*.

RELEVANT CONSULTATION

Senior Management Team

ANALYSIS / RATIONALE FOR RECOMMENDATION

(include Performance Measurement/Benchmarking Data, if applicable)

Given Council's approval of the 2013 capital budget request to conduct an Employment Systems Review, staff recommend that consideration of the Outreach Recruitment Coordinator enhancement request be delayed until the Employment System Review is completed.

The Employment Systems Review will provide an analysis of the systemic barriers to the attraction, selection, promotion and retention of selected population groups, from which an action plan can be created, prioritized and implemented. While the impact will be a delay in achieving the specified workforce diversity actions in the 2012-2015 Strategic Plan, staff will benefit from the outcome of the Employment Systems Review in the design of the ultimate service delivery approach.

ALTERNATIVES FOR CONSIDERATION

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

Council could choose to approve the addition of 1 FTE Outreach Recruitment Coordinator during the 2013 budget process, at an annualized cost of \$115,900, to promote and support the hiring, retention and promotion of qualified individuals from diverse backgrounds.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN:

The City Of Hamilton has made a commitment to increasing diversity and inclusion in its workforce through the Strategic Plan:

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective 3.2: Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

Strategic Actions

(i) Implement a workforce management strategy which includes

- **Developing an attraction and retention strategy that fosters a diverse and inclusive workforce**

Staff indicated that the achievement of this strategic action would require a staff enhancement during the 2013 budget process. Staff recommend that the delivery of this strategic action be delayed until after the Employment System Review is completed by the Access and Equity office.