



TORONTO PUBLIC SERVICE  
*People Plan*  
2010-2012

*Diversity and Positive Workplace Strategy*

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## 1. Objective

A skilled and engaged workforce is vital to the City of Toronto's success in accomplishing its five strategic directions:

1. Citizen focused service delivery
2. Fiscal accountability
3. Liveability
4. Prosperity and innovation
5. Opportunity for all

To support this, the objective of the Diversity and Positive Workplace Strategy is:

"To develop a Diversity & Positive Workplace Strategic Plan within the context of the Toronto Public Service People Plan. The strategy shall foster a culture that values and champions cultural diversity, ethical behaviour, anti-racism, positive and respectful workplace relationships at and within all levels throughout the organization."

## 2. Research

### a. Internal Research

Internal research and consultation were conducted to establish best practices, determine challenges/ issues and to solicit opinions regarding the proposed strategy. Representatives of management, Human Resources, unions and COTAPSAI were involved in these consultations and provided valuable insights.

### b. External Research

External research was conducted to determine issues, trends and best practices with respect to diversity and positive workplaces. Information and various reports from several organizations were reviewed, including:

Liquor Control Board of Ontario, University of Toronto, DiverseCity, Ernst and Young, Human Resources and Development Canada, Towers Perrin, The Conference Board of Canada, TD Canada Trust, IBM, CHUBB Insurance, Human Resources Professional Association, Skills for Change – Diversity at Work, Department of Canadian Heritage, Treasury Board Secretariat of Canada, The Royal Bank of Canada, The City of Edmonton, The Law Society of Upper Canada, Toronto Police Services, Canadian Human Rights Commission, Ontario Human Rights Commission, Public Service Commission of Canada, Bank of Nova Scotia, Western Management Consultants, Canada Revenue Agency, Toronto Public Health "Health Options At Work", Nova Scotia Bar Association and the Provinces of British Columbia and Ontario

## 3. Environmental Scan

### a. Internal

#### i. Corporate Agenda

Throughout the organization there is strong recognition of the value of diversity and a positive workplace, to the administrative business success of the City. This commitment is exhibited through many avenues including the following:

- *City Mission, Values and Motto* (<http://insidetoronto.ca/tps-guide/mission-values.htm>)

- External Advisory Panel Action Plans - *1999 Task Force on Community Access and Equity* (December 1999) ([http://www.toronto.ca/accessandequity/exec\\_sum.htm](http://www.toronto.ca/accessandequity/exec_sum.htm)) and *The Plan of Action for the Elimination of Racism and Discrimination* (April 2003). (<http://www.toronto.ca/diversity/plan.htm>) These reports have resulted in divisional action plans to achieve the resultant 104 recommendations, most recently the *Access, Equity and Human Rights Action Plan for 2009-2011*.
- Mayor's Priorities - *"Toronto 2010 – Vision of a Great City"*. The Mayor envisions a City with a strong, shared sense of social justice, a belief in inclusion, and a commitment to diversity. Priorities include: *"Continue to strengthen the City's commitment to employment equity."*
- *Agenda for Prosperity* (January 2008) – *"Toronto's unique assets – our people: a diverse, creative, talented and educated labour pool; Economic inclusion is now an economic imperative. Labour force development is both a major challenge and tremendous opportunity for Toronto. At the same time as many industries are facing labour shortages, Toronto has a significant number of unemployed and underemployed youth, aboriginal peoples, immigrants, persons with disabilities and increasingly older and retired workers. We need to revamp our policies and programs to fully utilize the talent and skills of these populations to ensure that everyone can benefit from Toronto's economic prosperity."* This would include the City as an employer.
- *Blueprint for Fiscal Stability and Economic Prosperity* (February 2008) – *"The City is in an evolving world which means that the programs and the way they are delivered must change over time. As a result, the City's workforce will need to be adaptable and flexible to address these needs. The attrition rate of 6% provides opportunity to reshape the workforce of the future to meet the emerging service and program dynamics."* This is an excellent opportunity to leverage the attributes of a diverse workforce and labour market when making staffing and recruitment decisions.
- *City Manager* (March 2009) – The City Manager reinforces the City's values and states the principles to proceed with in providing services to the City, as follows: "1. Reinforce what is working 2. Change what isn't working 3. Take care of the place that you are in 4. Take care of each other 5. Take care of yourself." The City Manager takes the opportunity to repeat these key principles in speaking engagements and also provided all staff with an email stating the same. This underscores the importance of a diverse and positive workplace to the City administration.

## ii. Policy Framework

The City's policy framework reflects the corporate commitment and obligation to a diverse and positive workplace. These policies include Human Rights and Anti Harassment Policy; Employment Equity Policy; Hate Activity Policy, Same Sex Benefits and the Toronto Public Service People Plan 2008 – 2011 ([http://insideto.toronto.ca/hrweb/people\\_plan/pdf/people\\_plan.pdf](http://insideto.toronto.ca/hrweb/people_plan/pdf/people_plan.pdf)). Human Resources policies can be found at (<http://wi.toronto.ca/intra/hr/policies.nsf>).

## iii. Unions

### *1. CUPE Local 79*

CUPE: Local 79 clearly indicates their commitment to the importance of a diverse and a positive workplace within the City workforce. This is reflected in events such as the 2008 and 2009 CUPE Local 79 & TCEU 416 Equity Symposiums with the theme "Imagine Equality". This is further underscored by the existence of an elected Vice President of Equity who works to promote equality in the City workplaces. CUPE Local 79 acknowledges the City's leadership in having a workforce that reflects the community we serve, however "there is still a lot to do to create an environment where everyone feels they belong and where there are equal opportunities to advance at work." Their feedback on the strategy was positive and constructive.

### *2. TCEU Local 416 (CUPE)*

TCEU Local 416 stated a commitment to and recognition of the value of creating a diverse work force within a positive workplace. In the recent contract negotiations there is a new clause in the collective agreement reflecting employment equity and diversity.

([http://insideto.toronto.ca/hrweb/labour\\_relations/pdf/mosl416\\_07\\_09.pdf](http://insideto.toronto.ca/hrweb/labour_relations/pdf/mosl416_07_09.pdf))

### *3. Toronto Professional Fire Fighters' Association Local 3888*

The TPFPA Local 3888 recognizes the need and importance of achieving a diverse workforce and supports the building of the relationships within specific communities. They are progressive in working with management to achieve a positive work environment and are currently working with management to develop a tailored joint union management course to prevent and resolve conflicts within the workplace.

### iv. Auditor General's Report: Audit of City Performance in Achieving Access, Equity and Human Rights Goals (October 2008)

This report resulted in 29 recommendations - seven specific to the employment equity program and one specific to diversity. This again reflects the corporate commitment to diversity within the organization.

([http://www.toronto.ca/audit/reports2008\\_sub12.htm](http://www.toronto.ca/audit/reports2008_sub12.htm)) Following are the recommendations:

- #14. The City Manager consider establishing a formal process to seek employee input on a proactive and regular basis on equity and diversity issues related to the community and the workplace.
- #15. Human Resources Division provide a detailed report to Council by March 2009 on results of the 2007 workforce survey for non-union employees, including information on representation of designated groups and comparative results with census data.
- #16. The Executive Director of the Human Resources Division review how other large organizations conduct workforce surveys and, where appropriate, adopt methods used by the other organizations to improve the response rate of the City workforce survey of unionized employees
- #17. The Executive Director of the Human Resources Division take steps to increase the workforce survey response rate among new City employees. Such steps should include, but not be limited to: (a) Improving the survey distribution method; and (b) Improving the communication of the purpose and benefits of the survey to new City employees.
- #18. The Executive Director of the Human Resources Division consider posting workforce survey results on the City Web site to demonstrate the City's commitment to creating an inclusive workforce
- #19. Human Resources Division take steps to develop a proactive employment equity plan. Such a plan should include but not be limited to: (a) Establishing corporate objectives for equitable representation of diverse groups; (b) Providing measures to remove barriers in achieving employment equity; and (c) Including mechanisms for measuring and monitoring progress.
- #21. The Executive Director of the Human Resources Division develop strategies, objectives and action plans to increase employees' awareness of human rights and diversity issues in the workplace. Further, the Executive Director ensure diversity and human rights training is considered a corporate priority in developing training strategies, goals and objectives under the City's Learning Strategy 2008-2011.

- #29. The Executive Director of the Human Resources Division, in consultation with the City Manager, consider including specific access, equity and human rights performance indicators in the annual performance evaluation of management staff.

## **b. External**

### **i. Agenda for Prosperity (January 2008)**

This was created by the Mayor's Economic Competitiveness Advisory Committee to provide Council and the Mayor advice on "What we can do to improve Toronto's quality of life by stimulating economic growth?". The Agenda for Prosperity is designed to stimulate economic competitiveness and growth, create opportunity and ensure a sustainable future. Following are excerpts from the executive summary conclusion:

*Toronto is an attractive choice to highly mobile talent and investment. Despite the competitive advantages Toronto offers, our continued success is not guaranteed. We need to do a better job of promoting, integrating and aligning our competitive advantages. Toronto has choices to make that will define its place in a globalized world. By taking action now, through renewed private and public sector investment, Toronto will be bold, energetic, connected and collaborative in the 21st century.*

The urgent tone and mandate of the report is a call to action for the City of Toronto and it specifically highlights the leadership role. It articulates the position sought as follows:

*The current and ongoing trends of globalization, urbanization, and location matter more than ever in attracting increasingly mobile talent and capital. Toronto has the potential to become the place that serves a global market. Our social, cultural and economic diversity are richly embedded in our companies, entrepreneurs and labour force. We have the know-how and the connections to succeed in a global economy.*

If the City does not mobilize this diversity within its own workforce there is a risk of failure on two fronts: 1. Being a barrier to the Prosperity Agenda and 2. As an employer of choice within the Toronto labour market.

### **ii. Media**

Several recent news articles have cited the importance of diversity at the City and the expectation that the City's workforce should reflect the diversity of the community it serves. The media reports that the City is lagging in reflecting this diversity, particularly in the management cadre. This indicates the community importance and high profile nature of this issue. The post-strike work environment is an opportune time to launch the positive workplace aspects of the strategy.

### **iii. Public Expectations**

The expectation is that the City be a diverse employer. This is because of Council-adopted policies, external advisory engagement and public diversity commitments by the City Manager, Mayor and Members of Council.

#### iv. DiverseCity Counts – A Snapshot of Diversity in the GTA (May 2009)

This is the initial report of a three year project headed by Ryerson's Diversity Institute. It is a component of "DiverseCity: The Greater Toronto Leadership Project", an initiative of Maytree and the Toronto City Summit Alliance.

It cites that it is important to have diversity in leadership in the public service because it ensures a broader range of perspectives are used to help shape policy-making and set the policy agenda. The report states that Toronto has a base population of 47% visible minorities, however there currently are no visible minorities at the senior executive level (i.e., City Manager and Deputy City Managers) in the City. It references the (December 2007) 14% visible minority representation at the supervisory level and up in the City. It concludes with a call for action for individuals, organizations and the community to ensure that the GTA utilizes its enormous potential to leverage diversity for success in the global economy. To ensure the potential of the region can be fully maximized it recommends:

- *"Count – What gets measured gets done*
- *Lead – Make Diversity a strategic priority*
- *Develop the pipeline – Inspire children, workers and future leaders to maximize their potential*
- *Communicate – Mainstream diversity in all aspects of the organization's activities*
- *Develop and sustain excellent human resources practices."*

The findings of this annual report will be the baseline data to assess changes in visible minority representation in leadership within the GTA in subsequent years.

The report highlights leading practices and includes the Toronto Police Services' strategy to increase its pool of visible minority employees through targeted recruitment outreach and succession planning. In terms of "Mainstreaming Diversity" it acknowledges the Toronto Police Services ambitious project to assess the implications of diversity and human rights throughout every aspect of the organization as an important step in promoting a culture of inclusion.

The report clearly indicates the benefits of diversity in the leadership of the public sector and links it to the social health and prosperity of the City. It indicates the benchmark data of the City, the recommended actions to improve diverse representation and states annual monitoring of progress will ensue. As a result the City will be expected to have incorporated these recommendations into its operations and to demonstrate increased representation of diverse groups in leadership roles.

#### c. Conclusion

The internal commitments and the external environment mean that the City needs to demonstrate timely, concrete progress with respect to diversity in achieving a positive work place. This is required to mitigate reputational risk, sustain competitiveness as an employer and to serve a great city and its people with excellence.

### 4. Findings and Issues

#### a. Toronto Public Service – People Plan (September 2008)

- This is a comprehensive framework and set of activities to address multiple issues, including diversity and positive workplace items. It includes the award winning Workforce Strategy Index. This best practice facilitates Divisions' examination of their approach to people management by examining people management practices in three broad categories: Workforce Engagement; Talent Acquisition; Talent Retention and Knowledge Transfer.  
[http://insideto.toronto.ca/hrweb/shrs/workforce\\_strategy.htm](http://insideto.toronto.ca/hrweb/shrs/workforce_strategy.htm).

## **b. Corporate Diversity Framework**

- The City diversity vision is verbose and not well known throughout the organization. ([http://www.toronto.ca/diversity/vision\\_statement.htm](http://www.toronto.ca/diversity/vision_statement.htm)). The goals are "Access and Equity" but the linkage to the workplace is not clear and there is no direct accountability relationship defined. Interviews indicate that there is a lack of clarity and awareness as to what the goals and vision are.
- Clarity is required regarding the definitions in the context of the workplace regarding: Diversity/employment equity/equity/access/human rights groups/inclusiveness. Interviews indicate a lack of clear understanding of the terms.

Issue: A clear overarching City diversity framework is required to define the City's diversity statement from both an internal (employer) and external (service provider) perspective. In order to align and integrate corporate activities, this diversity framework needs to clearly link the corporation's diversity vision, values and goals. Once established, then objectives, action plans and performance indicators linked to accountabilities, can be developed.

## **c. Activities & Initiatives**

There are many best practices throughout the City. Following is a sample of these:

- Black African Canadian Employment Equity Pilot Project ; Career Bridge ([http://insideto.toronto.ca/hrweb/career\\_bridge.htm](http://insideto.toronto.ca/hrweb/career_bridge.htm)); Human Rights Office and training ([http://insideto.toronto.ca/hrweb/human\\_rights/index.htm](http://insideto.toronto.ca/hrweb/human_rights/index.htm)) ; Youth Employment Initiatives; Profession to Profession Mentoring Program;
- Toronto Public Health (TPH) - Diversity Competency Model; performance management for employees and managers; and employee engagement survey ;
- Children Services - Access and Equity Advisory Committee; Diversity training for employees;
- Fire Services – Joint union management conflict resolution undertakings; strategic outreach and recruitment; Positive union management relationship;
- Long Term Care Homes & Services – Annual strategic planning linked to performance planners; Diversity Toolkit; Lesbian, Gay, Bi-sexual, Transgender (LGBT) Toolkit; Positive Union Management relationship; employee engagement surveys; Joint union management training with respect to Prevention of Workplace violence and bullying; Diversity training;
- The City Manager's Award for Excellence in the Toronto Public Service to acknowledge significant achievements in the Toronto Public Service that reflect the three core values of service, stewardship and commitment;
- Toronto Water – Manager Development Program; Supervisor learning paths; Supervisor, manager and director performance reviews based on competencies, job expectations and developmental needs ;
- Municipal Licensing & Standards – External course delivered to taxi drivers and owners – 2 modules 1. Human Rights & Diversity Training and 2. Human Rights and Cultural Awareness

Issue: Activities and best practices are occurring in isolation and are not linked to an overarching corporate framework. No formal sharing of best practices exists therefore resulting in duplicated efforts and missed opportunities for improving efficiencies in the workplace. No comprehensive corporate prioritization and implementation strategy exists which results in varying quality of activities and performance indicators. There are no corporate benchmarking, performance indicators or accountability mechanisms tied to progress. Internal constituents are unclear as to the appropriate investment levels and practices required to achieve congruent results. Managers indicate that corporate direction regarding activities to address employment equity issues would be beneficial.

#### **d. Employment Equity**

The policy describes and defines a robust employment equity program, however it has not been implemented in a fulsome manner. Although employment equity workforce surveys have been previously undertaken, there is no employment equity workforce survey data that fully encompasses the entire Toronto Public Service workforce or such surveys have not had a satisfactory level of participation. A full survey that includes all employee groups is fundamental to the creation of a measurable and relevant employment equity program and, therefore, is a current priority.

Issue: To address under representation it is imperative to survey the workforce, analyze the results and develop targets and action plan with accountabilities for implementation. Per the DiverseCity Counts report, the setting of targets and measuring of results has been successful in the City's approach to appointments to its ABCC Boards. The 40% increase in visible minorities over three years is attributable to setting targets, tracking and analyzing results and the development of targeted strategies.

#### **e. Reporting, Benchmarking and Performance Indicators**

- Employment Equity workforce survey data for non union employees – December 2007
- Engagement Survey – Long Term Care Homes and Services (ongoing) and Toronto Public Health (2009). Entire workforce to be surveyed within the Toronto Public Service People Plan in 2010
- Reporting – Many reports duplicate similar information in various formats. Elements of the Diversity and Positive Workplace Strategy will be captured in Toronto Public Service People Plan annual reports, Access, Equity and Human Rights Annual Status Reports and Plans, progress reports on implementing relevant Auditor General recommendations, performance planners, Human Rights Office Annual reports and various divisional mechanisms.

Issue: Performance indicators and benchmarking need to be corporately consistent and aligned. Reporting needs to be streamlined to maximize efficiencies and effectiveness. To establish appropriate action plans and establish clear benchmarking data to measure progress, employment equity and employee engagement surveys need to be conducted. (Note that the workforce survey for all employees and the engagement survey are planned for 2010.)

#### **f. Education and Tools**

- Corporate Courses:
  - Accessibility: Implementing the Accessibility for Ontarians with Disabilities Act (1 day mandatory for supervisor and manager);
  - Toronto Public Service Mission, values and Ethics (.5 days mandatory for management);
  - Managing Diverse generations (1 Day);
  - Diversity At Work (1 day designed for frontline staff);
  - Equity Lens – Tool For Addressing Diversity (.5 day designed for staff who write reports);
  - Human Rights in the workplace (mandatory for employees) and Managing Human Rights Today (.5 day mandatory for management);
  - Conflict Management for staff (1 Day), Conflict Management for Managers (1 Day) and Interest based Model: Getting to Resolution (1 Day).
- Human Resource Policies <http://wi.toronto.ca/intra/hr/policies.nsf>
- Toronto Public Service People Plan 2008 – 2011  
[http://insideto.toronto.ca/hrweb/people\\_plan/index.htm](http://insideto.toronto.ca/hrweb/people_plan/index.htm)
- Divisional diversity courses – e.g., Toronto Public Health's "Embracing Diversity and Building on Strength" training – 2.5 days mandatory for all employees

Issue: No specific workplace diversity training or communication products for employees. No bundled leadership curriculum aimed to support supervisors and executives to create a workplace based on respect and sound conflict resolution skills. Other than the collective agreements, there is no conflict resolution policy or identified conflict subject matter experts to assist managers in the prevention and resolution of conflict in the workplace.

#### **g. Roles and Responsibilities**

Regarding diversity, managers are unclear with respect to the various roles and responsibilities of Division management, Diversity Management, the Human Resources Division's Employment Equity Unit and the Human Rights Office.

Issue: Managers are unclear as to who to contact regarding diversity issues and how to engage subject matter expertise. Corporate linkages are not well defined in terms of priority setting and strategic planning.

#### **h. Accountabilities**

Performance planners exist for all managers in the City. Additional accountability and expectation regimes exist in various divisions – e.g., Toronto Public Health, Fire Services, Toronto Water, Long Term Care Homes and Services.

Issue: Accountabilities do not include corporate diversity or positive workplace priorities. The performance regime for non union employees does not link quality of performance to performance pay.

#### **i. Conclusion**

Based on the internal and external research and consultations, the following determinations have been made:

##### 1. Best Practices:

- Many exist across the City with respect to recruitment, employee engagement, union management relationships and education. We now have the opportunity to share these across the Toronto Public Service and corporately align many of these practices.

##### 2. Opportunities:

- Establish a clear corporate framework and diversity vision to guide external and internal goals, objectives and actions.
- Streamline and align reporting mechanisms of the employer portion of the diversity agenda to result in efficiencies and increase the impact of the reports.
- Build a strategy that actions all of the Auditor General's recommendations in a comprehensive manner.
- Build the foundation for a positive workplace by utilizing existing diversity education products and deliver to managers and eventually to all employees. Compliment this endeavour by creating a conflict resolution framework to assist in the maintenance of a positive workplace.
- All supervisors and employees need to be accountable for their roles in creating a positive workplace. This, in combination with a supporting education curriculum, will sustain an inclusive workplace.

##### 3. Conclusion:

The City's current dedicated and professional approach to diversity and positive workplaces, positions the corporation well to make great strides with relatively little investment. Through strategic alignments, the

City can achieve a culture that values and champions cultural diversity, ethical behaviour, anti-racism and positive and respectful workplace relationships at and within all levels of the organization.

Upon this basis the following Diversity and Positive Workplace Strategy is proposed.

## **5. Diversity and Positive Workplace Strategy**

### **a. Context**

The Strategy is founded upon the following guiding tenets:

**i. City Mission:** The mission of the Toronto Public Service is to serve a great city and its people.

### **ii. City Values:**

#### 1. Service

- We serve individuals, communities and the City as a whole
- We serve Council in fulfilling its mandate
- We do this by:
  - Planning for improvement
  - Doing the right things at fair cost
  - Adapting and innovating to meet changing needs
  - Balancing and protecting the needs of individuals and communities
  - Providing Council with sound public policy options and advice

#### 2. Stewardship

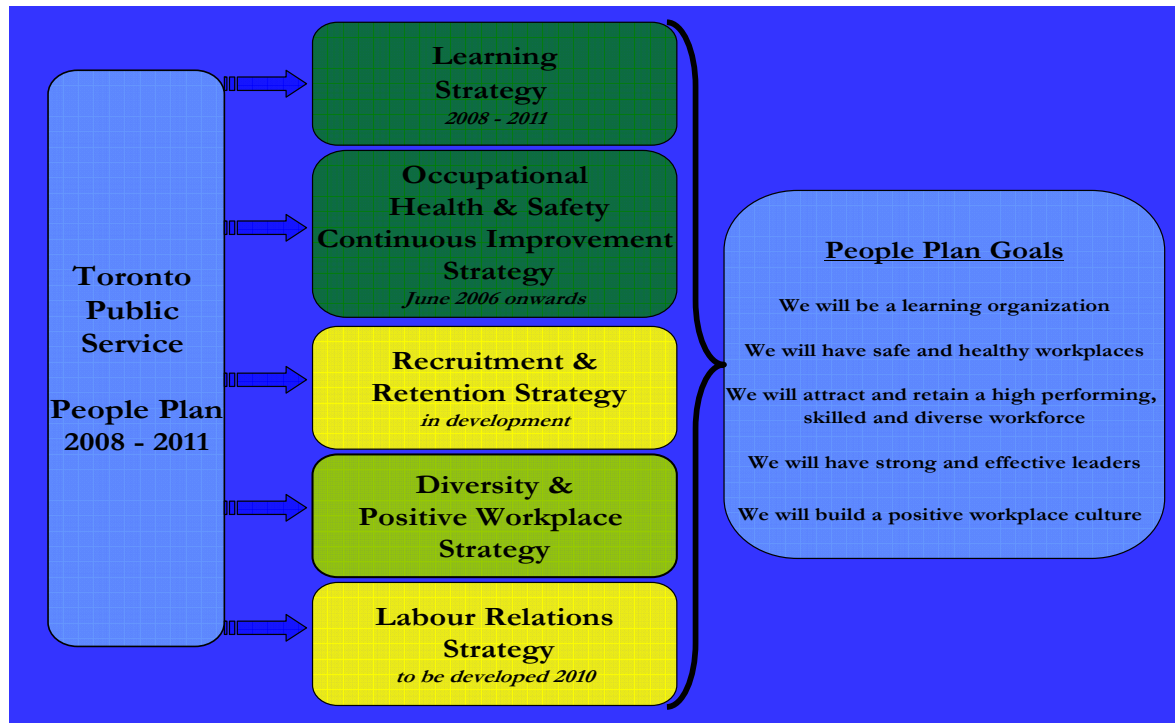
- We use resources wisely to maintain and create a liveable City for future generations
  - We balance the economic, social and environmental needs of the City
- We do this by:
- Balancing immediate and long-term needs
  - Investing in the Toronto Public Service
  - Taking care of our resources
  - Managing public money and assets responsibly

#### 3. Commitment

- We serve the public with skill, knowledge and respect
- We are responsible and accountable
- We value each other
- We value diversity, creativity, participation and fairness

**iii. City Motto:** Diversity our Strength.

iv. Toronto Public Service People Plan 2008 - 2011:



The Diversity and Positive Workplace Strategy is one of five strategies developed to support the achievement of the Toronto Public Service People Plan. Highlights and status follows:

1. The Learning Strategy (2008-2011):

- Review and Adjust Corporate Learning Policies and Practices
- Enhance Technology to Gain Efficiencies in Learning
- Improve Management Leadership and Employee Programs
- Strengthen Commitment to Learning Culture

2. The Recruitment and Retention Strategy (in development)

- Expanded and intensified outreach
- Targeted initiatives for critical positions
- Progressive employment policies and programs
- Commitment to current workforce

3. Diversity and Positive Workforce Strategy (2010 – 2012)

- We will have a workforce that reflects the diverse community the City of Toronto serves
- We will have an inclusive and respectful workplace
- We will have operational excellence because of our employee diversity
- We will have a positive workplace culture

4. Occupational Health and Safety Continuous Improvement Strategy (ongoing)

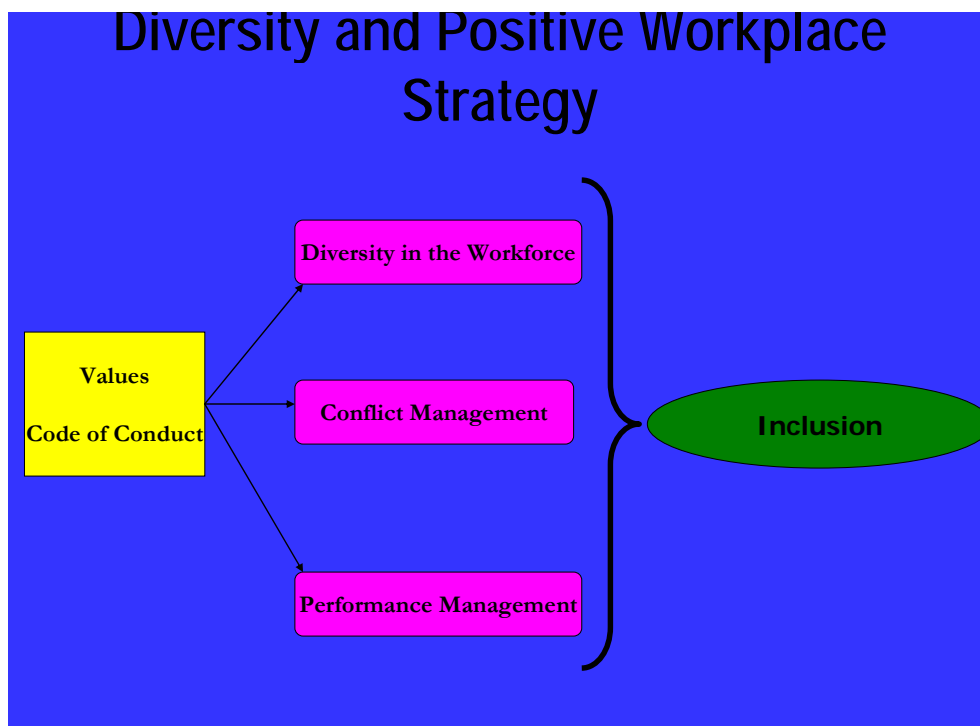
- A strong health and safety culture where health and safety is incorporated in all that we do
- Reduction of injuries at work through effective policies and programs implemented consistently cross the organization

- A comprehensive wellness approach to minimize the effects of illness, workplace injuries and personal problems on the employee and the organization

#### 5. Labour Relations Strategy

- To be developed in 2010

#### v. Foundation



Based on the core behavioural principles of the Toronto Public Service, there are three pillars to achieve Inclusion and to address the aforementioned issues. Following are the pillars with their related "Key Success Factors":

#### 1. Diversity in the Workforce

- senior leadership
- recognition as a business imperative
- internal employee and union advisory council
- training - What, Why and How
- implementation accountability

#### 2. Conflict Management and Values

- values based accountability and relationships
- prevention of conflict - interest based resolution mechanisms and policy regime
- bundled leadership learning curriculum i.e. Rights Based ( Staff Relations, Human Rights, Collective Agreements, Health & Safety) through to Interest Based (Inclusion in the Workplace, Alternative Dispute Resolution, Duty to Accommodate & Employee Engagement)

#### 3. Performance Management

- strategic link from the corporate mission to the annual expectations and accountabilities of managers
- quality of activities linked to remuneration
- performance excellence in times of fiscal constraint (efficiencies and effectiveness)

The above pillars represent a significant cultural shift for the organization. As a result the investment benefits will be realized over the long term.

## **b. Vision**

**The City is a leader in service delivery because of its positive and productive work environment that is inclusive and reflective of the diverse community it serves.**

## **c. Definitions**

The vision is based on well understood definitions:

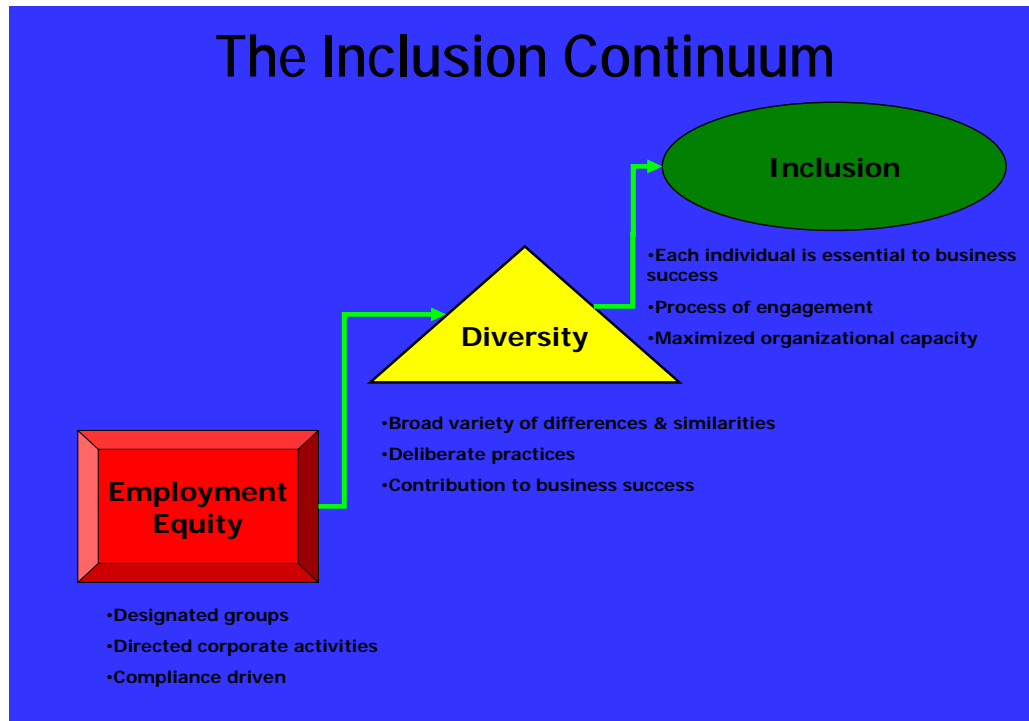
### **i. Diversity**

Diversity refers to the broad variety of differences and similarities among people. It is **a set of deliberate practices** that includes knowing how to relate to qualities and conditions that are different than one's own.

### **ii. Inclusion**

It is **a process and outcome** that engages each individual in the belief that his or her value is essential to the success of the organization.

#### d. The Inclusion Continuum



The achievement of inclusion in the workforce is a journey that progresses over time.

#### i. The Employment Equity Program and Legislative Framework

Actions are undertaken to ensure compliance with policy and legislation. This would include an employment equity program focused on the four designated groups (women, visible minorities, aboriginals and disabled) and compliance with legislation such as the Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act 2005, The Ontario Human Rights Code, Employment Accommodation Policy, etc. This framework enshrines rights based principles into the organization and directs commensurate activities.

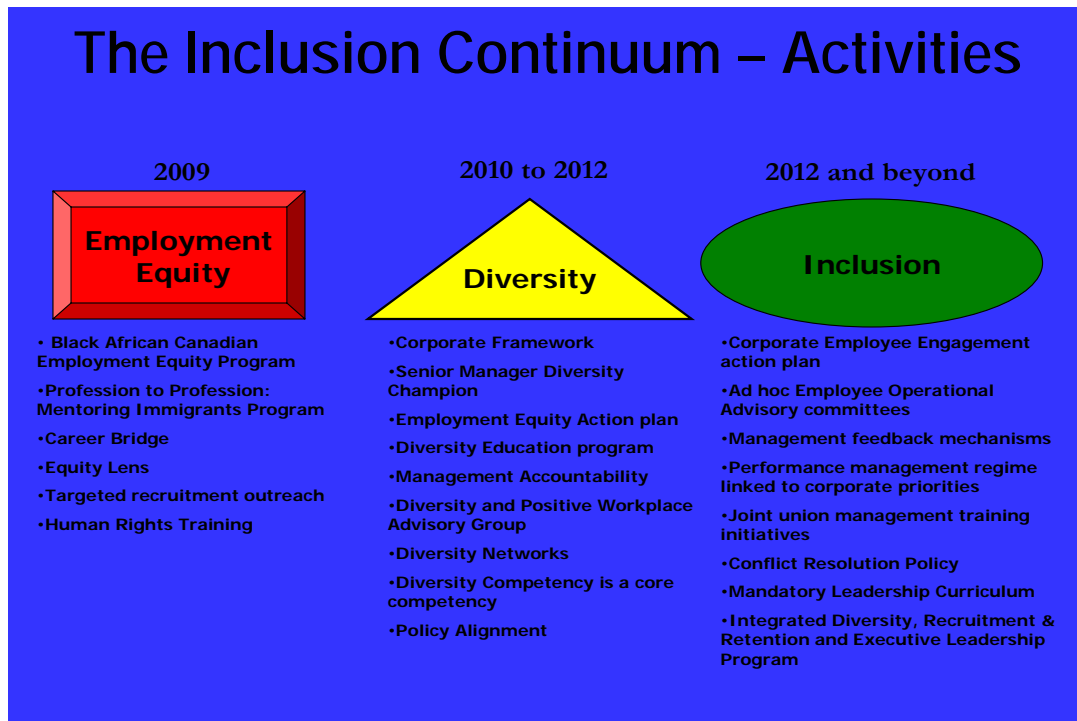
#### ii. Diversity

Actions are undertaken that link to business success. This would include measures to attract, retain, train and motivate employees with different experiences, backgrounds, skills, knowledge and talents to maximize business results.

#### iii. Inclusion

Actions undertaken represent the business imperative to engage and sustain an innovative workforce to ensure leading edge business results and acumen. This would include measures to ensure horizontal and integrated program decisions. The goal of inclusion is that all individuals are able to function at full capacity, feel valued and are able to link themselves to the organization's mission. This results in the organization functioning at its full capacity and innovation and creativity thrives.

# The Inclusion Continuum – Activities



In 2009 the majority of the City's activities were concentrated in the employment equity portion of the continuum with some activities within the diversity mandate. As progress is made towards diversity, employment equity activities will become embedded and enriched within the employment equity action plan activities. Finally, the City will build upon the entrenched diversity activities to achieve inclusion.

The strategy intends to position the City of Toronto to embed diversity into the workplace such that a state of inclusion can be achieved.

## e. Goals and Objectives

1. We will have a workforce that reflects the diverse community the City of Toronto serves.
2. We will have an inclusive and respectful workplace.
3. We will have operational excellence because of our employee diversity.
4. We will have a positive workplace culture.

### Goal #1. We will have a workforce that reflects the diverse community the City of Toronto serves.

- 1.1 Establish the City Manager (or designate) as the "Diversity Champion", accountable to serve as a change agent to support the cultural transition and to lead the organization's diversity work and communicate progress. (1st quarter 2010)
- 1.2 Develop and implement a three year corporate employment equity action plan with annual performance indicators, based on the 2010 workforce survey. This plan includes specific quantitative and qualitative targets to address areas of underrepresentation in the designated groups. Human Resources to ensure appropriate recruitment, staffing and interview practices/tools to clearly enable and support managers to achieve these targets. (2010) Human Resources facilitate and reports; Management implements.
- 1.3 Link corporate employment equity action plan items to management accountabilities in performance planners. (1st quarter 2010) Human Resources to provide common language.

- 1.4 Human Resources develop and launch a **Diversity Education campaign** that articulates what diversity is and why it is a business imperative for the City's success. (2010) Management to be trained by December 2012. Management accountable to ensure delivery of education to all employees by December 2013.
- 1.5 In response to the most common internal Human Rights complaints received, Human Resources to create and deliver "**Inclusion in the Workplace: Race**" and "**Duty to Accommodate**" training modules to management by December 31, 2013.
- 1.6 Human Resources to provide comprehensive, simple and clear **Diversity Communication** toolkits for management to deliver to all employees. (2010)
- 1.7 Human Resources to ensure **the Workforce Strategy Index, Recruitment and Retention Strategy (in development) and the Succession Strategy** reflect the targets in the employment equity action plan. To maximize the agility of the workforce consider a cross-divisional approach to employee recruitment, development and retention. Management is accountable to integrate diversity in staffing, recruitment and advancement decisions. (2010)
- 1.8 Human Resources to integrate targets in the employment equity action plan into the **Executive Development Program**. To maximize corporate knowledge, consider a cross-divisional approach to cultivating internal leadership talent. Management accountable to implement. (2011)

**Goal #2. We will have an inclusive and respectful workplace.**

- 2.1 To support leaders and to enable them to become champions of workplace diversity and inclusion, Human Resources to create a **mandatory five year corporate leadership curriculum** that mirrors the inclusion continuum. This curriculum needs to include Change Management training to support the recognition that change is the engine in creating a culture of inclusiveness. This would include "rights based" courses and progress through to preventative "interest based" courses and tools. (2012) Management to begin implementation of the mandatory curriculum.
- 2.2 Establish a **Diversity and Positive Workplace Advisory Board** to provide recommendations to the City Manager to inform, monitor and adapt the implementation of the 2010-2012 Strategy. Chaired by the Diversity Champion, this would include managerial, human rights office, employment equity unit, cross divisional employees, association and union representation. Human Resources to launch and support the Board in 2010. Management accountable to ensure representative participation.
- 2.3 Human Resources to facilitate the launching of employee identified volunteer **Diversity Networks**. These Networks are employee initiated and administered. Participation is outside of working hours, however employer facilities are eligible for use. Senior Management Champions (Director level and above) to be identified for each to provide further education opportunities. These will provide employees with community networks and will enable celebrations and support for our diverse workforce (2011)
- 2.4 Human Resources to analyze the utilization of **Tuition Reimbursement** resources to ensure strategic corporate investment. Consider a corporate approach to ESL and Grade 12 equivalency education utilizing City facilities for the employees to access in their off hours. (2012)

### Goal #3 We will have operational excellence because of our employee diversity.

- 3.1 Human Resources Division to work with the Strategic and Corporate Policy Division to adapt the existing externally focused City of Toronto "Access, Equity & Human Rights Awards" to also include categories for the **recognition of City employees' contributions** to service and program excellence in each of the same five awards categories. (2011)
- 3.2 To maximize efficiencies, Human Resources to build ongoing formal and deliberate horizontal linkages with Strategic and Corporate Policy to ensure **corporate diversity framework establishment** and alignment. (2010)
- 3.3 Human Resources to amend the core job competency profile for all employees and management to include a "**Diversity Competency**". (2011)
- 3.4 To maximize creativity and leverage the diversity inherent in the workforce, management to facilitate ad hoc employee/union/association **Operational Advisory** committees. These committees to inform the continuous improvement of operational program and service delivery. (2012)
- 3.5 To increase efficiencies and the impact of reporting, reallocate the reporting of the theme "**City as an Employer**" from the Access, Equity and Human Rights reporting template to the Toronto Public Service People Plan reporting mechanism. Human Resources to **streamline progress reporting (including performance indicators)** for management and ensure these items are reported without duplication in the Toronto Public Service People Plan, performance planners, Diversity and Positive Workplace Strategy updates, Auditor General Progress Reporting and the Employment Equity Program. (2010)

### Goal #4 We will have a positive workplace culture.

- 4.1 Develop and implement a three year corporate **Employee Engagement action plan** with performance indicators, based on the employee engagement 2010 survey. Action Plan will have three corporate wide priorities, three divisional priorities and one work unit specific priority. (1st quarter 2011) Human Resources facilitates and reports to the Diversity and Positive Workplace Advisory Board; Management develops action plan in conjunction with employee, association and union input. Implementation linked to management performance planners.
- 4.2 Human Resources to create a **Conflict Resolution policy** based on consultation with unions, association and management. Human Resources to analyze the requirement and cost for a Conflict Resolution expert/facilitator/office. (2012)
- 4.3 Design and implement joint union-management **Conflict Resolution training** utilizing management and union co-trainers. Delivery to begin with all of management in 2012 to eventually include all employees.
- 4.4 Human Resources to create a **robust performance management** regime to include clear expectations, accountabilities and quality of performance linked to corporate priorities. The overarching expectations to be linked to the Code of Conduct and the three corporate values. (2012) Implementation to begin with management. (2012)
- 4.5 Using available technology, Human Resources to create and launch additional communication mechanisms for employees to provide **feedback to management**. Internal best practices include use of the Webbook online chat function with a Deputy City Manager and additionally the use of a direct City Manager email address – [talktocitymanager@toronto.ca](mailto:talktocitymanager@toronto.ca). (2012) Management is responsible to respond and integrate feedback as appropriate.

## 6. 2013 and Beyond

Items for future consideration as we move on the continuum from employment equity to inclusion:

1. Consider a "Diversity Lens" to replace the current Equity Lens to broaden and communicate the progressive nature of the City.
2. To support an environmental change from employment equity to diversity, consider changing titles of policies and work units from employment equity to diversity. The timing of these changes, if any, should reflect the cultural barometer of transition towards the goal of achieving an inclusive workplace.
3. Ongoing annual diversity training linking the ethics framework to the business results driven by diversity practices, should be considered for all employees.
4. Monitor and analyze the progression of the recruitment initiatives of youth and individuals from priority neighbourhoods and marginalized communities. Identify systemic barriers and create programming imperatives to ensure retention and advancement throughout the organization.
5. Consider the development of a three year frontline supervisory development program.
6. At the division level, currently there are various independent best practices with respect to diversity and positive workplaces. As the strategy is implemented, it will allow all divisions to implement and align themselves with the organization's vision and framework by 2013. As the end of this strategy implementation nears, it will be important to once again take stock of divisional activities and ensure that there is alignment of various divisional diversity/inclusiveness programs within the corporate City strategic framework. This is a necessary "re-setting" of the organization's definitions, visions, training modules and policy framework to align with the one Diversity and Positive Workplace strategy. Clear corporate wide expectations and accountabilities will resolve the current internal issue of confusion and create efficiencies through decreased duplication of efforts.
7. To reduce the most common Human Rights complaints received internally, "Inclusion in the Workplace: Race" and "Duty to Accommodate" training modules should be considered for all employees.
8. Annual action plans should be informed by Labour Relations/Grievance issues and Human Rights complaints of the prior year to respond to any identified or emerging issues in a proactive manner.
9. Consider reviewing the Access, Equity and Human Rights Action Plans (2009 to 2011) and the completed Auditor General recommendations to conclude the progress reporting on the employer activities. Consider embedding these activities into the performance planners (accountabilities), the Employment Equity Program reporting (benchmarking and progress) and the Diversity and Workforce Strategy reporting (benchmarking and progress). This will reduce duplication, create efficiencies and emphasize the accountability at the appropriate supervisory level.
10. In consultation with unions, initiate a dialogue to expand the performance management regime to encompass union positions. This will provide corporate clarity with respect to employee expectations and accountabilities.

## 7. Conclusion



At December 31, 2012 the Toronto Public Service will have embarked upon the journey towards Inclusion. The achievements will be as follows:

**Leadership** – A strong leadership cadre will be developed through a mandatory corporate leadership curriculum and an Executive Development Program that is linked to the Employment Equity Action plan. This will be underpinned by a robust performance management regime.

**Corporate Framework** – Managers will know and understand their expectations and be accountable for achieving them through a performance management regime that clarifies expectations, accountabilities and quality of performance linked to the corporate priorities and values.

**Engaged employees and unions** - Employees and union involvement in workplace outcomes is increased through the creation of a Diversity and Positive Workplace Advisory Board, Diversity Networks and recognition for contributions to the City. As a result of the employee engagement survey, actions will be undertaken that reflect union and employee contributions. To foster productive and constructive working relationships a Conflict Resolution framework will be developed that includes policy and education components. Increased feedback mechanisms will be created to further provide opportunities for ongoing management and employee dialogue.

**Horizontal and Integrated Program Decisions** – To ensure a diverse workforce, the Toronto Public Service People Plan strategies will be integrated with the Employment Equity Action Plan and will be implemented on a consistent basis across the organization. A corporate Diversity Framework will exist that aligns the internal and external perspectives of diversity throughout the City. Linkages will be formalized between Strategic and Corporate Policy Division and Human Resources. This will ensure consistent reporting methodologies, efficiencies and integrated subject matter expertise to support the organization.

**Service Excellence** – Service excellence is achieved through a comprehensive diversity strategy that includes a Senior Manager Diversity Champion, an Employment Equity Action Plan, the creation of a “Diversity Competency” and diversity communication and education products to support the organization. The implementation will be supported through increased knowledge and awareness that is fortified through appropriate accountabilities. This diverse workforce will provide insights and inform program delivery through the creation of ad hoc Operational Advisory Committees.

**Conclusion:**

A skilled and engaged workforce is vital to the City's success in accomplishing its five strategic directions:

1. Citizen focused service delivery;
2. Fiscal accountability;
3. Liveability;
4. Prosperity and innovation; and
5. Opportunity for all.

The journey to Inclusion is directly linked to successful business results. The City is well aligned to achieve this outcome given the commitment, passion and policy framework that exists today.

**8. Summary**

Members of the Toronto Public Service deliver hundreds of City services to about 2.6 million Toronto residents and visitors to the city. The purpose of the Toronto Public Service People Plan is to set bold, long term directions and goals in a three year cycle to ensure we continue to have a high performing, skilled, diverse and engaged workforce who continue to serve a great city and its people and demonstrate the Toronto Public Service values of service, stewardship and commitment.

The Diversity and Positive Workplace Strategy serves to further implement the People Plan. It was developed in consideration of extensive benchmarking research of external organizations. It incorporates the feedback and input of management, Human Resources, COTAPSAI and unions. It considers current internal and external trends and serves to align the Toronto Public Service to meet emerging and future challenges.

The Diversity and Positive Workplace Strategy is framed by four key goals:

1. We will have a workforce that reflects the diverse community the City of Toronto serves.
2. We will have an inclusive and respectful workplace.
3. We will have operational excellence because of our employee diversity.
4. We will have a positive workplace culture.

The objectives to achieve these goals require no new resources. Their implementation is funded through realigning the utilization of existing resources. This strategic investment will ensure that the Toronto Public Service progresses to a productive and inclusive work environment.

Implementation of this three year strategy will enable the City of Toronto to maintain its status as a lead employer due to its dynamic work environment that attracts new talent and retains engaged employees. This inclusive workplace results in a creative and innovative organization that serves a great city and its people with distinction.