



STAFF REPORT ACTION REQUIRED

Diversity and Positive Workplace Strategy

Date:	November 17, 2009
To:	Employee and Labour Relations Committee
From:	City Manager
Wards:	All
Reference Number:	

SUMMARY

This report recommends a Diversity and Positive Workplace Strategy; a strategy that is an integral component of the goals and objectives established in the Toronto Public Service People Plan. The Strategy advances the City's goals to foster an organizational culture that champions and values employment equity, cultural diversity, ethical behaviour, anti-racism and positive, respectful workplace relationships.

The Diversity and Positive Workplace Strategy and the report recommendations are based on extensive research and consultation to identify challenges and opportunities and to establish best practices and key strategic objectives for the City of Toronto. To anticipate and effectively address these challenges and opportunities, the strategy sets out four broad goals as follows:

- 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

These goals expand upon and further operationalize the Toronto Public Service People Plan 2008 – 2011. Progress in achieving the Diversity and Positive Workplace Strategy's objectives will be reviewed annually and reported with the Toronto Public Service People Plan to the Employee & Labour Relations Committee.

The new Diversity & Positive Workplace Strategy establishes a strategic direction and provides a consistent City-wide integrated approach to continuous improvement in the workplace, as it relates to diversity and positive working relationships for all employees. The Strategy establishes management accountabilities and has an implementation plan for the period 2010 - 2012.

The Executive Director of Human Resources will action all of the items recommended herein.

RECOMMENDATIONS

The City Manager recommends that:

1. City Council adopt the Diversity and Positive Workplace Strategy outlined in the attachment to this report.
2. City Council authorize the City Manager to undertake the following specific actions:
 - (i) develop and implement a new three-year corporate Employment Equity Action Plan 2010 – 2012;
 - (ii) require that a direct linkage be established between each manager's individual accountabilities for the corporate Employment Equity Action Plan through their annual performance planner;
 - (iii) incorporate the targets set out in the Employment Equity Action Plan in the strategies of the Toronto Public Service People Plan;
 - (iv) develop and implement a Diversity Education campaign for the Toronto Public Service;
 - (v) develop and implement training programs designed for supervisors and managers on "Inclusion in the Workplace: Race" and "Duty to Accommodate";
 - (vi) develop a corporate Conflict Resolution and Positive Workplace Policy and related training initiatives on respectful and positive workplaces;
 - (vii) create a mandatory five year corporate leadership curriculum that incorporates the issues of employment equity, diversity, inclusion and conflict resolution/positive workplace culture;
 - (viii) expand the scope of the current "Access, Equity and Human Rights Awards" to also include the recognition of contributions by employees of the Toronto Public Service; and
 - (ix) include a Diversity and Positive Workplace Strategy progress report with the annual reporting of the Toronto Public Service People Plan.

Financial Impact

The financial implications of the strategy and recommendations will be accommodated through reallocation of resources and will result in no net impact for the 2010 Approved Operating Budget. Subsequent years' Operating Budgets for Human Resources Division and/or the City Manager's Office to implement the Diversity and Positive Workplace Strategy will be addressed through the budget submission process.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity Impact

The Toronto Public Service People Plan indicates that the Toronto Public Service is not fully representative of the diverse community it serves. The Diversity and Positive Workplace Strategy addresses this issue directly through education, training, the assignment of accountabilities and the creation of a three-year Employment Equity Action Plan in 2010.

DECISION HISTORY

The Toronto Public Service People Plan 2008 - 2011 was reported to City Council for information in September 2008. Flowing from the overarching goals and objectives of the People Plan, a Learning Strategy was approved and implemented in late 2008. The Diversity and Positive Workplace Strategy is the next strategy in continuing support of the implementation of the People Plan and will subsequently be followed by the Recruitment and Retention Strategy and the Labour Relations Strategy in 2010.

The People Plan's goals are:

- We will become a learning organization
- We will have safe and healthy workplaces
- We will attract and retain a skilled, high performing and diverse workforce
- We will have strong and effective leaders
- We will build a positive workplace culture

Report to Executive Committee from Employee & Labour Relations Committee
<http://www.toronto.ca/legdocs/mmis/2008/ex/bgrd/backgroundfile-15068.pdf>

Toronto Public Service People Plan 2008 – 2011
http://insideto.toronto.ca/hrweb/people_plan/pdf/people_plan.pdf

ISSUE BACKGROUND

In developing this Diversity and Positive Workplace Strategy consultations occurred with CUPE Local 79, TCEU Local 416 (CUPE), TPFFA Local 3888, COTAPSAI, all City cluster senior management teams, Human Resources staff, the Strategic & Corporate Policy Division and the Workforce Strategy Team.

Development of the Strategy included a review of the internal and external environment of the City of Toronto. This review indicated the following factors:

- The corporate agenda of the City reflects the strong recognition and commitment to the value of a Diverse and Positive Workplace to enable the administration and business success of the City.
- The Human Resources Policy framework within the City provides a strong foundation for successful achievement of the People Plan goals.
- The Auditor General's October 2008 review of the City's "Performance in Achieving Access, Equity and Human Rights Goals" resulted in eight recommendations that encompass employment equity and diversity.

- The Unions have indicated their commitment to equity, diversity and the importance of a positive workplace.
- The 2008 *Agenda for Prosperity* recognizes that Toronto has a workforce that has the “know-how and the connections to succeed in a global economy”. It is the City’s responsibility to enable this workforce and to attract and retain employees from this workforce.
- Council adopted policies, Mayoral and Council statements all reflect the importance of a diverse workforce and the expectations of Torontonians.
- The inaugural DiverseCity Counts Report: A Snapshot of Diversity in The Greater Toronto Area, released in May 2009 cites the under-representation of visible minorities in the supervisory level at the City of Toronto. The report is the part of a three-year research project sponsored by DiverseCity: The Greater Toronto Leadership Project and conducted by Ryerson University’s Diversity Institute. It concludes with a call for action and a commitment to report annually on progress.

External research was conducted to determine issues, trends and best practices with respect to diversity and positive workplaces. Information and various reports from many 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 provincial governments of British Columbia and Ontario.

COMMENTS

Best Practices

Many leading edge practices that support a diverse and positive workplace exist within the Toronto Public Service. These include initiatives with respect to recruitment, employee learning and development, employee engagement, positive union management relationships and insightful learning investments. Following is a sample of these:

- Black African Canadian Employment Equity Pilot Project ; Career Bridge (http://insideto.toronto.ca/hrweb/career_bridge.htm);
- Human Rights Office and training (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's 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;
- 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 – two modules 1. Human Rights & Diversity Training and 2. Human Rights and Cultural Awareness.

Recommended Strategy

Through clear goals and objectives the Diversity and Positive Workplace Strategy delineates the roles and responsibilities of the Human Resources Division and management accountabilities within the Toronto Public Service.

Through constructive planned actions and the alignment of management accountabilities, the Toronto Public Service will continuously improve its services and programs and have a workforce that reflects the diverse community the City of Toronto serves. This will support the City in maintaining its competitiveness as an employer and in serving a great city and its people with excellence.

To sustain this progress and to overcome emerging challenges, the Diversity and Positive Workplace Strategy expands upon existing best practices and capitalizes upon the following opportunities to:

- analyze the results of the 2010 employment equity workforce survey to develop a new three year corporate Employment Equity Action Plan 2010-2012;
- directly link each manager's individual accountabilities to the Employment Equity Action Plan through their annual performance planners;
- incorporate the targets set out in the Employment Equity Action Plan in the strategies of the Toronto Public Service People Plan;
- develop and implement a Diversity Education campaign for the Toronto Public Service;
- capitalize upon the Human Rights Office's trend analysis to provide training to prevent complaints with respect to "Inclusion in the Workplace: Race" and "Duty to Accommodate";
- develop a corporate Conflict Resolution and Positive Workplace Policy and related training initiatives on respectful and positive workplaces;
- create a mandatory five year corporate leadership curriculum that incorporates the issues of employment equity, diversity, inclusion and conflict resolution/positive workplace culture;
- expand the current scope of the "Access, Equity and Human Rights Awards" to also include the recognition of contributions by employees of the Toronto Public Service; and
- include a Diversity and Positive Workplace Strategy progress report with the annual reporting of the Toronto Public Service People Plan.

The successful implementation of the Diversity and Positive Workplace Strategy will directly result in a cultural change within the workplace.

CONTACT

Bruce L. Anderson, Executive Director
Human Resources Division
416-397-4112
banders2@toronto.ca

Joanne Todesco, Special Advisor
Human Resources Division
416-392-4730
Jtodesc@toronto.ca

SIGNATURE

Joseph P. Pennachetti
City Manager

ATTACHMENT

1. Toronto Public Service Diversity and Positive Workplace Strategic Plan

Toronto Public Service - Diversity and Positive Workplace Strategy

A. CONTEXT

The Diversity and Positive Workplace 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

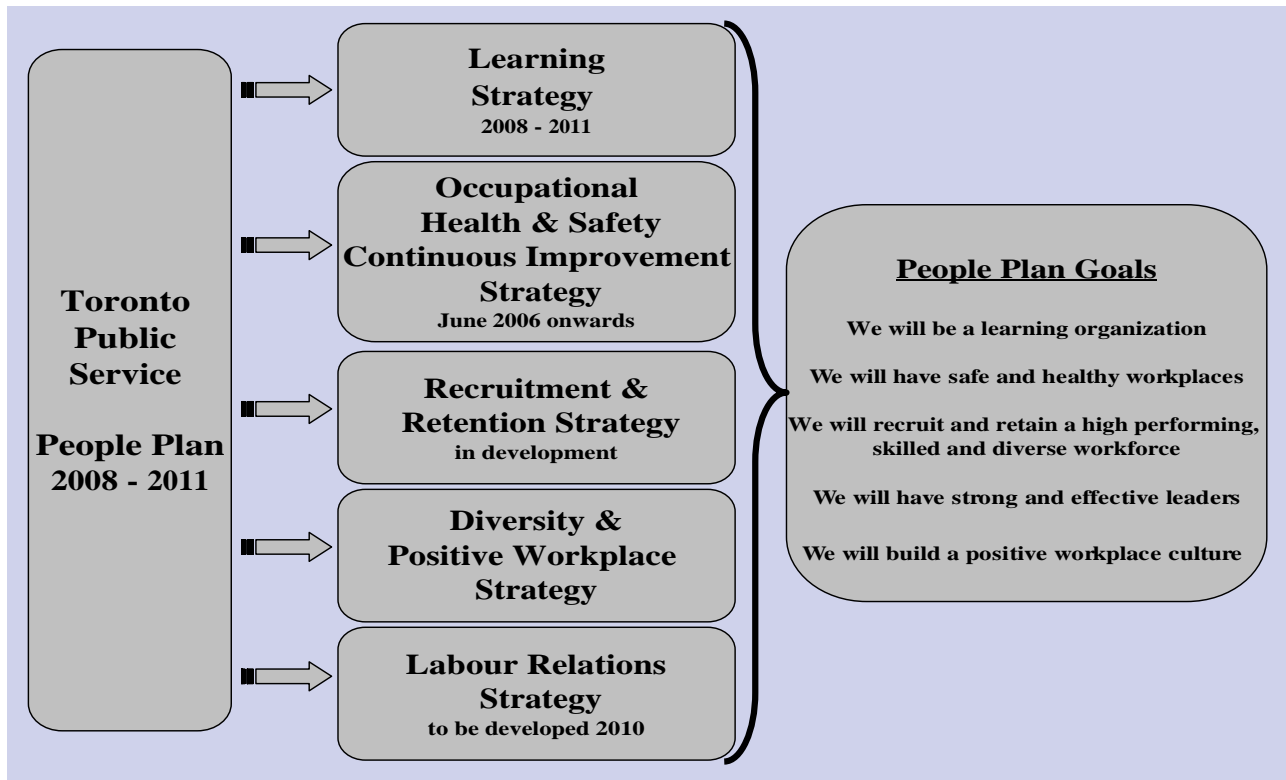
- We use resources wisely to maintain and create a liveable City for future generations
 - We balance the economic, social and environmental needs of the City
- We do this by:
- Balancing immediate and long-term needs
 - Investing in the Toronto Public Service
 - Taking care of our resources
 - Managing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

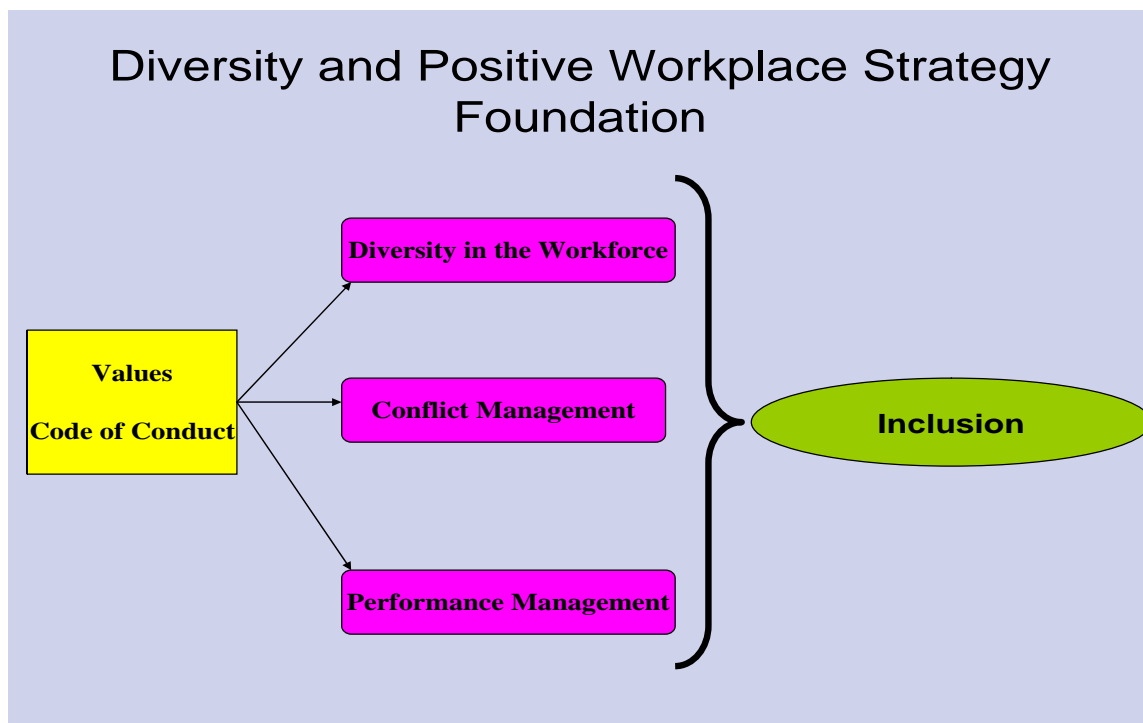
- Expanded and intensified outreach
- Targeted initiatives for critical positions
- Progressive employment policies and programs
- Commitment to current workforce
- Succession Planning

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. Following are the pillars with their related “Key Success Factors”:

1. Diversity in the Workforce
 - senior leadership
 - recognition as a business imperative
 - 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

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 and clear definitions:

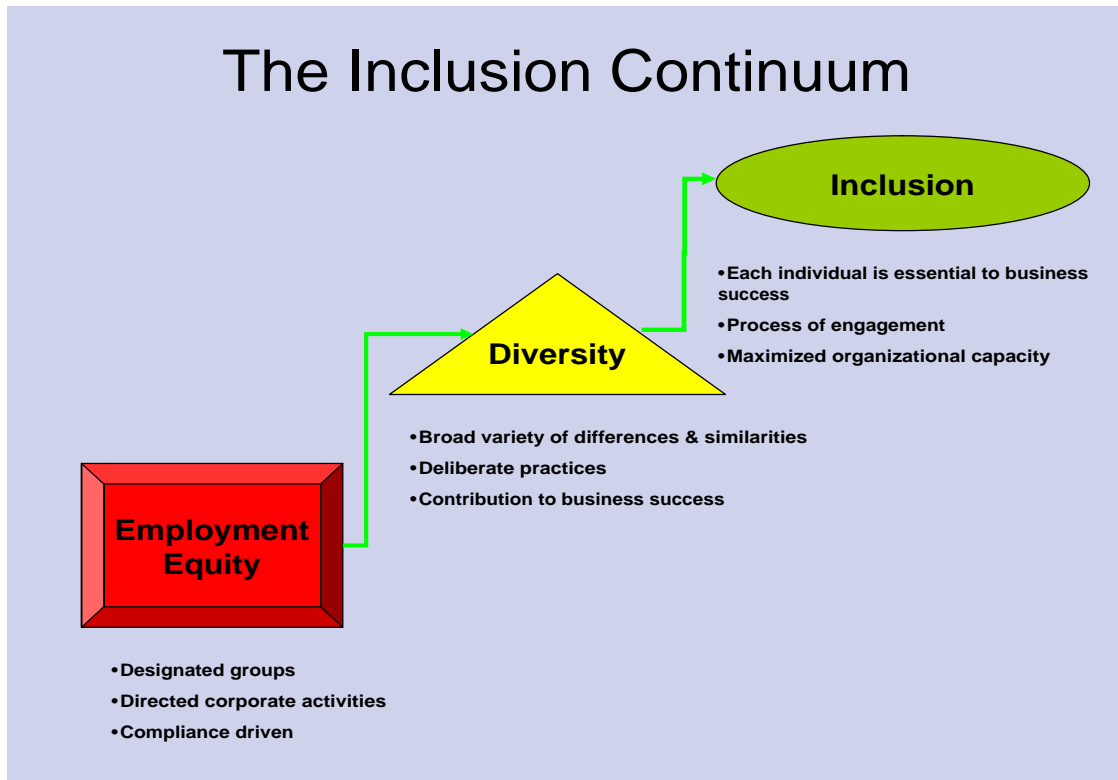
i. Diversity

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. 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.

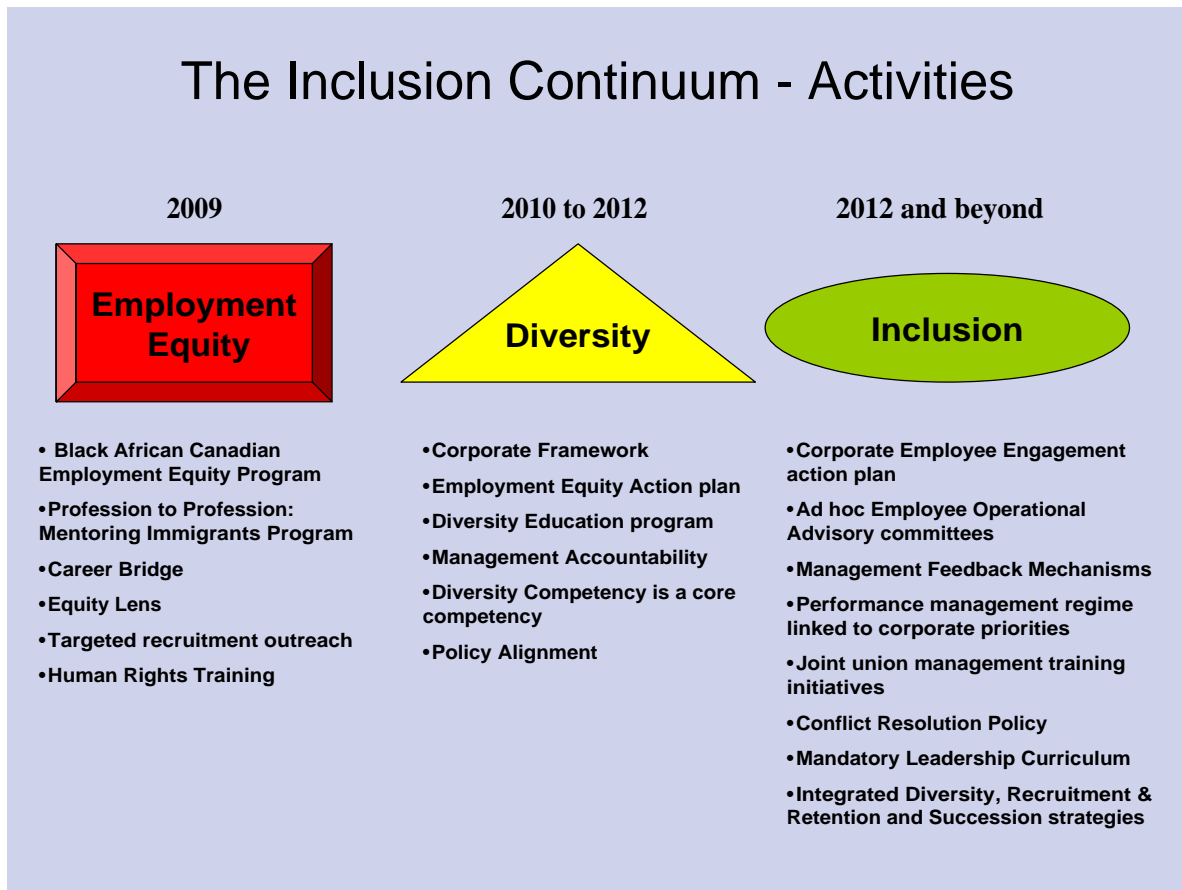
ii. Diversity

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

- 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

F. 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.

Corporate Framework – Managers will know and understand the Diversity & Positive Workplace Strategy including the Employment Equity Action Plan and be accountable for achieving it through their performance planners.

Engaged employees and unions - To foster productive and constructive working relationships a Conflict Resolution framework will be developed that includes policy and education components.

Horizontality – 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.

Service Excellence – Service excellence is achieved through a comprehensive diversity strategy that includes an Employment Equity Action Plan 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.

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.

G. 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:

- 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

The objectives to achieve these goals require no new resources in 2010. 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 high performing, diverse and engaged employees. This inclusive workplace results in a creative and innovative organization that serves a great city and its people with distinction.