



# Diversity and Positive Workplace Strategy 2010 to 2012

Toronto Public Service  
People Plan

Presentation to Employee and Labour Relations  
Committee

November 26, 2009





# Diversity and Positive Workplace Strategy

## Presentation Agenda

- Toronto Public Service People Plan
- Background
- Process
- Findings and Opportunities
- Strategy



**Toronto  
Public  
Service**  
**People Plan  
2008 - 2011**



**Learning  
Strategy**  
2008 - 2011



**Occupational  
Health & Safety  
Continuous Improvement  
Strategy**  
June 2006 onwards



**Recruitment &  
Retention Strategy**  
in development



**Diversity &  
Positive Workplace  
Strategy**



**Labour Relations  
Strategy**  
to be developed 2010

**People Plan Goals**

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





# Diversity and Positive Workplace Strategy

## Review and Development

### Research Activities:

- Internal
- External
- **Other Toronto City Employer Consultations**  
(e.g., Toronto Police, TTC)

### Consultation:

- **Senior Management; Senior Management Teams; Workforce Strategy Team**
- Unions and Associations
- **Human Resources; Strategic & Corporate Policy**



# Diversity and Positive Workplace Strategy

## The Environment

### Internal:

- Corporate Agenda
- Policy Framework
- Unions and Associations
- Auditor General (Report: October 2008)

### External:

- Agenda For Prosperity
- Public Expectations
- DiverseCity Counts – The Greater Toronto Leadership Project



# Diversity and Positive Workplace Strategy

## Findings and Opportunities

### Toronto Public Service Best Practices:

- Policy Framework
- Toronto Public Health
- Long Term Care Homes & Services
- Fire Services
- Toronto Water
- Children's Services

### Opportunities:

- Employment Equity
- Accountabilities
- Education
- Conflict Resolution Framework
- Leadership



Human Resource Policy Framework

Auditor General Report  
Access & Equity

People Plan

Union & Management  
Consultation

Demographics &  
Labour Market

Employment  
Accommodation  
Policy

Existing  
Best Practices

DiverseCity  
Counts

Amalgamation  
+12

Agenda For  
Prosperity

TPS Human Rights  
Annual Report



Human Resource Policy Framework

Annual General Report  
Progress & Equity

People Plan

Union & Management Consultation

# ***Diversity & Positive Workplace Strategy***

Demographics

DiverseCity Counts

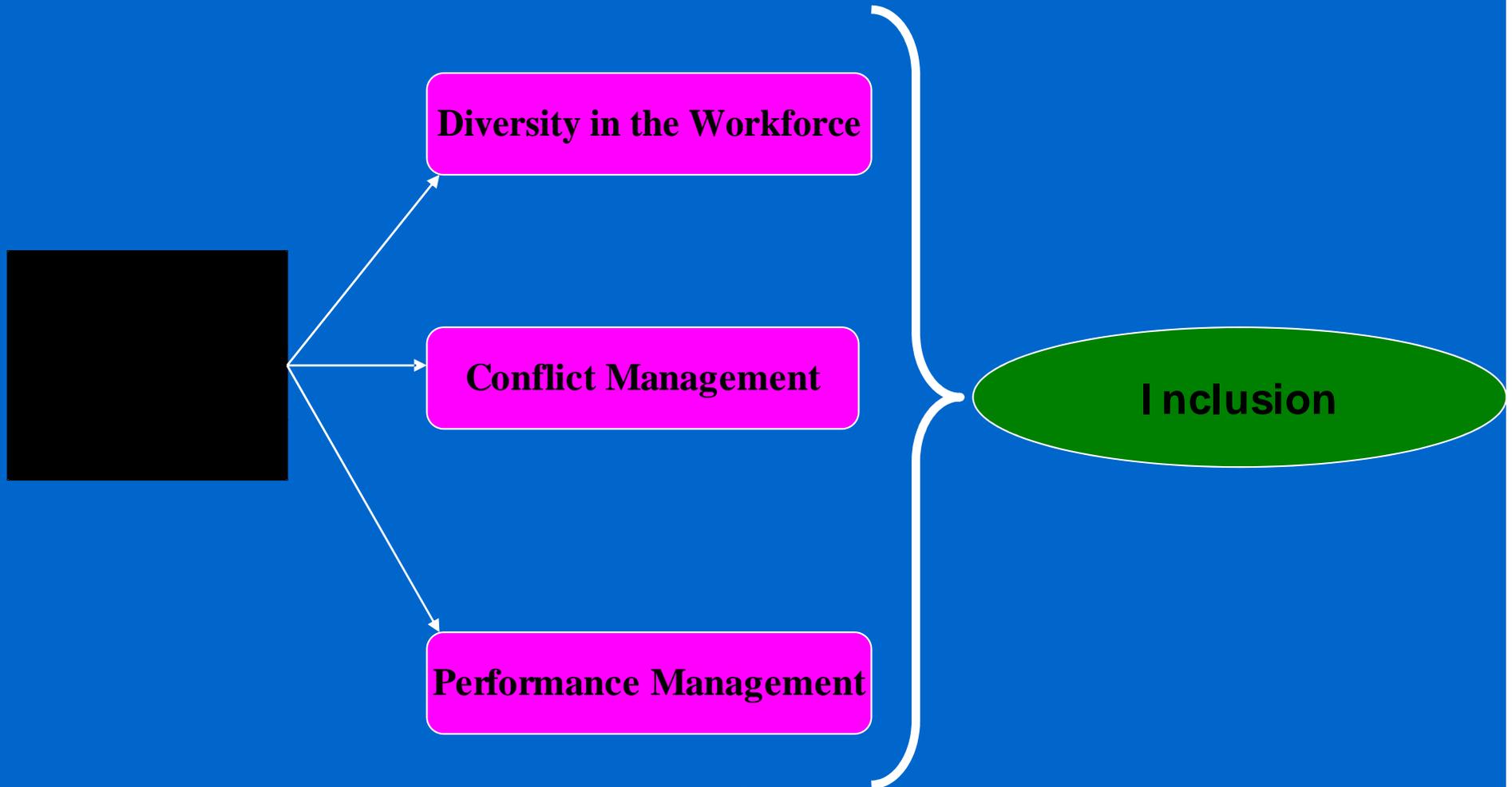
Amalgamation +12

Agency Prosperity

TPS Human Rights Annual Report



# Diversity and Positive Workplace Strategy Foundation





# Diversity and Positive Workplace Strategy

## 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.



# Diversity and Positive Workplace Strategy

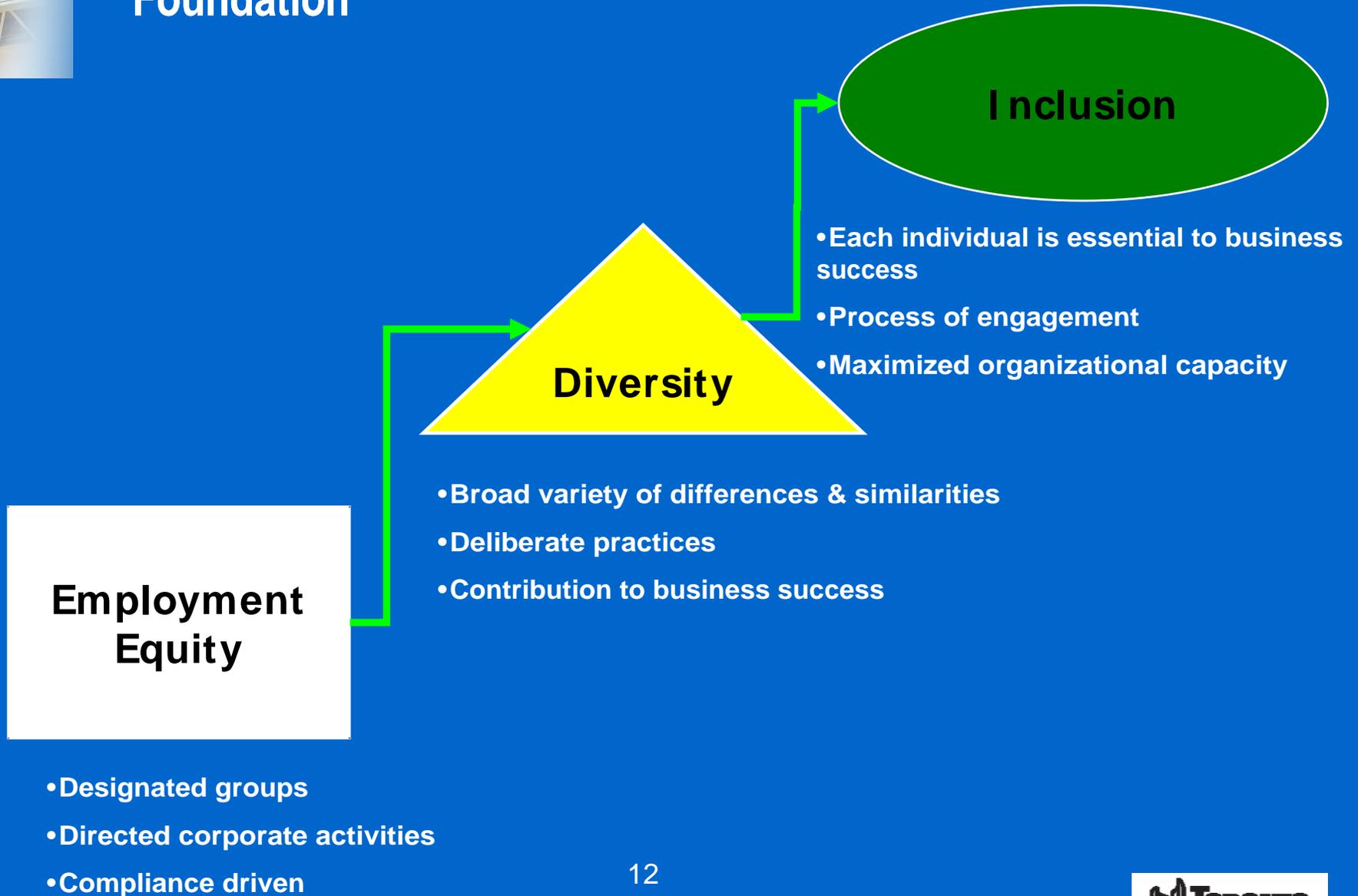
## Definitions

The VISION is based upon the following definitions:

- **Diversity** - It is a set of deliberate practices that includes knowing how to relate to qualities and conditions that are different than one's own
- **Inclusion** - It is a process and outcome in that it seeks to engage each individual in the belief that his or her value is essential to the success of the organization.



# The Inclusion Continuum Foundation





# The Inclusion Continuum – Activities Foundation

2009

## Employment Equity

- Black African Canadian Employment Equity Program
- Profession to Profession: Mentoring Immigrants Program
- Career Bridge
- Equity Lens
- Targeted recruitment outreach
- Human Rights Training

2010 to 2012

## Diversity

- Corporate Framework
- Senior Manager Diversity Champion
- Employment Equity Action plan
- Diversity Education program
- Management Accountability
- Diversity and Positive Workplace Advisory Group
- Diversity Networks
- Diversity Competency is a core competency
- Policy Alignment

2012 and beyond

## Inclusion

- Corporate Employee Engagement action plan
- Ad hoc Employee Operational Advisory committees
- Management feedback mechanisms
- Performance management regime linked to corporate priorities
- Joint union management training initiatives
- Conflict Resolution Policy
- Mandatory Leadership Curriculum
- Integrated Diversity, Recruitment & Retention and Executive Leadership Program



# Diversity and Positive Workplace Strategy

## GOALS ( 2010 to 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



# Diversity and Positive Workplace Strategy

## Strategic Action

### Planned Strategy Implementation Activities:

- Employment Equity Action Plan
- Management Accountabilities
- Integrated Employment Equity targets
- Diversity Education
- Race and Duty to Accommodate Training
- Conflict Resolution Policy and Training
- Leadership Curriculum
- Recognition Program
- Progress Reporting



# Diversity and Positive Workplace Strategy

## Results & Next Steps

### Results:

- Corporate framework for Diversity
- Auditor General Recommendations
- DiverseCity Counts – The Greater Toronto Leadership Project
- Education

### Next Steps:

- Finalize Implementation & Action Plans



# Diversity and Positive Workplace Strategy

5. Service Excellence

1. Leadership

**Inclusion**

4. Horizontality

2. Corporate Framework

3. Engaged Employees  
& Unions