

## **Appendix 1**

### **City as Employer**

The City's goals as employer are to reflect the diversity of the communities the City serves at all levels of the workforce; and to achieve a positive workplace based on equity and human rights principles and practices. This is a shared responsibility of all divisions with corporate leadership provided by the Human Resources division and the Office of Equity, Diversity and Human Rights. This will lead to employees feeling valued and linking themselves to the organization's mission and purpose, enabling the organization to function at its full capacity and its employees to become creative and innovative. A positive workplace will also mitigate reputational risk and sustain the City's competitiveness as employer.

Compliance with relevant employment and rights-based legislation is fundamental to the City as employer. As a result, the organization has implemented a number of policies, programs and activities to support and supplement legislative requirements, notably the Employment Equity Policy (2001) and Diversity and Positive Workplace Strategy (2010). Through its activities, the City is working to incorporate the following principles:

- A commitment to fairness and full equity in employment in recognition of its responsibilities as employer and community leader
- Proactively addressing skill shortages brought about by changing demographics and developing the new skills required for 21<sup>st</sup> century service delivery in a large diverse city.

#### ***A. Workforce Survey***

##### ***Background***

Since the inception of the Employment Equity Policy in 2001, the Toronto Public Service (TPS) has worked towards achieving a robust response to the employment equity workforce survey in order to obtain benchmark equity data. A statistically significant dataset is required to ensure accurate representation of the workforce. The data is used to put in place positive policies and practices that eliminate the effects of systemic barriers to full employment for all employees.

The Office of Equity, Diversity and Human Rights conducted the Count Yourself In Workforce Survey among active union and non-union employees between May 26 and June 30, 2011. The survey sample included 24,302 active employees. This survey built upon previous attempts to obtain benchmark data on the unionized workforce. In the past, the unions, citing concerns, have not participated.

##### ***Overall Response Rate***

Forty-one per cent (46.4 of the active workforce responded to the survey, with divisional responses varying widely between 35.0% and 90.6%. This response is higher by 13.3% than the response rate of 33.1% obtained in a similar survey conducted in 2003-2005 but still falls significantly below the TPS benchmark of 80%. This renders the data unreliable for the analysis of the representation of designated group members.

**Chart 1: Count Yourself In Workforce Survey - Response Rate**

Active Union and Non-Union Employees at March 15, 2012

Service Area/Division/Office	* Total # Active Employees	Response Rate Active Employees	
		#	%
**Special Reporting Relationships	906	381	42.1%
City Manager's Office	340	308	90.6%
Citizen Focussed A	12,602	4,416	35.0%
Citizen Focussed B	8,204	5,070	61.8%
Internal Focussed Services	2,250	1,093	48.6%
<b>Total Active Employees</b>	<b>24,302</b>	<b>11,268</b>	<b>46.4%</b>

\*Active employees: All active union and non-union employees excluding part-time recreation workers

\*\* Special Reporting Relationships include: Auditor General's Office, City Clerk's Office, Integrity Commissioner's Office, Legal Services, Lobbyist Registrar's Office and Office of the Ombudsman

***Response Rate by Affiliation***

Tabulating the data by affiliation reveals that response to the survey varies widely among key employee populations. The response rate was highest among Local 3888 (81.2%) and non-union employees (75.1%) while the response from unionized employees was comparatively lower at 32.1% (CUPE Local 79) and 38.8% (CUPE Local 416). The high response rate of the Local 3888 may at least in part be attributed to the partnership between the union and the Fire Services division on the joint implementation of the survey. The survey is routinely administered to new recruits and the data is used to monitor the division's progress in reflecting Toronto's diverse communities.

## Chart 2: Count Yourself In Workforce Survey

### Response Rate by Affiliation

Active Union and Non-Union Employees at March 15, 2012

Affiliation	* Total # Active Employees	Response Rate Active Employees	
		#	%
CUPE Local 79	13,019	4,181	32.1%
CUPE Local 416	4,309	1,671	38.8%
Local 3888	2,951	2,396	81.2%
Non-Union Employees	4,023	3,020	75.1%
<b>Total by Affiliation</b>	<b>24,302</b>	<b>11,268</b>	<b>46.4%</b>

\*Active employees: All active union and non-union employees excluding part-time recreation workers.

### *Comments*

Since 2009, the Employment Equity unit has made significant progress in strengthening the foundational elements of the Employment Equity program that are key to successfully meeting the city's equity goals. A few successes include:

- In 2010, discussions between the Employment Equity unit, Human Resources senior management team and executive members of Local 416 resulted in the union formally supporting the 2011 Count Yourself In Workforce Survey. As a result, more than one third (38.8%) of the union's members participated in the survey thus providing a starting point for ongoing collaboration towards mutual equity goals.
- Discussions were also held with the executive members of Local 79 in 2010-2011 to address the union's concerns following a human rights complaint that resulted in the deletion of Local 79 workforce data in 2006. Although the survey took place before the discussions could be concluded, a third (32.1%) of the union members participated, representing a significant first step in re-building the union's support for the survey.
- The 2009 CUPE Local 416 Collective Agreement includes a Letter of Agreement that provides the basis for ongoing partnership on equity and diversity related issues between the union and the City.
- The Employment Equity unit and the Human Resources division have partnered with Locals 79 and 416 for the past four years on a Joint Equity Symposium, a one day educational event on equity related topics for approximately 115 union shop stewards.

### *Next Steps*

The Office of EDHR will continue to build on these successes by:

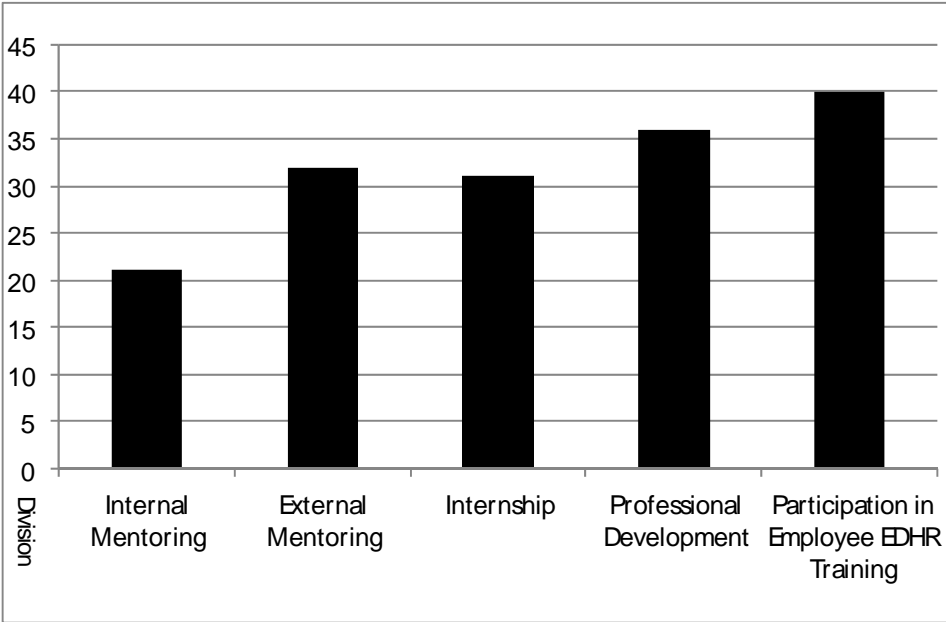
- Working with unions to build support for the survey among members.
- Continuing successful programs and activities that support the goals of the City’s equity and diversity goals.
- Launching new initiatives based on needs identified by the Workforce Survey, employee feedback and input from divisions.
- Starting in 2012, hold an annual survey with a specific emphasis on low response divisions.

**B. Corporate Indicators – City as Employer**

**Key Employment Related Programs and Activities**

These programs and activities, i.e., mentoring, internship, professional development and employment training in equity, diversity and human rights, contribute to a knowledgeable, competent and productive workforce that is linked to the City's values and priorities, provide access to a pool of motivated and skilled professionals and students from diverse backgrounds and support the overall goals of the City as an employer.

**Chart 3: Corporate Indicators – City as an Employer  
Key Employment Related Programs and Activities –  
Response from City Divisions**



- Number of divisions reporting internal mentoring programs 21
- Number of divisions reporting external mentoring programs 32
- Number of divisions reporting internship programs 31
- Number of divisions reporting professional development 36
- Number of divisions reporting employee training in equity, diversity and human rights 40

## ***1. Mentoring***

Mentoring involves activities conducted by a person (the mentor) for another person (the mentee/protégé) to support the other person's personal development and skills enhancement so that the other person can do a job more effectively and/or progress in his or her career.

Mentoring can be used as an integral component of succession planning and an action that contributes to the diversity and employment equity of the Toronto Public Service.

### ***Highlights***

#### Internal mentoring

- Twenty-one (21) divisions reported that they offered mentoring programs to a total of 234 employees for professional licensing, staff development and career building. City employees also participated in the speed mentoring events organized by the Toronto Professional Network.

#### External mentoring

- Thirty-two (32) divisions provided mentoring to a total of 524 internationally trained professionals, immigrant women and youth. The mentees/protégés came from the Profession to Profession mentoring immigrants program, Public Health's One-on-One mentoring for youth, Toronto District School Board training for immigrant women and job demonstration programs assisting youth in skill development and employment.

### ***Leading Examples***

#### Internal mentoring

- Toronto Employment and Social Services (TESS) mentorship programs - They include mentoring for management and union staff (case managers and support assistants), a course on successful coaching and job shadowing for union staff. The primary objective of mentoring for management is to promote leadership and embed mentoring in TESS management philosophy and organizational culture. Mentoring for union staff was designed to offer a formalized performance management program to engage in discussions about staff learning and development.

2010-2011 results:

- Mentoring for management - 22 mentees paired with 21 mentors
- Successful Coaching and Mentoring Individuals and Teams - 20 management staff
- Mentoring for union staff - 48 caseworkers and 10 management staff
- Job shadowing for union staff - 32 participants with 54 on wait list

- Legal Services mentoring program – It uses a combination of formal and informal mentoring to articling students which support skill development in different and complementary ways with positive feedback from students.

2011 results:

- Six (6) articling students
- Eighteen (18) formal mentors
- Three (3) articling principals

The use of senior lawyers as informal mentors is pervasive in Legal Services. Throughout the licensing process, young lawyers are advised to seek out senior counsel on ethical and other difficult issues that arise in the workplace.

#### External mentoring

- Profession to Profession mentoring immigrants program – This program is a joint initiative between the City of Toronto, The Mentoring Partnership, a Toronto Region Immigrant Employment Council (TRIEC) program, and community partners. It matches members of the Toronto Public Service in various professional groups with internationally trained professionals who are new to Canada and seek employment in their professions. Mentors provide job search advice and support to help ease newcomers' transition into the Canadian job market.

2011 results:

- 165 City employees from 32 divisions volunteered for the program, a 35% increase over 2010.
- In a quick survey of the mentors, 16 respondents indicated that a number of their mentees had acquired employment in their fields. Two (2) mentees were offered job placement or volunteer opportunities in the City. Four (4) mentees competed successfully for a City job, contract or permanent position. Eleven (11) found employment in their own fields, and one (1) found employment in a different field.

- Public Health One on One Mentoring Program - This program provides mentors to at-risk children and youth to build skills and increase resiliency.

2010-2011 results:

- Forty-nine (49) schools were involved.
- One hundred and twenty-three (123) mentor/mentee pairs
- Four thousand nine hundred and twenty (4,920) staff volunteer hours leveraged
- Eighty percent (80%) mentor retention rate

## ***2. Internship***

Internship is a cost effective way for divisions to access a pool of motivated and skilled professionals or students. It can contribute to divisions' productivity and succession planning, and help the Toronto Public Service reflect the diversity of the residents and communities it serves, and achieve employment equity.

### ***Highlights***

- Thirty-one (31) divisions provided internship to a total of 1,654 college and university graduates, early career professionals, skilled immigrants and the unemployed.
- Fourteen (14) of these interns were successful in competing for City jobs or finding employment with other employers. Nine (9) out of the 14 interns were from Facilities Management and Real Estate Services.

### *Leading Examples*

- Youth volunteer internship – In 2010 Long Term Care Homes and Services (LTCH&S) hosted 850 youth volunteer internships. For this contribution, the division received the Innovation and Excellence – Supporting Seniors Award from the Ontario Association of Non-Profit Homes and Services for Seniors (OAHNSS).
- Job Incentive Program, "Make a Chair Available" - TESS challenged City divisions to make a chair available and create unpaid work experience that would provide meaningful skill building and networking opportunities to help people transition to employment.  
Results to August 2011:
  - Twenty one (21) divisions and one (1) City agency participated in the program
  - Over 110 positions were filled.
  - Twenty (20) candidates found employment, some using City staff as reference.
  - As part of the challenge, divisions received awards in three categories:
    - Greatest quantity of opportunities – Long Term Care Homes and Services
    - Greatest variety of opportunities – Parks, Forestry and Recreation
    - Greatest quality of opportunity – Municipal Licensing and Standards
- Toronto Urban Fellows Program – Strategic and Corporate Policy (S&CP) facilitates the placement of early career professionals to work in various City divisions through the Urban Fellows Program. This is a fellowship that provides early-career professionals with an intensive introduction to the City of Toronto's governance and administrative systems, services and policy landscape through a combination of full-time work experience and participation in a series of workshops, seminars, and tours. Program participants who perform well are strongly encouraged to apply for relevant vacancies in the City. In 2010-2012, there were 14 participants, eight of whom were women and three were racial minorities. The annual recruitment campaign includes outreach and marketing to candidates from diverse backgrounds.
- Career Edge Programs - The City participates in two Career Edge programs: Career Bridge, a program designed to eliminate the significant employment barriers faced by qualified and experienced internationally trained professionals; and Career Edge for recent graduates of Canadian universities and colleges. The program benefits the Toronto Public Service because it is a cost effective way to access a pool of highly skilled professionals and knowledgeable entry level graduates. The program can meet City divisions' skill shortages and short-term staffing needs, contribute to divisions' productivity and help the Toronto Public Service reflect the diversity of Toronto's communities. Facilitated by Human Resources and the Office of Equity, Diversity and Human Rights, the City has participated in Career Bridge since 2003 and over 90 internationally trained professionals and 39 recent graduates have been placed. In 2011, 24 interns were placed in four divisions.

### ***3. Professional Development***

Professional development is the acquisition of skills and knowledge that further City employees' personal development and career advancement. It can contribute to a knowledgeable and productive workforce and the achievement of employment equity where all levels of the City's workforce will reflect the diversity of the communities it serves.

#### ***Highlights***

- Thirty-five (35) divisions supported their staff in participating in the Toronto Public Service courses delivered by Organization Development and Learning (ODL), and completing university or college degree and certificate programs. City employees also took initiative in organizing professional development activities, such as speed mentoring, guest lectures and networking opportunities through the Toronto Professional Network.
- Professional staff in Legal Services and the Auditor General Office (AGO) incorporate topics on equity, diversity and human rights in their continuing professional development/education required by their professions.
- The Diversity and Positive Workplace Strategy supports employee initiated diversity networks. These networks organize professional development activities for their members. Currently networks have been established for women, LGBTTTQ and their allies with other networks in development.

#### ***Leading Examples***

- Eleven (11) of Affordable Housing Office staff from equity, diversity and human rights priority groups participated in professional development opportunities aimed to address their under-representation in the City's workforce. A total of 50 staff members from equity, diversity and human rights priority groups attended all available professional development sessions.
- Municipal Licensing and Standards encourages all staff to enrol in at least two corporate learning program courses each calendar year in addition to internal training requirements. The division tracks staff participation in training in SAP for review by management.
- The Toronto Professional Network (TPN) brings together enthusiastic and passionate Toronto Public Service employees to learn, connect and engage. A volunteer board of directors develops and runs programs and events, such as speed mentoring, guest lectures and social network opportunities. The TPN has approximately 400 members.
- Employee initiated diversity networks also play a role in professional development. Social Development, Finance and Administration (SDFA) staff provided leadership to the development of the Toronto Public Service Women's Network to offer learning opportunities and leadership development for female members of the TPS. Approximately 100 members support the network. Toronto Employment and Social Services (TESS) is taking a lead on developing an employee network for LGBTTTQ and their allies.



#### ***4. Employee Training in Equity, Diversity and Human Rights (EDHR)***

Employee training in EDHR consists of organized activities that develop employees' knowledge and skills in equity, diversity and human rights. This training helps employees serve clients/customers as well as relate to colleagues in a diverse workplace, contributing to a knowledgeable, competent and productive workforce. EDHR training also helps the City comply with legislative requirements, such as the Ontario Human Rights Code, AODA and Occupational Health and Safety Act.

##### ***Highlights***

- City employees receive training in equity, diversity and human rights in various ways:
  - Courses for the Toronto Public Service delivered by Organization Development and Learning - Approximately 1,000 employees completed courses in human rights, diversity at work and the equity lens in 2010.
  - Divisions' internal training - Various divisions, such as Toronto Public Health (TPH), Long Term Care Homes and Services (LTCH&S), Parks, Forestry and Recreation (PFR), Shelter, Support and Housing Administration (SSHA) and Municipal Licensing and Standards (MLS), offer their own training customized to their employees' needs.
- AODA training - AODA customer service standards require training for staff who deal with the public and staff who participate in developing policy/procedures affecting the provisions of goods, services, programs or facilities. Divisions are in compliance with this requirement through participation in customized divisional training, corporate training for managers and supervisors and online training. Several divisions have met and exceeded the minimum requirement to include training for all active staff, including new hires and staff returning from leave. Lower participation rates in some areas are due to limited computer access or scheduling issues related to classroom-based training. It is anticipated that all staff will complete accessible customer service training on a continuous basis.

##### ***Leading Examples***

- Divisions' initiatives have played a significant role in increasing training for City employees. Over 2,700 staff members of LTCH&S have been trained in equity, diversity and human rights, AODA and residents/clients rights. 600 TPH staff received diversity, access and equity training in 2010, while 400 MLS completed human rights and diversity awareness training. The training in these two divisions was designed and delivered internally by their own staff members. Diversity, access and equity training in Public Health is mandatory for all management and staff, while in Hostel Services, SSHA, anti-oppression and diversity training is mandatory for shelter staff within one year of hire.
- City Clerk's Office (CCO) was one of the first divisions that offered staff training in the AODA customer service standards. It has since broadened its internal training on customer service to incorporate the City's changing demographics and engaging a diverse community in its courses on "Understanding Your Customer".
- City Planning has a divisional training committee which meets regularly to identify training needs on a variety of issues, including accessibility and human rights.