

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 Equity, Diversity and Human Rights Division. 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 (2000) and Diversity and Positive Workplace Strategy (2010).

A. Workforce Survey

Background

Since the inception of the Employment Equity Policy in 2000, 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. In 2012, the survey was not administered so that the City could focus on increasing employees' response rates to the *Count Yourself In* Workforce survey.

On November 27-29 City Council received a Staff Report titled "Employment Equity Workforce Survey among Union and Non-Union Staff: Response Rate and Representation Rate – 2011". The report indicated that the overall response rate of non-union employees was 75.1%. The non-union staff data was analyzed to measure the representation of the four designated groups identified in the policy: women; visible minorities; Aboriginal Peoples and Persons with a Disability. The purpose of measuring the representation of designated groups is to track the City's progress in meeting the policy goal of a workforce that reflects the diversity of the community that is served. For the TPS, this is achieved by comparing the representation within the workforce to the Labour Market Availability (LMA) on the designated groups who are qualified for jobs within the Toronto Census Metropolitan Area (CMA). According to Human Resources Skills Development Canada, LMA refers to the share of designated group members in the workforce from which the employers could hire. Results indicate the following:

- Women - Representation of women at the most senior levels of the organization exceeds LMA in all non-union categories except Supervisor. In this category there is a significant gap in the number of female supervisors compared to the LMA (34.3 vs

52.7). Future analysis will be conducted to better understand the reason for underrepresentation and measures will be taken to address the gap.

- Visible Minorities - Visible minority representation in all occupational categories falls significantly below LMA. In 2012, the City committed to access, equity and diversity as strategic workforce development priorities. As a result, the expected departure of retirement-aged employees provides the City with an historic opportunity to meet short and medium term workforce needs by continuing to evolve outreach and recruitment methods to visible minorities and other under-represented groups.
- Aboriginal Peoples - Caution should be exercised when interpreting results about Aboriginal representation at the City due to widespread acknowledgement that Aboriginal representation in society is undercounted in the Census. According to a study commissioned by Toronto Aboriginal Support Services Council (TASSC) the representation of working aged Aboriginal people in Toronto is at least 70,000 - double the number reported in the Census. This suggests that the City needs to have an ongoing focus on: (a) accessing accurate data; and (b) reflecting it in City employment practices.

**Table 1: TPS Workforce - Representation of Designated Group Members
Women, Aboriginal Peoples and Visible Minorities
at December 31, 2012**

Workforce Population Aged 15 Years and Over													
Management Level & Affiliation	Total	Females			Aboriginal Peoples			Visible Minorities			Persons with Disability		
	#	#	%	CMA	#	%	CMA	#	%	CMA	#	%	CMA
Division Head or Above	45	15	33.3	24.1	1	2.2	0.3	5	11.1	17.7	0	0	3.0
Director	137	52	38.0	24.1	1	0.7	0.3	15	10.9	17.7	1	1.9	3.0
Manager	812	276	34.0	35.9	5	0.6	0.4	143	17.6	31.1	24	8.7	3.0
Supervisor	1,564	537	34.3	52.7	6	0.4	0.7	282	18.0	41.3	48	8.9	12.1
Technical/Professional	1,013	370	36.5	51.3	6	0.6	0.5	210	20.7	40.5	33	8.9	4.8
Exempt/Other	358	159	44.4	51.3	6	1.7	0.5	98	27.4	40.5	13	8.2	4.8
Total	3,929	1,409	35.9		25	0.6		753	19.2		119	8.4	

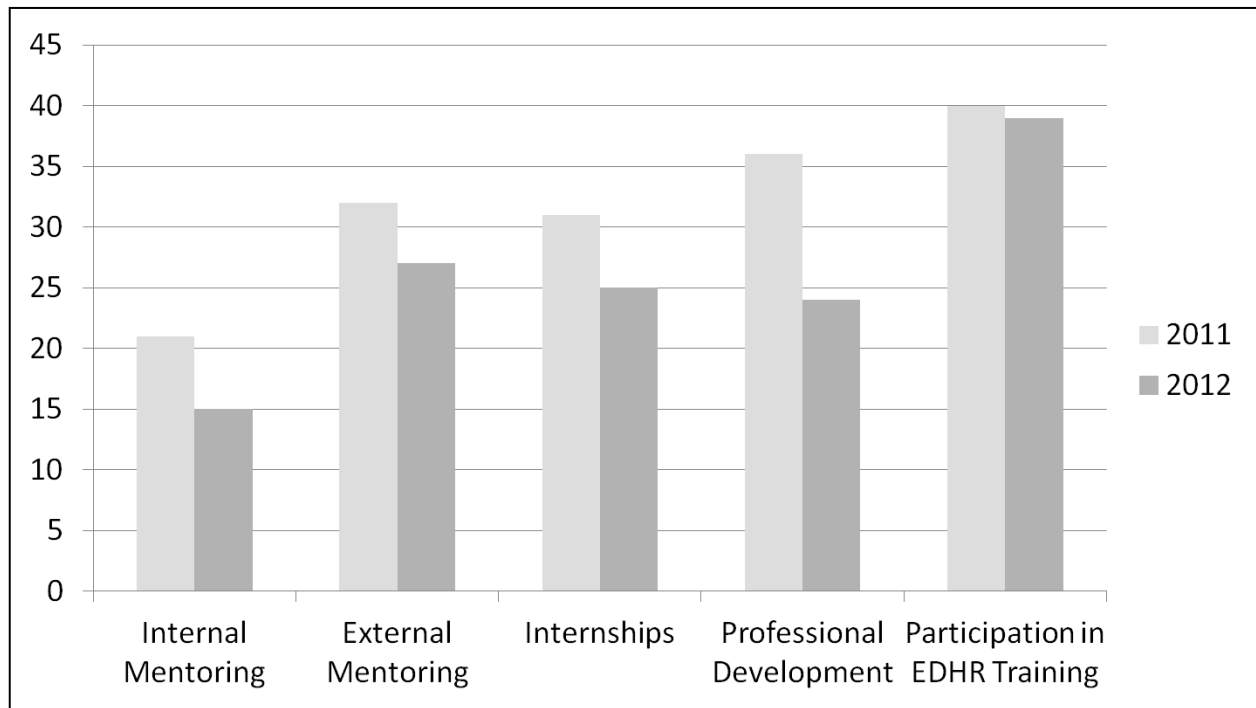
1. Designated Group Members include women, visible minorities, Aboriginal Peoples & Persons with a disability. These groups were designated by the Government of Canada as facing historic inequities in employment.
2. Shaded Areas represent service areas/divisions/offices where <5 employees responded. These are not reported to protect employee confidentiality.
3. *Active employees: All active non-union employees

B. 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.

The following two tables are a summary and comparison of 2011 to 2012 data.

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



Divisions Reporting	2011	2012
Internal Mentoring	21	15
External Mentoring	32	27
Internships	31	25
Professional Development	35	24
Participation in EDHR Training	40	39

1. Mentoring

Mentoring involves activities conducted by a person (the mentor) for another person (the mentee/protégé). The mentor supports the mentee in skills enhancement and professional development through job shadowing, making connections, and sharing knowledge so that the mentee can perform their job more effectively, progress in their career, or secure a position in their field. 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 (TPS).

Highlights

Internal mentoring:

- 15 divisions (down from 21 in 2011) reported that they offered mentoring programs to 311 employees (up from 234 in 2011) 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:

- 27 divisions (down from 32 in 2011) provided mentoring to a total of 800 internationally trained professionals, immigrant women and youth (up from 524 in 2011). The mentees/protégés were part of the Profession to Profession mentoring immigrants program, Public Health's One-on-One mentoring for youth, the Toronto Region Champion Campaign (TRCC) Protégé Program and job demonstration programs assisting youth in skill development and employment.

Leading Examples

Internal mentoring:

- Toronto Employment and Social Services (TESS) mentorship programs 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.

2012 results:

- Mentoring for management - 20 mentees paired with 20 mentors (22 mentees/21 mentors in 2011).
- Job shadowing program for union staff - 120 participants (up from 32 participants in 2011).
- Legal Services mentoring program uses a combination of formal and informal mentoring to articling students, which support skill development in different and complementary ways. Participating students have provided positive feedback about the program.

2012 results:

- Six (6) articling students (same as in 2011)

The use of senior lawyers as informal mentors is standard practice 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:

- The Profession to Profession mentoring immigrants 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 TPS in various professional groups with internationally trained professionals who are new to Canada and are seeking employment in their professions. Mentors provide job search advice and support to help ease newcomers' transition into the Canadian job market.
2012 results:
 - 153 City employees from 32 divisions volunteered for the program, a 7% decrease in employee mentors from 2011.
- The Public Health One on One Mentoring Program provides mentors to at-risk children and youth to build skills and increase resiliency.
2012 results:
 - 44 schools were involved (down from 49 in 2011)
 - 32% of children mentored attend school in 10 of the priority neighbourhoods.
 - 109 mentor/mentee pairs (down from 123 in 2011).
 - 4,360 staff volunteer hours leveraged (down from 4,920 in 2011).
 - 78% mentor retention rate (down from 80% in 2011).

2. Internship

Internships are a cost effective way for divisions to access a pool of motivated and skilled professionals or students, particularly those that are under-represented. Providing internship opportunities to diverse candidates can contribute to divisions' productivity and succession planning, and help the TPS reflect the diversity of the residents and communities it serves, and achieve employment equity.

Highlights

- 25 divisions (down from 31 in 2011) provided internships to a total of 1,462 college and university graduates, early career professionals, skilled immigrants and the unemployed (down from 1,654 in 2011). Many divisions reported that the decrease in internship opportunities was due to budget constraints.

Leading Examples

- Youth volunteer internship – In 2012 Long Term Care Homes and Services (LTCH&S) hosted 776 youth volunteer internships (down from 850 in 2011). This initiative previously

received an 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. In 2012, 137 placements were filled (up from 110 in 2011), 92 placements were completed, and 39 candidates found employment (up from 20 in 2011).
- 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 2012, there were 13 participants, seven of whom were women. The annual recruitment campaign includes outreach and marketing to candidates from diverse backgrounds.
- Public Policy Summer Internship Program – Strategic and Corporate Policy and Social Development, Finance and Administration continues to provide University of Toronto students completing a Masters in Public Policy (MPP) with policy-focused summer internship opportunities on an annual basis. The students are required to complete an internship as part of their academic requirement. The program admits approximately ten (10) students each year. The internships are paid. Salary costs are from approved division budgets.
- Career Edge Programs - The City participated in Career Bridge, a program designed to eliminate the significant employment barriers faced by qualified and experienced internationally trained professionals. Career Edge is for recent graduates of Canadian universities and colleges and Ability Edge is for recent Canadian university or college graduates with a self-declared disability. The program benefits the TPS 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 TPS reflect the diversity of Toronto's communities. Facilitated by Human Resources and the Equity, Diversity and Human Rights Division, the City has participated in Career Bridge since 2003 and over 166 interns have been placed. In 2012, 31 interns were placed in City Divisions.

3. Professional Development

Professional development is the acquisition of skills and knowledge that furthers 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

- 24 divisions (down from 35 in 2011) divisions supported their staff in participating in the TPS courses delivered by Organization Development and Learning (ODL), and completing university or college degree and certificate programs. City employees also received tuition reimbursement, opportunities to attend conferences/events, and pursue professional designation programs.

Leading Examples

- Emergency Medical Services (EMS) supports staff with a number of professional development opportunities including:
 - Succession Management Program that allows non-union staff to rotate through various other non-union positions within EMS on a temporary basis to support personal development, individual skills enhancement and support for divisional goals and objectives. In 2012, 39 staff participated, of which there were 11 women, 2 visible minorities, and 1 person with a visible disability.
 - Continuing Education for Management Staff is offered on various topics, including health and safety, customer service, diversity, human rights/labour relations, and policy issues. In 2012, 75 management staff participated in Continuing Medical Education, of which there were 13 women, 5 visible minorities, and 1 person with a visible disability.
 - Primary Care Paramedic (PCP) Training Program in partnership with TESS provides training to allow students to become PCPs in Ontario. Ten of the original students graduated from this program in 2012, of which there were 2 women and 7 visible minorities. Eight (8) have found employment in the paramedic/patient transport industry.
- Purchasing and Materials Management (PMMD) supported 36 staff in attending professional development courses/conference related to procurement.
- Management staff from Court Services attended events/conferences of the Municipal Court Managers Association as well as received certification in court management.
- Professional staff in Legal Services and the Auditor General's Office incorporate topics on equity, diversity and human rights in their continuing professional development/education required by their professions.
- Municipal Licensing and Standards continues to encourage all staff to enrol in at least two corporate learning program courses each calendar year in addition to internal training requirements. The division continues to track staff participation in SAP training for review by management.
- Human Resources division continues to provide opportunities for developmental acting assignments among their diverse workforce. In 2012, 16 staff were placed in developmental acting assignments.

- Facilities and Real Estate Management division reported a significant increase in the number of staff pursuing professional development and certificates. In 2012, 523 employees (up from 120 in 2010) took professional training or obtained a professional certificate and 204 of these belong to a designated group or priority group (up from 68 in 2010).

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, the Accessibility for Ontarians with Disabilities Act, and the Occupational Health and Safety Act.

Highlights

- City employees receive training in EDHR in various ways:
 - Courses for the TPS delivered by ODL – In 2012, approximately 1,353 employees completed courses in EDHR (up from approximately 1,000 in 2011).
 - Divisions' internal training – A number of divisions 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 comply 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. The Accessible Customer Service module will continue to be available as part of an AODA eLearning series which will incorporate future accessibility standards.

Leading Examples

- Divisions' initiatives have played a significant role in increasing training for City employees. About 2,576 full and part time employees in Parks, Forestry & Recreation (PFR); 1,288 employees in LTCHS; and 998 employees in Toronto Water have completed their own divisional training on equity, diversity and human rights programs.
- Toronto Public Health completed its mandatory diversity, access and equity training in 2010. Training is now offered to new employees. In 2012, 28 staff received diversity, access and equity training. In 2012, 10 new diversity, access and equity learning sessions were held with 422 staff participating.

- In Shelter, Support and Housing Administration's Hostel Services, anti-oppression and diversity training is mandatory for shelter staff within one year of hire. In 2012, 32 staff received this training.
- City Clerk's Office Customer Service Improvement Team partnered with the Centre for Addiction and Mental Health (CAMH) to develop a training program on how to address mental health issues in the workplace. The course will be delivered in 2013-14. Seventeen (17) City Clerk's staff participated in the pilot course in 2012.
- EMS developed a pilot workshop on mental health issues in partnership with the EDHR Division and delivered by CAMH in March 2012. Twenty-eight (28) management staff participated in the pilot, of which 8 were women and 2 were visible minorities.