

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.

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 complement legislative requirements, notably the Employment Equity Policy (2000) and Human Rights and Anti-Harassment/Discrimination Policy (2012).

A. Workforce Planning

In 2013, the City recognized that progressive organizations have a plan that sets out strategic actions to address internal and external factors that could impact the workforce. Following an extensive consultation process, the City developed a workforce plan to ensure that the TPS will have the people with the talent needed to achieve its vision and business goals. The success of the *Talent Blueprint Workforce Plan (2014-2018)* will be an improved high-performing public service that effectively delivers programs and services to the public.

The goal of the Talent Blueprint is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs. Achieving this goal will benefit all members of the TPS and the public the City serves. The outcomes of the plan will also increase trust and confidence in the TPS.

The Talent Blueprint outlines four key focus areas - employee engagement, diversity, workforce capacity and effective leaders. Each focus area has an objective and several corporate-wide priority actions to achieve the objective and the goal for the plan. The plan also outlines a governance structure to ensure processes are in place to implement the actions.

Since the inception of the Employment Equity Policy in 2000, the TPS has recognized the need to obtain robust workforce data that includes demographic and attitudinal information. The data are used to put in place positive policies and practices that eliminate the effects of systemic barriers to full employment for all employees. Two surveys are being implemented as part of the Talent Blueprint. In 2014, the *Count Yourself In: Workforce Survey* will measure the representation of diversity in the City's workforce. In 2015, an employee engagement survey will provide insights into employees' feelings and perceptions of the workplace.

In 2013, a number of enhancements were made to the *Count Yourself In: Workforce Survey* that measures the representation of diversity in the city's workforce. The following categories were added: White/ Caucasian, Sexual Orientation and Gender Identity. For the first time the survey was endorsed and supported by heads of Locals 416, 79 and 3888 and COTAPSA.

These changes are expected to provide more accurate information about all employees. The survey is being implemented to approximately 33,000 city staff in spring 2014. The results will be reported to City Council in early 2015. The data will be used for planning purposes to improve access to employment, offer better career development opportunities to the City's employees and achieve its goals for customer service excellence.

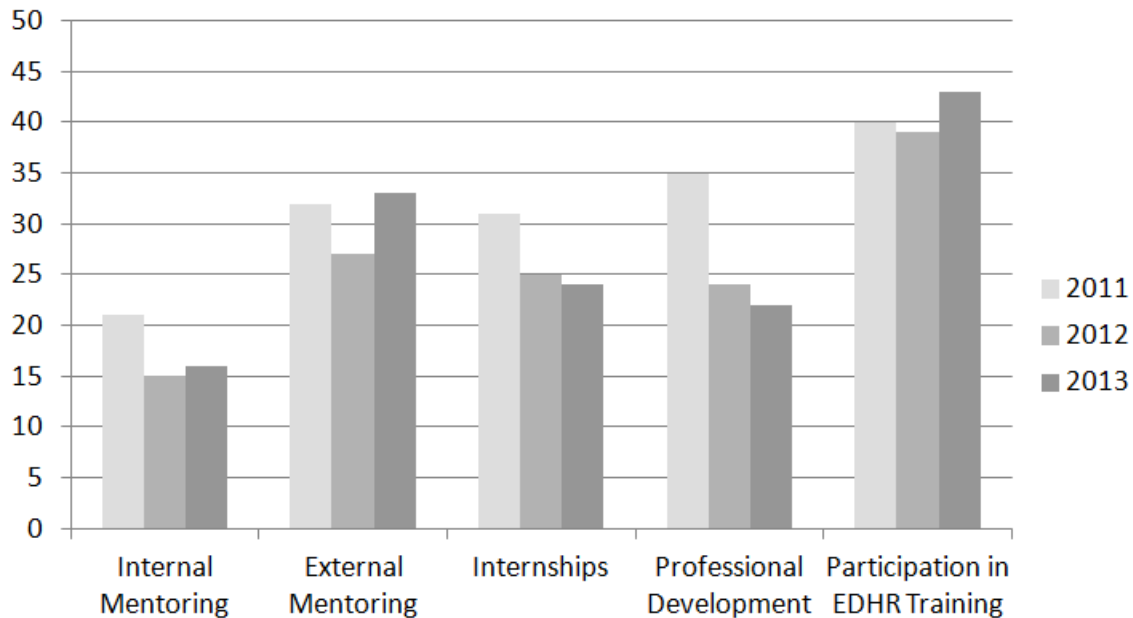
B. Key Employment Related Programs and Activities

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 tables and bar graphs are a summary and comparison of 2011 to 2013 data.

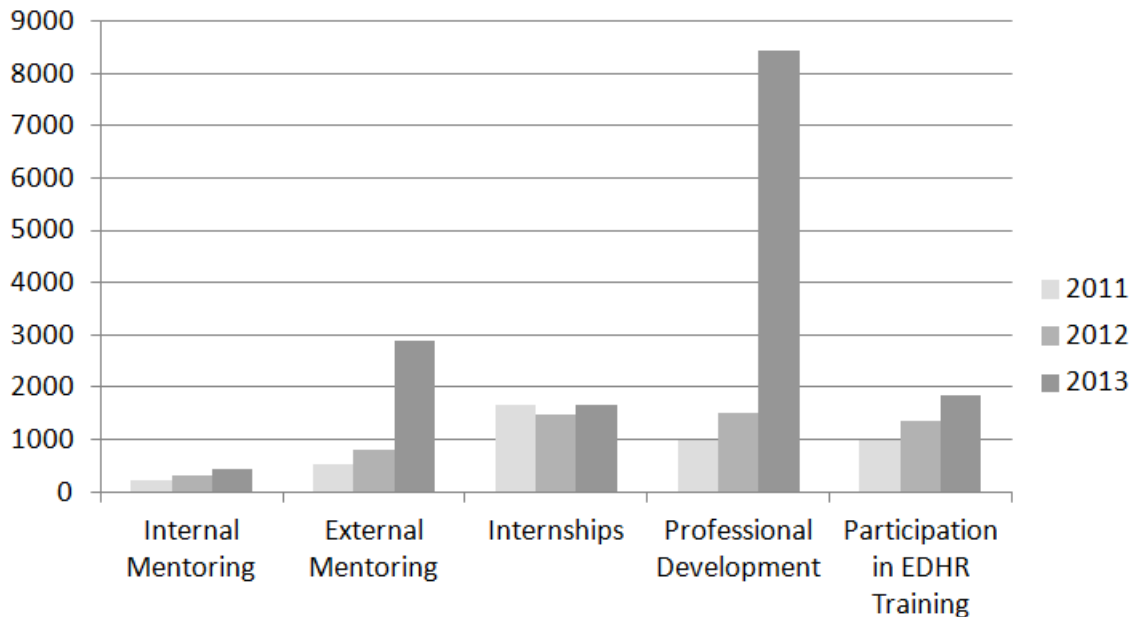
Number of Divisions Reporting	2011	2012	2013
Internal Mentoring	21	15	16
External Mentoring	32	27	33
Internships	31	25	24
Professional Development	35	24	22
Participation in EDHR Training	40	39	43

**Corporate Indicator – City as an Employer
Number of City Divisions Reporting**



Number of Participants	2011	2012	2013
Internal Mentoring	234	311	426
External Mentoring	524	800	2880
Internships	1654	1462	1652
Professional Development	982	1500	8423
Participation in EDHR Training	1000	1353	1835

**Corporate Indicators – City as an Employer
Number of Participants¹**



Highlights and Examples

The following list includes examples of divisional initiatives from each of the key employment related programs and services. It is not an exhaustive list of all initiatives reported.

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

¹ The figures for number of participants in EDHR Training reflects only corporate City courses offered by Organization Development and Learning. It does not include divisional EDHR Training. The 2013 figure also does not include the City's AODA customer service online course due to a system error that did not capture employee completion data between March 8 and December 16, 2013. This has resulted in lower 2013 figures.

action that contributes to the diversity and employment equity of the Toronto Public Service (TPS).

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 a 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.

2013 results:

- Mentoring for management - 19 mentees paired with 19 mentors (20 mentees/20 mentors in 2012).
- Job shadowing program for union staff – 113 participants (down from 120 in 2012).

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.

2013 results:

- 149 City employees from 33 divisions volunteered for the program (down slightly from 153 from 2012).

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

2013 results:

- 44 schools were involved (same as in 2012)
- 39% of children mentored attend school in 11 of the priority neighbourhoods.
- 109 mentor/mentee pairs (down from 123 in 2011).
- 4,480 staff volunteer hours leveraged (up from 4,360 in 2012).
- 81% mentor retention rate (up from 78% in 2012).

2. Internships

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.

- ***Strategic and Corporate Policy*** facilitates the *Toronto Urban Fellows Program* that places early career professionals to work in various City divisions. This fellowship provides 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 2013, there were 16 participants, nine of whom were women. The annual recruitment campaign includes outreach and marketing to candidates from diverse backgrounds.

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 provide opportunities for employment equity-designated groups so that our workforce reflects the communities we serve.

- ***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 2013, 37 staff participated (down from 39 in 2012), of which there were 11 women, two visible minorities, and one person with a visible disability (same numbers as in 2012).
 - 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 2013, 118 management staff participated in Continuing Medical Education (up from 75 in 2012), of which there were 27 women (up from 13 in 2012), five visible minorities (up from 10 in 2012), and one person with a visible disability (same as in 2012).

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.

- City employees receive training in EDHR in various ways:
 - Courses for the TPS delivered by ***Organization Development and Learning*** – In 2013, approximately 1,835 employees from 43 divisions (up from 39 in 2012) completed courses in EDHR. This figure does not include the City's AODA customer service online course due to a system error that did not capture employee completion data

between March 8 and December 16, 2013. This has resulted in lower than usual 2013 figures.

- Divisions' internal training – A number of divisions offer their own training customized to their employees' needs. In total, approximately 10,231 City employees participated in some form of equity, diversity and human rights training.
- 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 continues to be available in addition to new mandatory training on the AODA-Integrated Accessibility Standards Regulation, part of a continuing suite of AODA training.
- Divisional initiatives have played a significant role in increasing equity, diversity and human rights training for City employees. Parks, Forestry & Recreation (PFR); Information and Technology (IT); Economic Development and Culture (EDC); Toronto Employment and Social Services (TESS); Long-Term Care Homes and Services (LTCHS); Toronto Public Health (TPH); Shelter, Support and Housing (SSHA); Affordable Housing Office (AHO); Facilities Management/Real Estate Services (FMRES), and City Clerk's Office arrange their own training.
 - **PFR** trained 696 part-time staff in the Community Recreation branch's "People 1st" module which covers: Inclusion and Support/Access and Equity Policy; AODA; and Human Rights and Anti-Harassment.
 - **TPH** delivers mandatory diversity, access and equity training to all employees. In 2013, 111 staff received this training (up from 28 in 2012). TPH also delivered a variety of other diversity, access, equity and human rights-related training to approximately 813 staff.