



November 7, 2016

City of Toronto – Council Meeting  
Toronto City Hall, 100 Queen Street West

VIA EMAIL: clerk@toronto.ca

RE: Council Agenda Item MM 22.11

**Dear Mayor and City of Toronto Councillors,**

Please know I am writing to you regarding Council Agenda **Item: MM22.11** Training for Services of Alcohol to Identify and Intervene on Incidents of Sexual Harassment. Although the Ontario Restaurant Hotel and Motel Association (ORHMA) and our members were not consulted on this item by the City of Toronto or the Councilors we do appreciate the opportunity to provide input on this matter. You might not be aware that there is much work on this matter underway at the provincial level.

The ORHMA is proudly working with various stakeholders including OTEC, Smart Serve Ontario and the provincial government on this matter. The Hospitality Industry employs over 450,000 Ontarians, which is 7% of the provincial workforce. ORHMA has the largest hospitality membership network in Ontario and is better equipped to engage Ontario hospitality businesses than any other organization.

The ORHMA in cooperation with OTEC were selected by the Ontario Women's Directorate Ministry in association with Ontario's Ministry of Labour on a training program to address incidents of sexual harassment and below we provide you with further details.

The ORHMA demonstrates a high standard in the prevention of abuse in the organization's workforce and in awareness to its members at every opportunity. It is simply part of ORHMA's culture and a strong pillar portrayed within its membership. It all starts with ORHMA's employees signing off on a Workplace Anti-Violence Policy upon being hired.

The ORHMA is committed to building and preserving a safe working environment for its employees and members. In pursuit of this goal, ORHMA does not condone, and will not tolerate acts of violence, or abuse against, or by any ORHMA employee. We ORHMA will take every reasonable precaution and implement measures to prevent abuse and protect all employees from potentially abusive situations. ORHMA is committed to providing a safe and healthy work environment free of abuse, threats of violence, harassment, intimidation and disruptive behavior for all our clients, members and staff.

The ORHMA has extensive experience developing and promoting initiatives that support vulnerable workers including people with a disability, youth and students through ORHMA's education partnerships. Engaging youth is a key opportunity in this project, as 35% of Ontario youth start their careers in hospitality. With youth representing 20% of the hospitality workforce, this project can better protect this precariously employed labour group while contributing to culture change across Ontario, as young workers move to other sectors over the course of their careers.

The ORHMA's partner OTEC possesses a unique combination of hospitality knowledge, instructional design and project management expertise to support ORHMA in meeting the project's goals. OTEC also has a large hospitality network to leverage toward the project. OTEC's instructional designers, eLearning experts and trainers hold the highest credentials in training and adult education. OTEC has been awarded 5 training and development awards from the Institute for Performance and Learning.

The OTEC is also experienced in developing projects and models to engage priority and vulnerable populations. Each year OTEC works with 263 high schools, 15 colleges, 100 employment and Aboriginal partners and 50 communities. OTEC will ensure that community organizations and women's services groups are engaged in the project and that education and training partners, including rural, remote and Aboriginal networks, are leveraged to distribute the training and tools created.

**Successful strategies used to ensure achievement of program outcomes:** The ORHMA and OTEC will fully utilize Advisory Committee knowledge and will leverage the capabilities and resources of industry, community and education networks to support the projects' outcomes. In addition, the proponents' expertise in developing and implementing thorough, attainable, project plans, combined with effective marketing, communication and outreach will ensure milestones are tracked and met throughout the project.

**We will ensure the project materials are designed to:**

1. Incorporate behavioural adult learning principles to engage the learner and promote competence, skill development and behavioural change (E.g., asking learners to discover information rather than providing the information directly; providing feedback, enabling self-paced learning with click-through audio and open or semi-open navigation).
2. Model desired behaviours, attitudes, and skills in a relevant and realistic manner.
3. Make training more learner-centric through interactive and engaging activities (Eg. Drag and drop, listen and select, multi-media, videos and virtual hosts).
4. Make key behaviours and resources more meaningful with specific examples, guidelines, scenarios, and interactive learning activities.
5. Encourage learners to identify and reflect on their own behaviours, attitudes, and skills to determine which, if any, they may want/need to adjust.
6. Increase knowledge transfer to the workplace with downloadable job aids and tool-kits that the participants will actually use and that reinforce the concepts in the online modules.
7. Address the hospitality industry's unique training challenges by providing succinct modules using web-technology and asynchronous (24/7) learning components.
8. Incorporate the knowledge and perspectives of target populations including women services organizations and survivors.
9. Be geographically accessible across Ontario through distribution partnerships.
10. Be AODA compliant and accessible.

**Brief description of our project:** In recent months, the hospitality sector has been scrutinized for a high rate of sexual harassment and violence incidents in the workplace.

As outlined in the province's "It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment", less than 10% of sexual assaults in Canada are reported to police. The hospitality sector is comprised of businesses, including restaurants, bars and hotels where the environment, employment status and schedules can put workers at increased risk. Providing a targeted awareness and training program, customized for this group, would empower frontline employees including youth, vulnerable persons, and those employed in precarious roles, as well as management workers to know how to identify risk and intervene with customers and employees. The hospitality sector has the opportunity to be a leader in ensuring workplace and patron safety.

This project would develop a strategy for overcoming this challenge and design an online learning curriculum for both frontline workers and managers to build awareness and to provide the skills, knowledge, and attitudes required to intervene if they witness sexual violence and harassment, or people at risk. This project will also implement an awareness, outreach, and engagement campaign throughout the entire province of Ontario to ensure as broad a reach as possible.

Through ORHMA and OTEC's vast networks, this project will also ensure it is relevant and accessible to vulnerable frontline groups including youth, women, Aboriginal persons, LGBTQT and new immigrants. Women services partners in particular will be engaged as subject matter experts and advisory members.

While targeting workers, management will also benefit. The project will provide training to better assist in supporting survivors of abuse as well as tools and resources to establish zero-tolerance policies in their workplaces.

**Details of our Project:** To launch the project, ORHMA and OTEC will meet with the OWD to discuss project objectives, scope, components and timelines, and make any required adjustments to the project work plan. ORHMA and OTEC will recruit the project's two advisory committees, who will be actively involved in the review and validation of the activities listed below.

The project will develop a strategy and implementation plan for building awareness and training for hospitality workers. It will conduct an environmental scan of existing resources and training and will consult with subject matter experts in Human Rights/Civil & Criminal Law, Violence Prevention, Survivor Support, and Women's Services. Research will be conducted to identify case studies of successful organizational policies and practices.

The OTEC in consultation with ORHMA will design and develop two, 30-45 minute online learning modules. The first module will be developed for frontline employees and be tailored to the specific needs and scenarios they experience with fellow employees and patrons. The second module will be developed for management, including a greater focus on the legal responsibilities of managers, owners and operators. Managers will also have access to resource links, downloadable and PDF documents, quick reference guides, and job-aids that will assist them in measuring progress, recognizing behaviours to encourage, and providing coaching tips to help employees address gender-based sexual violence and harassment. The online learning modules, as well as job-aids, case studies, and toolkit will be hosted on an external website.

The ORHMA and OTEC will develop an industry awareness PowerPoint presentation with turn-key speaker notes. This presentation will be delivered at 25 RTO, DMO, hospitality associations, and industry events.

Finally, ORHMA and OTEC will work in partnership to execute the implementation plan through an assertive marketing, communications and outreach campaign.

**Project Beneficiaries:** Through ORHMA and OTEC's combined networks, the project will be able to communicate to 75% of the 450,000 workers in the industry and directly engage a broad spectrum of beneficiaries across the geography of Ontario and the priority employment groups most vulnerable to abuse. Most importantly, the project will reach women, which is critical in an

industry employing 15-20% more females than males. With 20% of hospitality jobs held by youth, the project will also ensure that this demographic is assertively engaged as well. Finally, the project will work with community partners to ensure that priority employment groups such as newcomers, aboriginal people with a disability and LBGQT networks are engaged in the communications and training.

Outreach will take place in all 13 tourism regions across the province through the regional tourism organization (RTO) network, provincial associations and education/training networks. This will ensure that communications and marketing outreach will reach priority employment groups, those living and working in rural/remote areas, and persons living in poverty.

With these target populations and geographies in mind, there are also three employee group beneficiaries of the proposed project:

1. Frontline hospitality employees, and trainees/students, will learn how to intervene if they witness a colleague or a customer experience sexual harassment or violence in the workplace.
2. Managers will learn how to support their frontline team to foster a safe workplace environment, meet their legal obligations and support survivors of sexual violence and harassment.
3. Human Resource managers and owners/operators will have access to resources and tools to integrate training and policies.

The strategy development, curriculum design and implementation plan will be developed with the needs of these target demographics and primary beneficiaries in mind.

**We kindly ask that your motion support the ORHMA training program and not undo any efforts that are already underway with our hospitality industry and the provincial government to address incidents of sexual harassment in our sector.** Should you want to discuss this matter with the ORHMA please do not hesitate to contact me. Together we can make a difference. Thank you for your time.

Yours truly,



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