



# **Employment Accessibility at the City of Toronto**

**Presentation to the Toronto Accessibility &  
Advisory Committee**

# Background/Context

**Talent Blueprint: City's workforce plan to guide us in building a great public service**

- **Four Strategic Focus Areas:**
  1. **Employee engagement**
  2. **Diversity**
  3. **Workforce Capacity**
  4. **Effective Leaders**
- **Goal - engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs**

# Diversity

- **A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour**
- **How? – Actions, Strategies Policies, Initiatives**
- **Examples: CYI survey, Equity Lens, Anti-harassment and Discrimination Policy, AODA Compliance, training, Equity Summit, Inclusive Hiring Framework, etc.**

# Inclusive Hiring Framework

**Deliberate approach to reaching and engaging strong diversity talent through our hiring programs, practices and policies**

- **Build and leverage relationships**
- **Leverage Internal Resources**
- **Presence**

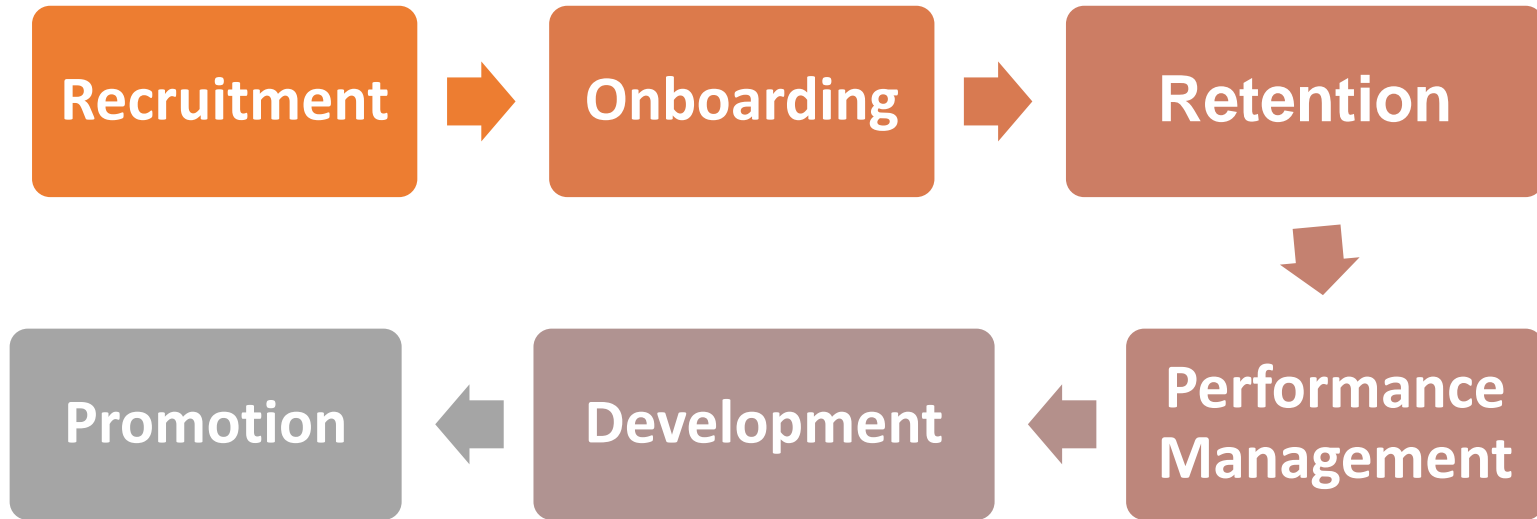
# Inclusive Hiring Framework

(cont'd)

## **Inclusive Hiring Enablers:**

- **Education**
- **Metrics/ Analytics**
- **Hiring Policies**
- **Infrastructure**
- **Technology**
- **Resources**
- **Collective Agreements**

# Employment Life Cycle



- **Policies and practices embedded in every stage of the life cycle**
- **Learning and training opportunities throughout to support inclusiveness and accessibility**

# Recruitment & Selection

## **Job Posting – included on every job posting:**

*“The City of Toronto is committed to fostering a positive and progressive workforce reflecting the citizens we serve. We provide equitable treatment and accommodation to ensure barrier-free employment in accordance with the **Ontario Human Rights Code, the Accessibility for Ontarians with Disabilities Act and the City of Toronto's Accommodation Policy**. You can request for accommodation related to the protected grounds at any stage of the City's hiring process i.e., application, screening, assessment and placement.”*

# Recruitment & Selection cont'd

## Training for HR and hiring Managers:

- **BFOR**
- **Requirement to accommodate applicants/candidates**
- **Part of Executive Search contracts**



# Outreach

- **To increase representation of people with disabilities in the workforce**
- **Broaden applicant pool**
- **Community based partnerships**

**Examples** – Ready Willing & Able, CCRW (Canadian Council on Rehabilitation & Work), WESP (Workplace Essentials Skills Program), JVS, Canadian Association of Professionals with Disabilities, JOIN, Community Living Toronto, The Career Foundation

# **Outreach** (cont'd)

**Expanding our online presence and active in a number of groups:**

- **Canadian Centre for Diversity & Inclusion (CCDI)**
- **Diversity & Inclusion Leadership**
- **Boardroom Diversity & Inclusion**
- **Professionals with Disabilities**
- **Diversity – A World of Change**
- **Equitek**

# Assessments

## **Training for HR and hiring managers:**

- **ensure assessments evaluate BFOR**
- **consider candidate accommodation request**
- **educate hiring managers on legislative and policy obligations**

# Job Offers

- **Standard language in all offer letters re accommodation commitment:**
  - *“During the course of your employment at the City, if you require accommodation in performing the essential duties of this position as posted, related to the protected grounds in the Ontario Human Rights Code, you are required to advise your supervisor, in writing, of your accommodation needs and submit documentation to support your request, outlining any functional limitations.”*
- **Extensive training for hiring managers and part of EVERY pre-board meeting: duty to accommodate**

# Employment Period

- **Accommodation available at every stage**
- **Services provided by professional HR staff**
  - **Confidential Employee Health & Rehabilitation**
    - **clarify medical restrictions**
    - **referrals to external medical/rehab services**

# Employment Period, cont'd

## Disability Management Consultants

- **assist Divisions with job match:**
  - **physical demands and job function**
- **accommodation options for current position, evaluation of alternate positions**

## Ergonomic Services

- **specialty equipment, modifications to furniture, processes**

# Training for Management Staff

**To support inclusive workplace, and specifically ensure management is prepared to and understands how to support employees with disabilities, array of training available:**

- **AODA and Accommodating People with Disabilities**
- **Basics of Staffing**
- **Inclusive Workplace Practices**
- **Interview Process at the City**
- **Managing Employees with Health Issues**
- **Managing the Duty to Accommodate in Employment Service Provision**

# Evaluating Effectiveness of our Actions, Activities, Programs

**Goal - increase representation of persons with disabilities at all levels in the TPS**

**How to measure?**

- **CYI**
  - **primary mechanism to track workforce representation**
  - **Overall response rate (2016): 55.1 %**
  - **5.2% - employees who identified disability**



# **Evaluating Effectiveness of our Actions, Activities, Programs** (cont'd)

**Regular surveying and reporting will provide insights into effectiveness of actions - via data on retention, promotion and exits**

**Additional measures via:**

- Biennial Achievements Report on Equity, Diversity & Human Rights**
- Employee Engagement Survey**

# Future Directions

- **CYI regular surveys, with goal of increasing response rate**
- **Additional data sources, beyond CYI, e.g. Applicant tracking system, to identify impact of activities, initiatives, policies on increasing diversity of applicant pool, increasing hiring of persons with disabilities**
- **Employment Working Group**