

Report on Fostering Diversity in the Toronto Public Service

Date: June 5, 2018
To: Executive Committee
From: Interim City Manager
Wards: All

SUMMARY

The City of Toronto's strong commitment to diversity, equity and inclusion is reflected in its Motto: Diversity Our Strength.

Greater equity, diversity and inclusion better enables organizations to leverage the range of perspectives needed to address today's complex challenges.

The City recognizes that building an inclusive workforce that reflects the population it serves at all levels within the organization will promote public confidence and ensure that its decision making processes include a range of perspectives. Accordingly, diversity is one of four strategic focus areas in the City's Talent Blueprint. In the City's workforce plan and in the Equity, Diversity & Human Right's Division Strategic Plan, the City has committed to building "a public service that reflects the population we serve, values and champions diversity, access, inclusion and respectful behaviour". The City has also integrated equity into the Excellence Toronto framework.

The data from the City's Count Yourself In - Workforce Survey indicates that some progress has been made. However, the City recognizes that more work is required to achieve its goals.

This report outlines some of the actions that the City will be taking within the next year to promote progress toward its goal. One primary action is developing a multi-year plan for accelerating progress toward the City's goal of building a more reflective workforce. Work on the development of a plan that includes realistic, achievable and relevant goals and timelines is underway. Developing such a plan requires a comprehensive approach to culture change and thorough engagement of divisional stakeholders. Staff will also be consulting with other large organizations in the private and public sector to learn from their experiences. Staff expect to provide the multi-year plan to Executive Committee by the end of the second quarter of 2019.

RECOMMENDATIONS

The Interim City Manager recommends that:

1. Executive Committee receive this report for information.

FINANCIAL IMPACT

There are no financial implications to the 2018 Council Approved Budget resulting from approval of this report.

The successful implementation of a multi-year plan will have specific resourcing and budget requirements, which will be outlined in a subsequent report expected to be presented to Executive Committee in the second quarter of 2019 and submitted for consideration through future year Budget processes.

The Interim Chief Financial Officer has reviewed this report and agrees with the financial impact information.

DECISION HISTORY

On January 24, 2008, Executive Committee adopted EX 30.28 - Employment Accessibility at the City of Toronto requesting that the City Manager "develop targets and timelines for hiring under-represented groups within the Toronto Public Service and report to the Executive Committee by the end of the second quarter of 2018".

COMMENTS

The Toronto Public Service (TPS) spans multiple generations and includes a growing diversity of people. Although changing demographics will continue to influence the face of the public service, sufficient resources and deliberate efforts are required to build a dynamic workforce that:

- attracts and retains the most talented and qualified people;
- represents the evolving diversity of Toronto; and
- is part of a welcoming, equitable and inclusive workplace where everyone has the opportunity to contribute their full talents and potential.

The City recognizes that a more diverse and inclusive workforce:

- better understands the needs of the public from the public's perspective;

- engages better with different communities;
- expands organizational creativity;
- promotes innovation by improving out-of-the-box thinking;
- is more resilient and better able to cope with change;
- ensures that all communities have equitable access to participation in the City's decision making.

For that reason, the City has long been committed to measuring the diversity of the Public Service and implementing initiatives to increase diversity and promote inclusion within the public service.

Count Yourself In (CYI) Workforce Survey

The City's Employment Equity Policy directs the City to conduct the voluntary Employment Equity Survey (CYI Survey). The CYI Survey invites employees to voluntarily disclose how they self- identify. Questions are asked about an employee's gender, racial/ethnic identity, sexual orientation and whether they identify as Indigenous or as a person with a disability.

In 2002, the City administered the first CYI survey to capture the diversity of the TPS. As of January 2018, the overall cumulative response rate for both union and non-union employees was 59.01% (15,026) out of the 25,465 active TPS employees surveyed.

Appendix A includes 3 charts generated from the CYI data. Table 1 shows the current representation of employees from different groups in the Toronto Public Service compared to the census data.

Table 2a and 2b show the progression in the representation of each equity seeking group within the public service over the years since the City began reporting the results of its Survey.

As indicated in Table 1, there is still much work to be done before the City achieves its goal of building a talented public service that represents the diversity of the population it serves at all levels within the organization. However, Tables 2a and 2b show that some progress has been made.

Over the last year, staff in the Equity, Diversity and Human Rights and Human Resources Divisions have been analyzing the City's CYI data and working together on strategies to accelerate progress toward the City's goal.

The following is an outline of some of the goals the City has set for the next year and includes the timelines for their achievement.

Enabling Data Informed Decision-making

By the fall of 2018, the City will roll out a workforce data dashboard that will include divisional diversity data. The dashboard will make current data on the diversity of each

division available to the City's leadership. Division heads will be able to see how representative their divisions are of the population of the City. They will also be able to compare their division with the organization as a whole.

Staff in EDHR will also be meeting with each division head to review their divisional data to help identify any opportunities for improvement. Improving access to diversity data, will enable divisional leadership, in consultation with HR and EDHR staff, to make intentional and data informed decisions to address any gaps in representation.

Staff in HR will also have reference to their divisional client's diversity data when discussing recruitment opportunities with them. Creating a culture in which diversity data is a central part of decision making will be central to accelerating progress on reflecting the population the City serves. Frequent reference to diversity data will help identify barriers that groups may face to securing employment with the City and allow the City to devise strategies to address such barriers.

Importantly, the increased socialization of diversity data among the City's leaders over the next year will assist the City in setting realistic and achievable diversity goals and timelines and in measuring progress over time.

The EDHR division will also be implementing strategies to increase the CYI survey response rate. Specifically, analysis of the current response rates indicate that new employees have the lowest response rates. By the fall of 2018, EDHR staff will develop and implement a new hire CYI strategy to boost participation amongst new employees. The City recognizes that higher participation rates equate to more reliable data. As such, increasing survey participation rate is a priority.

EDHR staff are also working with the research team in the Social Development and Financial Administration Division to obtain census data stratified by age so that staff will have a better sense of the labour market availability of talent from various demographic groups in the workforce. That data is expected to be available by the fall of 2018.

Organizational Learning

Over the next year, the City will continue investing in the development and implementation of the Toronto for All Learning Program. The program aims to build a culture of inclusion and an understanding of the diverse communities the City serves, ensuring that staff have the skills and knowledge they need to meet the needs of the public we serve and create and maintain an inclusive workforce.

As the City works toward the development of a multi-year plan to accelerate progress toward its goal of representing the diversity of the population it serves, the focus for the next year will be on rolling out key foundational courses and developing a training plan to ensure that the learning impacts are maximized.

During the next year, in addition to the regular offering of equity, inclusion and human rights courses, the City will offer training on Indigenous cultural competency, confronting anti-Black racism and disability awareness. The City is also in the process of procuring an e-learning module on addressing implicit/unconscious bias. Within the next year, all

staff in the City's Strategic Recruitment Unit and in the EDHR division will be required to take the course. All staff involved in the City's hiring processes will also be required to take the course. In addition, the City has recently established a relationship with the Canadian Centre for Diversity and Inclusion (CCDI) which will allow the City to access CCDI's rich repository of online equity, diversity and inclusion best practices, tools and resources, in addition to customized consultation offerings and subject matter experts.

Diversity and Inclusion Champions

Leadership commitment is central to the success of any ambitious diversity and inclusion plan. As is typical in most organizations, the City's leadership ranks is also where existing data indicates there are the widest gaps between the population the City serves and the public service. Accordingly, over the next year, HR and EDHR staff will be supporting a number of initiatives aimed at enlisting the City's leaders as champions for diversity and inclusion.

To that end, the City has established a Diversity Working Group comprised of leaders from across the organization. The Working Group is focussed on developing strategies that the City could employ to increase the diversity of the City's leadership.

By the summer of 2018, staff in HR and EDHR will convene a panel of leaders from public and private organizations who have taken innovative approaches to diversity and inclusion to share their experiences with the City's leaders. The panel will inform the work of the Diversity Working Group.

In addition, staff in HR and EDHR will explore all opportunities to socialize diversity and inclusion issues with City leaders. For instance, as work commences on developing the next Talent Blueprint, staff will build-in the development of a Diversity and Inclusion plan in consultations and discussions with senior leaders, management, staff, unions and associations.

Inclusive Hiring Framework and Supporting Innovation

Over the next year, HR staff will be rolling out an Inclusive Hiring Framework across the Strategic Recruitment Unit. The framework provides tools and resources to support Strategic Recruitment staff in sourcing and growing a diverse talent pipeline and developing practices and processes to attract and retain top talent from under-represented groups.

In addition, staff in HR and EDHR will use resources available to them, including the resources available through the City's CCDI relationship and engagement with other organizations in the public and private sector about their practices, to learn about innovative approaches to promoting diversity. Staff will work to identify and implement appropriate pilots of diversity and inclusion strategies within the City. All such pilots will be documented and monitored so that the lessons from such pilots can feed into the development of the City's multi-year plan to accelerate progress toward the City's goal of reflecting the diversity of the population it serves.

Acquiring Enabling Tools

Recognizing that technological capabilities can impact the City's ability to implement certain diversity and inclusion strategies, the City is committed to ensuring that the tools it acquires for use in recruitment can support the collection of diversity related data from applicants. Offering applicants to City jobs the opportunity to voluntarily provide diversity related data will allow the City to more precisely measure the impacts of its diversity initiatives and identify any barriers that may exist.

In the absence of the technology to collect such data across the organization, over the next year, staff will seek out appropriate opportunities to pilot such data collection. As indicated above, all such pilots will be documented and monitored so that they can inform the development of the City's multi-year plan.

Looking Ahead - The Multi-year Plan

By the end of the second quarter of 2019, HR and EDHR will report back to Executive Committee with a multi-year plan for accelerating the City's progress toward its goal of representing the diversity of the population the City's serves at all levels within the organization.

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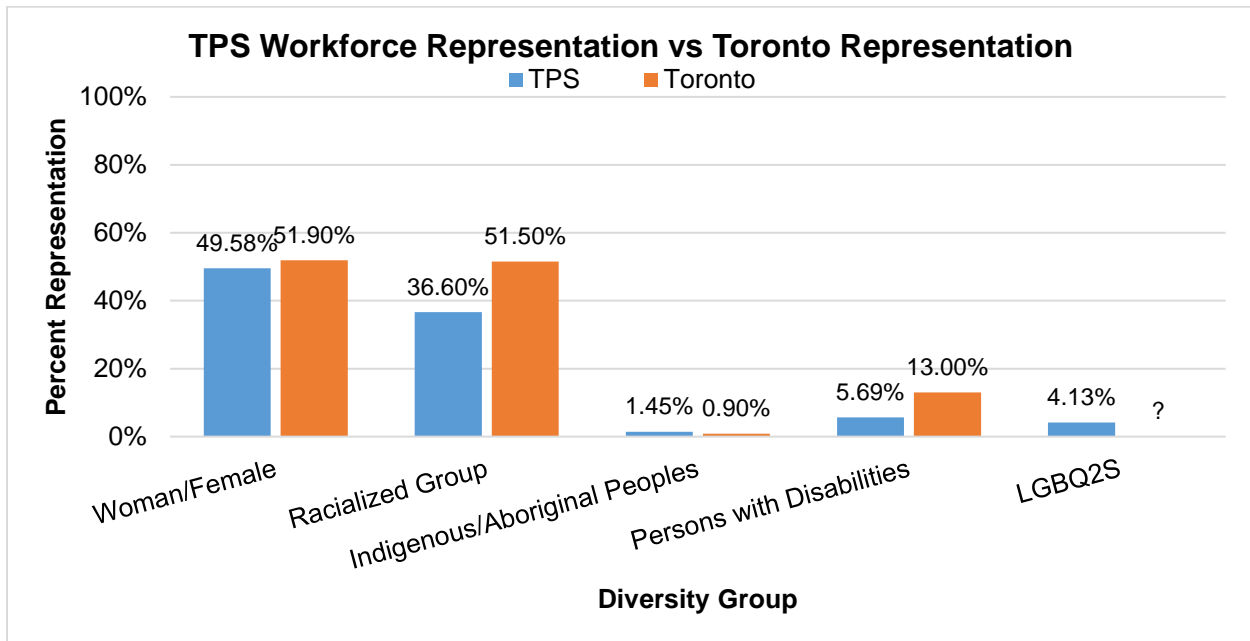
Giuliana Carbone
Interim City Manager

ATTACHMENTS

Appendix A - Count Yourself In Survey Results

APPENDIX A

TABLE 1

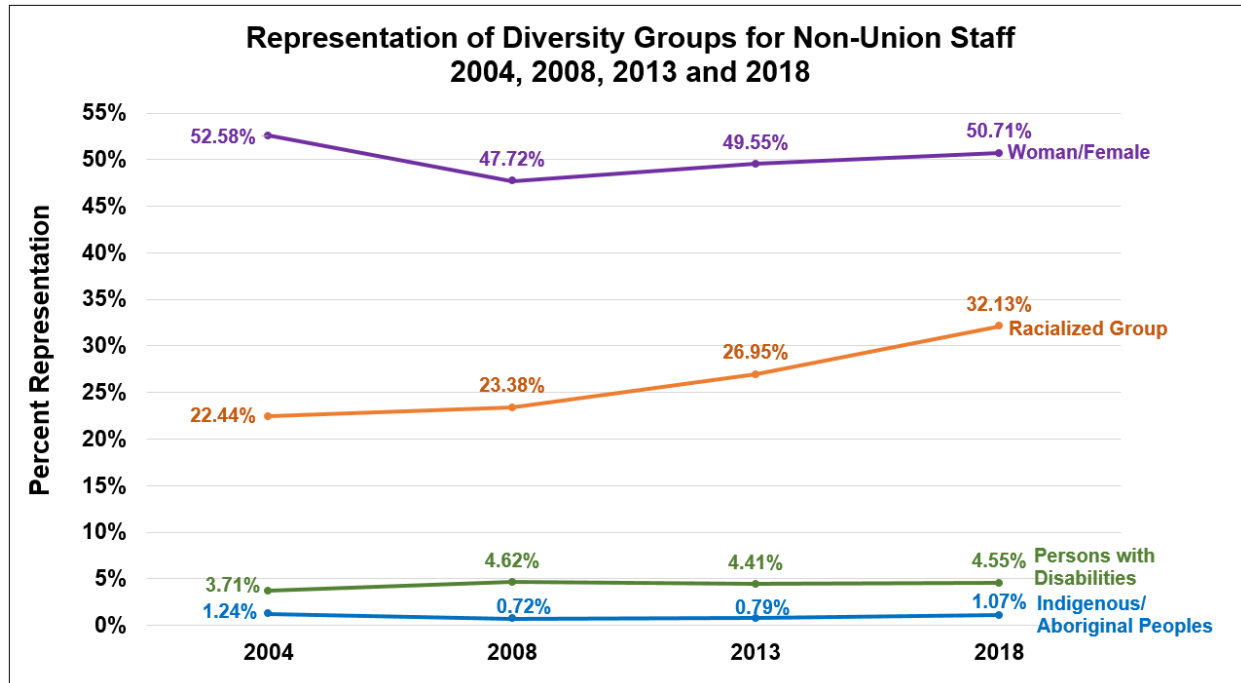


Notes:

- Data is based on Active Toronto Public Service employees, including unionized staff. It excludes: Recreation Workers, Elected Officials and their Staff, Accountability Officers, and employees working in the City's Agencies, Boards, or Commissions.
- Percentage representation is based on self-identification by employees who participated in CYI and completed the respective question. For example, if 100 employees from a division completed the question on gender and 60 identified as woman/female, the % woman/female would be reported as 60%, regardless of the total number of staff employed by the division.
- Woman/Female, Indigenous/Aboriginal, and Racialized Group population data is based on the 2016 Census. Population-level representation of Persons with Disabilities is based on the 2012 Canadian Survey on Disability. There are no current official population estimates of LGBQ2S persons in Toronto.
- Official population estimates of Indigenous Peoples are thought to be underestimates. The 2011 Employment Equity Data Report indicated 36,990 Aboriginal Peoples living in the Toronto Census Metropolitan Area (CMA). According to Toronto's First Indigenous Health Strategy 2016-2021 conceived by the Toronto Indigenous Health Advisory Circle (TIHAC), Toronto's indigenous population is 34,000 to 69,000 (Rotondi M. Estimation of the size of the Urban Aboriginal Population in Toronto, ON Interim Analysis – January 26, 2016).
- The corporate response rate for "Transgender" in the gender question is 5 and is not included in the chart above.

APPENDIX A

TABLE 2a

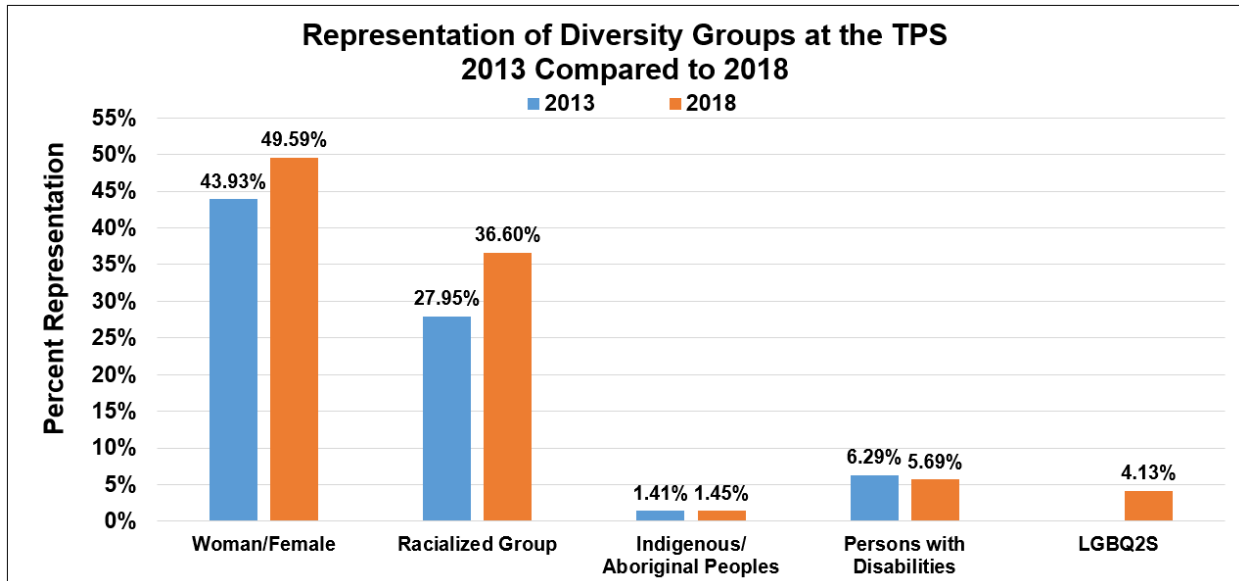


Notes:

- Data is based on Active, Non-Union employees excluding: elected officials, committee members, Council and Mayor's staff, Accountability Officers, agencies and corporations.
- Survey response rates are as follows: in 2004, 26.71%; in 2008, 77.78%; in 2013 71.96%; in 2018 79.75%. Survey response rates are based on all employees who returned a survey, even if the survey was returned blank/empty.
- Percentage Representation is based on self-identification by employees who participated in CYI and completed the respective question. For example, if 100 employees from a division completed the question on gender and 60 identified as woman/female, the % woman/female would be reported as 60%, regardless of the total number of staff employed by the division.
- Results/representations are limited to employees who responded to the questions in the survey(s).

APPENDIX A

TABLE 2b



Notes:

- Data is based on Active TPS employees excluding: L79 part-time recreation workers, elected officials, committee members, Council and Mayor's staff, Accountability Officers, agencies and corporations.
- Survey response rates are as follows: in 2013 43.46%; in 2018 59.01%. Survey response rates are based on all employees who returned a survey, even if the survey was returned blank/empty.
- Percentage Representation is based on self-identification by employees who participated in CYI and completed the respective question. For example, if 100 employees from a division completed the question on gender and 60 identified as woman/female, the % woman/female would be reported as 60%, regardless of the total number of staff employed by the division.
- Results/representations are limited to employees who responded to the questions in the survey(s).