

Employment Accessibility at the City of Toronto

Presentation to the Toronto Accessibility & Advisory Committee

November 1, 2019



Executive Summary

Background



- The City recognizes that building an inclusive workforce that reflects the population it serves at all levels within the enterprise will promote public trust and confidence.
 - Aligned with the City’s Workplace Culture themes and the recent Council-adopted Workforce Equity and Inclusion Plan, the City is committed to building a “public service that reflects the population we serve, and that values and champions diversity, accessibility, inclusion and respectful behavior.”
 - A Diversity Recruitment Framework to support the Workforce Equity and Inclusion Plan, along with an accompanying Diversity Action Plan has been developed, and is intended to steer and drive the achievement of increased diverse representation across the Toronto Public Service
 - Diversity Action Plan to include a targeted and intentional approach to drive progress in recruitment and retention of People with Disabilities

Diversity Recruitment Framework



In developing and implementing an effective **diversity recruitment framework and action plan** we need to be clear about



Our Commitment

People & Equity Division is committed to embedding access, equity, diversity and human rights practices leading to equitable outcomes for staff and residents



Where We Aspire To Be

To reflect the diversity of the City's Population at all levels within the City's Workforce



How To Get There

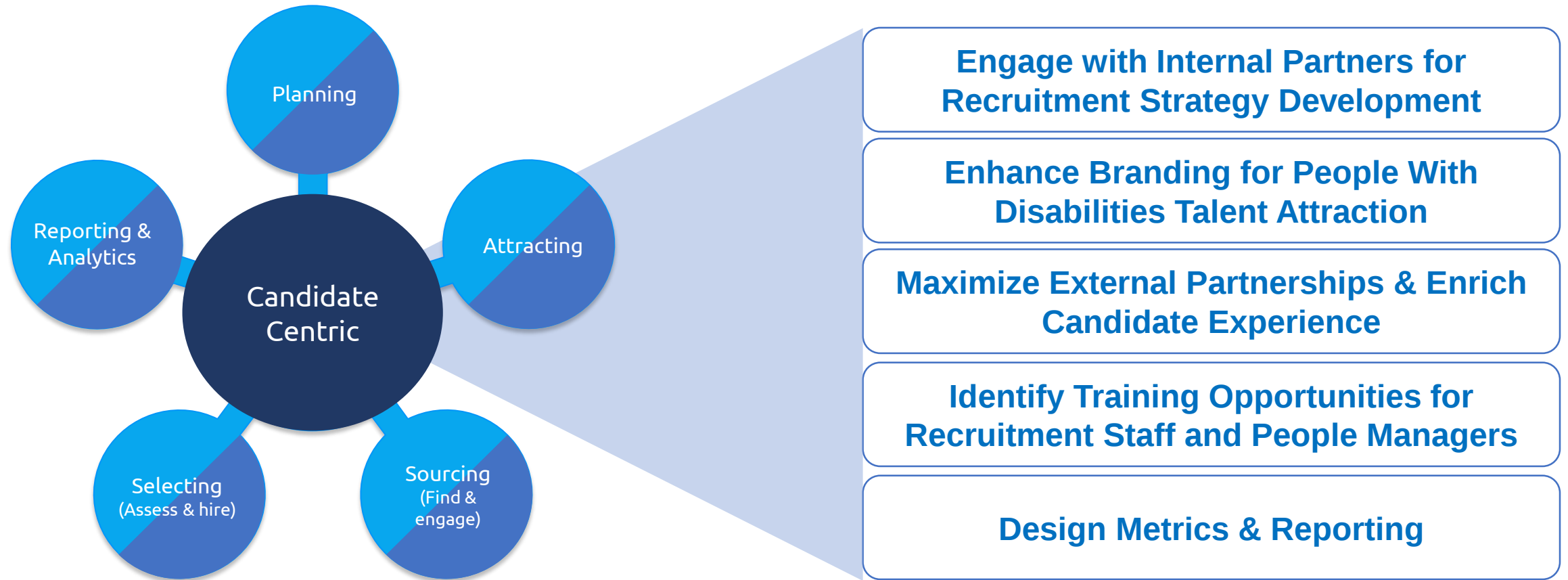
By being intentional and targeted in our Diversity Recruitment and developing a candidate Centric Framework for attracting diverse talent to the Toronto Public Service

Key Focus Areas of Action Plan



- Build a **compelling value proposition** to attract People with Disabilities talent and encourage self-identification, highlighting the benefit of disclosure: **“What’s in it for me?”**
- **Leverage “best in class” recruitment and retention practices** to develop a sustainable and innovative People with Disabilities Talent Strategy – ensuring we have an **accessible recruitment and selection** process, and consider a customized onboarding approach
- Partner with internal stakeholders and external organizations to cultivate engaging recruitment training programs and initiatives

Talent Acquisition Approach...



Talent Acquisition Approach - What We Have Accomplished So Far



Engage with Internal Partners for Recruitment Strategy Development

- Employee Disability Network (EDN) to understand experiences of People with Disabilities
- Engaged with Equity, Diversity & Human Rights (EDHR) team to ensure a holistic strategy approach



Enhance Branding for Talent Attraction

- Conducted research
- Proposed a recruitment marketing plan with key focus areas and tactics to brand the City as employer of choice



Maximize External Partnership

- Partnered with community-based organizations focused on People with Disabilities Employment & Training
- Developed an external diversity partnership engagement model to review new organizations for further partnerships

Talent Acquisition Approach - What We Have Accomplished So Far, *continued*



Enrich Candidate Experience & Management

- Developed a clear candidate structure for recruitment staff to **prioritize and filter the candidate management of top talent**



Identify Training Opportunities for Recruitment Staff and People Managers

- **Highlighted foundational trainings** as mandatory prerequisites before attending targeted training initiatives:
 - “Managing the Duty to Accommodate in Employment & Service Provision”
 - “AODA and Accommodating Persons with Disabilities”
- Developed the **Diversity Recruitment Action Plan which includes focused training on People with Disabilities Recruitment** and a toolbox for recruiters and hiring managers



Design Metrics & Reporting

- Promoted the importance of the **Count Yourself In (CYI) survey** to increase response rate across the organization
- Developed additional data source with the implementation of **Success Factor to gain insight on applicant data**

Strategic Direction



Engage with Internal Partners for Recruitment Strategy Development

- Ongoing partnership with:
 - Recruitment team to **understand City Divisions needs** and opportunities for promoting recruitment of People with Disabilities
 - EDN to better **understand the candidate experience** (People with Disabilities)
 - Disability Management team for accommodation related inquiries in all stages of the candidate recruitment lifecycle
- Implement “**best in class**” **recruitment practices** by reviewing benchmark practices with companies leading in recruitment of People with Disabilities



Enhance Branding for Talent Attraction

- **Develop an employee value proposition** with benefits specific to People with Disabilities Candidates—
- Review opportunities to **enhance the City’s job opportunities website** to showcase the City commitment to hiring People with Disabilities
- Create **social media campaign strategy** that includes employee features and career stories

Strategic Direction, *continued*



Maximize External Partnership

- Ongoing engagement with Equity Diversity & Human Rights team to **establish relationships with new community-based diversity organizations** that support People with Disabilities
- **Enhance partnership agreements** and identify opportunities to enhance promotion of City jobs to People with Disabilities (i.e. career fairs, customized networking, etc.)
- Continuously identify and **participate in People with Disabilities recruitment events** throughout the year to source candidates



Enrich Candidate Experience & Management

- Continuously leverage relationship with EDN to **identify talent acquisition champions** to attend recruitment events as brand ambassadors.
- Propose a customized onboarding practice for People with Disabilities to ensure a positive experience
- **Finalize candidate management** and event management model

Strategic Direction, *continued*



Identify Training Opportunities for Recruitment Staff & People Managers

- **Provide key competency training** for recruitment staff and People Managers
- Engage recruitment staff and people managers in **expanded and targeted training**
- **Enterprise engagement in People with Disabilities awareness, learning and training** to create an inclusive workplace and debunk misconceptions and stigma
- Roll out **Diversity Recruitment Action Plan** to enable both Recruitment Staff and People Managers



Design Metrics & Reporting

- Partner with Data & Analytics to **track candidate self-identification data** throughout the recruitment process using data generated via Success Factor

Execution Timelines



Next Steps



Enable hiring managers and recruitment staff

- Build equity and inclusion capabilities for Strategic Recruitment staff and people managers
- Engage external and internal stakeholders and organizations to execute training programs and initiatives
- Use data and metrics to hold City staff accountable and evaluate effectiveness of training programs and initiatives

Continue to develop key external partnerships with community organizations focused on employment and training for people with disabilities

Leverage experiences of existing employees with disabilities to better understand the candidate/employee experience

Create awareness

- Of the Employee Disability Network (EDN)
- By encouraging leaders to disclose and debunk the myths and misconceptions associated with employees with disabilities
- Providing engaging and effective training for recruitment staff and people managers