

Fostering Diversity in the Toronto Public Service

Date: September 4, 2019
To: Executive Committee
From: Chief People Officer, People and Equity Division
Wards: All

SUMMARY

The report responds to 2018 adopted EX 30.28 (Employment Accessibility at the City of Toronto) and builds on 2018 EX35.5 - Fostering Diversity in the Toronto Public Service which outlines a comprehensive Workforce Equity and Inclusion Plan for accelerating progress towards the City's goal of representing at all levels of the organization, the diversity of the population the City serves, as well as building an inclusive workplace culture. The City's Workforce Equity and Inclusion Plan will be achieved by focusing on the following three areas:

- a) Enabling Data Informed Decision-Making
- b) Fostering a Culture of Engagement and Inclusion
- c) Embedding an Equity Lens throughout the Employee Life Cycle

RECOMMENDATIONS

The Chief People Officer recommends that:

1. City Council endorse the Workforce Equity and Inclusion Plan as outlined in Appendix D, focusing on the following three areas:

- a) Enabling Data Informed Decision-Making
- b) Fostering a Culture of Engagement and Inclusion
- c) Embedding an Equity Lens throughout the Employee Life Cycle

FINANCIAL IMPACT

There are no financial implications resulting from the adoption of this report.

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

DECISION HISTORY

On January 24, 2018, 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"

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.28>

On June 19, 2018, Executive Committee adopted EX35.5 - Fostering Diversity in the Toronto Public Service which outlined the City's process for developing a Workforce Equity and Inclusion Plan for accelerating progress toward the City's goal of building a more diverse workforce.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.5>

EQUITY IMPACT STATEMENT

The City of Toronto is one of the most diverse cities in the world. The City's motto - *Diversity is our Strength* underlines the high value the City places on diversity. Changing demographics requires the Toronto Public Service to better reflect the population it serves, in order to inspire confidence and build trust with residents and businesses as the City develops and implements strategies to meet their needs.

Building a diverse workforce and an inclusive workforce culture are important steps in supporting a more representative Toronto Public Service where Indigenous and equity-seeking groups are able to contribute to their fullest potential and are meaningfully engaged.

COMMENTS

Background

Toronto, often recognized as the world's most diverse city, boasts a population of more than 2.9 million people. Changing demographics requires the Toronto Public Service to better reflect the population it serves, to inspire confidence and build trust with residents and businesses as the City develops and implements strategies to meet their needs.

Benefits of Diversity

A diverse workforce at all levels enables organizations to build more meaningful and productive relationships with communities, leverage the expertise of a diverse range of individuals, and enables creativity and innovation that can inform enhanced program development and service delivery. In addition, a diverse workforce helps to drive employee engagement by providing a supportive and inclusive environment that leads to higher productivity.

Current research around workforce diversity highlights the following benefits¹:

- Better able to attract high-performing talent
- Increased customer service satisfaction
- Higher employee satisfaction
- Improved decision-making in the organization
- Reduced costs associated with employee turnover

In keeping with Toronto's motto "Diversity Our Strength", the City's goal is to ensure that it attracts and retains the best candidates and also reflects the public it serves.

The City as an Equitable and Inclusive Organization

The City of Toronto is committed to building a positive workplace culture that reflects the City's values, builds trust and confidence with employees and the public. In September 2018, through a broad consultation with City staff, the City adopted the following Workplace Culture Themes:

- Being Respected, Empowered and Valued
- Embracing Diversity and Inclusion
- Making a Difference
- Working Together

These themes were developed as a guide to inform how employees can work together to build a better Toronto Public Service. Shaping an inclusive workplace at the City requires commitment at all levels of the organization – from senior leaders to frontline employees. The City is committed to reflecting the diversity of the communities it serves and embracing differences through inclusive workplace behaviours and actions.

Broader research also supports the value of cultivating a diverse, equitable and inclusive organization. Deloitte's report "Outcomes over Optics: Building inclusive organizations"² says, "Inclusion...is about creating an environment in which all individuals feel valued and connected, regardless of their differences. An inclusive environment is one where individuals feel comfortable bringing their authentic and full selves – their ideas, backgrounds, perspectives – to work."

Similarly, a brief by the Burton Blatt Institute concluded that, "...an inclusive culture certainly encompasses a commitment to workplace diversity, it is not limited simply to basic representation; it indicates a climate in which respect, equity, and positive recognition of differences are all cultivated"³. The brief also identified three core values of an inclusive workplace culture:

- Representation – the presence of diversity in a variety of roles at all levels of the organization

¹ McKinsey and Company. Why diversity matters. <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>

² Deloitte. Outcomes over optics: Building inclusive organizations. https://www.canada175.ca/sites/default/files/download/files/inclusion_aoda_en.pdf

³ Burton Blatt Institute, Syracuse University. What Is An Inclusive Culture? http://bbi.syr.edu/projects/demand_side_models/docs/a_inclusive_culture.htm

- Receptivity – respecting different personalities
- Fairness – equitable access to all resources, opportunities, networks and decision-making processes.

A robust approach to fostering an inclusive organization is well aligned with the core values of the Toronto Public Service, and is also supported by leading research in this area.

Workforce Equity and Inclusion Plan

The City recognizes that creating an equitable environment through our policies, programs and initiatives is a priority that requires focused efforts. The City endeavours to identify opportunities to amplify the impact of existing efforts, while exploring new and innovative ways to drive change. The City's Workforce Equity and Inclusion Plan involves the following three strategic areas of focus (See Appendix D for details of initiatives that will be undertaken):

- a) **Enabling Data Informed Decision-Making:**
Staff within the People and Equity Division will continue to leverage employee demographic data to enable data informed decision-making towards the City's goal of building a talented public service that represents the diversity of the population it serves at all levels within the organization.
- b) **Fostering a Culture of Engagement and Inclusion:**
The City continues to seek opportunities to create a more inclusive workplace culture where all employees can experience the benefits of inclusion, while empowering diverse employees to meet their full potential by strengthening their engagement and participation within the organization.
- c) **Embedding an Equity Lens throughout the Employee Life Cycle:**
Staff within the People and Equity Division will execute on a plan that strategically embeds an equity and inclusion lens at each stage of the Employee Life Cycle (See Diagram below – Employee Life Cycle).

A. Enabling Data Informed Decision-Making:

The City's Employment Equity Policy directs the City to conduct an employment equity survey (workforce census) – Count Yourself In (CYI). The CYI Survey invites employees to voluntarily disclose how they self-identify based on questions related to Indigenous identity, Black heritage, gender, racial/ethnicity, sexual orientation and if they identify as a person with a disability.

The survey has been administered since 2002. As of July 2019, the overall response rate for both union and non-union employees was 52 percent (14,399) of 27,299 City employees⁴. Staff within the People and Equity Division are implementing strategies to

⁴ Data is based on Active Toronto Public Service employees, including unionized employees. It excludes: Recreational Workers, Elected Officials and their employees, Accountability Officers, and employees working in the City's Agencies, Boards or Commissions.

increase the overall CYI response rate to 70 percent over the next four years, with a particular focus on engaging new hires to participate in the survey during their onboarding process.

Compared to 2018 data, the current representation of women, racialized people and LGBTQ2S community increased, while Indigenous peoples and persons with disabilities saw a slight decrease (see Appendix A – Table 1). Table 2 (Appendix A) shows the representation of Indigenous peoples and equity-seeking groups in the public service over time.

As indicated in Table 3 (Appendix A), there is still much work to be done before the City achieves its goal of building a public service that represents the diversity of the population it serves at all levels of the organization. For instance, there is a substantial gap in the representation of racialized people at all leadership levels, compared to the Toronto population. There is also a gap in representation of people with disabilities at all levels. The data supports the need for focused efforts to increase representation and career progression of Indigenous peoples and equity-seeking groups at all levels of leadership, while also creating opportunities for talent development to support learning and growth.

From December 2018 to May 2019, staff in the People and Equity Division met with each division head to review their divisional aggregated diversity data to identify opportunities for improvement in their recruitment and retention efforts. In addition, division heads can now access their divisional diversity data through a workforce information dashboard to see how it compares with the organization as a whole.

Over the coming years, staff will begin to disaggregate corporate diversity data to better understand trends and gaps specifically within Indigenous, Black and equity-seeking groups. Staff will also continue to monitor and socialize diversity data across the City, in order to support informed decision-making and address gaps in representation across all levels at the City.

B. Fostering a Culture of Engagement and Inclusion:

A key part of creating an inclusive organization is fostering a sense of engagement and belonging through a safe and supportive workplace environment. In 2019, the City conducted its second employee engagement survey to understand how connected employees feel to their workplace.

Of the four workplace culture themes mentioned earlier, 'Embracing Diversity and Inclusion' index, ranked the highest for positive responses at 70 percent (See Appendix B - Table 1). This indicates a positive satisfaction overall amongst employees within the Toronto Public Service related to diversity and inclusion.

Moreover, the overall organizational engagement score was 78 percent, which was on par with the engagement scores of racialized people and women. However, Indigenous peoples, LGBTQ2S people and persons with disabilities had lower engagement scores of 76 percent, 75 percent and 73 percent, respectively (See Appendix B - Table 2).

Furthermore, in the 2017-2018 Annual Human Rights Office Report, the top cited inquiries on *Human Rights Code* grounds made by City employees were disability, sexual harassment and family status. Similar to previous years' complaint patterns, disability was the most frequently cited *Code* ground. In late 2018, the Human Rights Office re-launched an updated internal workplace sexual harassment educational campaign, which included an interactive e-learning opportunity, in response to the rise in sexual harassment inquiries. In addition, accommodation based on disability was the most commonly cited ground among City management seeking support from the Human Rights Office between 2016-2018 (See Appendix C – Tables 1 and 2). This data indicates that there are opportunities to create a more inclusive workplace particularly for employees with disabilities.

Staff within the People and Equity Division will consult, partner and develop actions to increase engagement and further inclusion efforts for Indigenous and equity-seeking groups by working closely with Communities of Inclusion (formerly known as Employee Networks), including the Employee Disability Network.

Staff will also work with internal stakeholders supporting divisions that scored below organizational average scores in the areas of diversity and inclusion, to develop action plans to create a more inclusive work environment in these areas. The City recognizes that to achieve success, action plans must be developed and executed using an intersectional lens and must reflect the impacts and opportunities of intersectionality⁵.

Communities of Inclusion:

Communities of Inclusion are voluntarily groups that bring together employees who share a common identity, lived experience and/or set of interests. Research⁶ indicates that Communities of Inclusion offer employees a sense of community, camaraderie and connection to the organization, fostering a sense of belonging. It provides employees with shared lived experiences a safe space for dialogue. In addition, Communities of Inclusion introduce new and current employees to the organizational culture and help build and maintain employee engagement and satisfaction.

The City currently has the following Communities of Inclusion: Toronto Network of Women, Ambe Maamowisdaa Employee Circle (Indigenous Network), Black Staff Network, Employee Disability Network and Pride Network.

In early 2019, staff within the People and Equity Division developed guidelines and a governance structure for Communities of Inclusion to ensure alignment of existing employee groups and to facilitate the creation of new groups. Staff will continue to collaborate with existing and new Communities of Inclusion to support their efforts,

⁵ Intersectionality recognizes that individuals may have multiple identities and that identities are not single social categories but are better understood as interlocking systems of marginalization that shape people's lives. Intersectionality highlights the inseparability of social categories such as race, gender, class, ethnicity, disability and sexuality and involves considering how multiple dimensions of social difference interact across individual, institutional, cultural and societal spheres.

⁶ Forbes Magazine, How to Foster Workplace Belonging Through Successful Employee Resource Groups. <https://www.forbes.com/sites/rebekahbastian/2019/02/11/how-to-foster-workplace-belonging-through-successful-employee-resource-groups/#389233d5dc73>

expand their reach and maximize their impact in fostering an inclusive Toronto Public Service.

C. Embedding an Equity Lens throughout the Employee Life Cycle:

The City is committed to being an inclusive employer by actively identifying barriers and taking steps to address individual, systemic and institutional barriers to ensure that Indigenous and equity-seeking groups have equal opportunity to gain and retain meaningful employment. Staff in the People and Equity Division will continue to measure and monitor progress throughout the Employee Life Cycle and take actions to address identified gaps.

Staff within the People and Equity Division, in partnership with divisions, will be taking a comprehensive approach to achieving the City's goals of reflecting the population it serves and creating an inclusive workplace culture. As such, staff will continue to advance efforts in embedding an equity and inclusion lens throughout the Employee Life Cycle.

To assist the City in achieving this objective, action items will be embedded within the five stages of the Employee Life Cycle: 1. Talent acquisition, 2. Onboarding, 3. Learning and Development, 4. Performance Management and 5. Succession Management (See Diagram below). In addition, The People and Equity Division will conduct a review of its processes, policies and programs to ensure it meets the needs of leaders and employees across the organization.

Diagram: Employee Life Cycle



1. Talent Acquisition

A 2016 survey by the World Economic Forum found that 47 percent of millennials actively consider diversity and inclusion in their assessment of potential employers. This finding underscores the importance of the City prioritising the goal of building and nurturing a diverse and inclusive workplace.

The City's objective is to have a public service that reflects the population it serves. Over the next four years (2019-2022), staff within the People and Equity Division will work with divisions to identify and remove barriers in the talent acquisition process encountered by Indigenous and equity-seeking groups. To support this effort the City will collect applicant diversity data as contemplated within the City's Employment Equity Policy.

In addition, recruitment staff will be provided with diversity, equity and inclusion-related training, resources and tools to equip them to support and guide hiring managers, who are ultimately accountable for hiring decisions.

Deliberate steps will be taken to identify representation gaps and to address them. These efforts will complement current strategies underway such as the Toronto Action Plan to Confront Anti-Black Racism, Recruitment Strategy for Persons with Disabilities, and a work plan to support the Aboriginal Employment Strategy.

Using an equity and inclusion lens, People and Equity Division staff are undertaking a review of the key steps in the hiring process which include the following:

- Recruitment Methods and Outreach
- Job posting Materials
- Assessment Tools
- Candidate Screening and Selection
- Employee Onboarding
- Employee Exits (employees leaving divisions and/or City)

2. Onboarding

Once staff have gone through the recruitment process, onboarding programs will serve a pivotal role in introducing and socializing key equity efforts at the City including policies, supports and initiatives. One of the goals of the City's onboarding program is to ensure that new employees are aware of City's commitment to diversity, equity and inclusion and understand their role in creating a safe, accessible, welcoming and harassment free environment.

It is therefore essential that all onboarding initiatives reflect the organizational approaches to diversity, equity and inclusion. To do so, staff will support the refresh of all onboarding programs and materials, including New Employee Orientation (NEO) as well as management and executive onboarding, to ensure an inclusive lens is embedded into the programs. Staff will also ensure that diversity, equity and inclusion materials are included as part of the onboarding checklist that divisions receive to inform the design and planning of all orientation activities.

3. Learning and Development

Another step in the employee experience is ongoing learning and development which empowers employees to understand their obligations to protect and promote human rights and apply an inclusive lens to their work and work environment.

In 2019, the Toronto for All Learning Program was launched. It is an educational program for City employees aimed at building and maintaining an equitable and inclusive workplace.

Over the next four years, the City will build organizational capacity by creating course offerings related to equity and inclusion education at the foundational level and learning pathways for all employees including leaders.

An audit of all offerings will also be conducted to ensure learning pathways are accessible to employees at all levels. Engagement Survey results will be utilized to identify priority divisions where equity and inclusion learning opportunities would have the most impact. There will also be a particular focus on supporting leadership and leadership development programs.

These efforts will result in a better trained workforce that understands key concepts around diversity, equity, accessibility, inclusion and human rights and empower them to effectively navigate their roles and responsibilities in creating an inclusive environment.

4. Performance Management

The City's goal is to have all employees demonstrate, through their decisions and actions, a commitment to equity and inclusion. As the City's workforce diversifies, it is essential that supervisors and above have a strong capacity to lead and manage a diverse workforce and create an equitable and inclusive environment for employees.

Going forward, People and Equity staff will develop a diversity, equity and inclusion capability framework that will define the knowledge, skills and behaviours needed to build an inclusive work environment for all employees including leaders. This will be tracked in the yearly performance planner.

5. Succession Management

The City will build a diverse talent pipeline that will be ready for leadership positions through mentoring, coaching and leadership education programming. This will enable business continuity and knowledge transfer.

The City, like many other employers, must prepare for demographic shifts in the workplace so that the next generation of employees has the necessary skills, knowledge and abilities for current and future leadership roles.

People and Equity staff will provide divisions with diversity demographic data to inform succession planning as well as identify barriers to advancement for employees who are members of Indigenous and equity-seeking groups.

Moving Forward:

The successful implementation of the Workforce Equity and Inclusion Plan will be an important step towards building a more representative and inclusive Toronto Public Service.

To support this implementation the People and Equity Division will utilize an outcomes based approach with a focus on tracking and measuring progress on a yearly basis to better understand and address barriers to equity. Sustainability of all initiatives will also remain a key priority, which will be supported through a robust change management plan. People and Equity staff will continue to provide strategic advice and oversight to ensure ongoing efforts evolve to meet the shifting needs of city staff and divisions.

These actions will support a more diverse workforce and foster an equitable and inclusive workplace culture that will better equip the Toronto Public Service to meet the needs, inspire confidence and build trust with the people and businesses it serves.

Appendix D provides more details on the specific initiatives that will be undertaken under the headings outlined herein.

CONTACT

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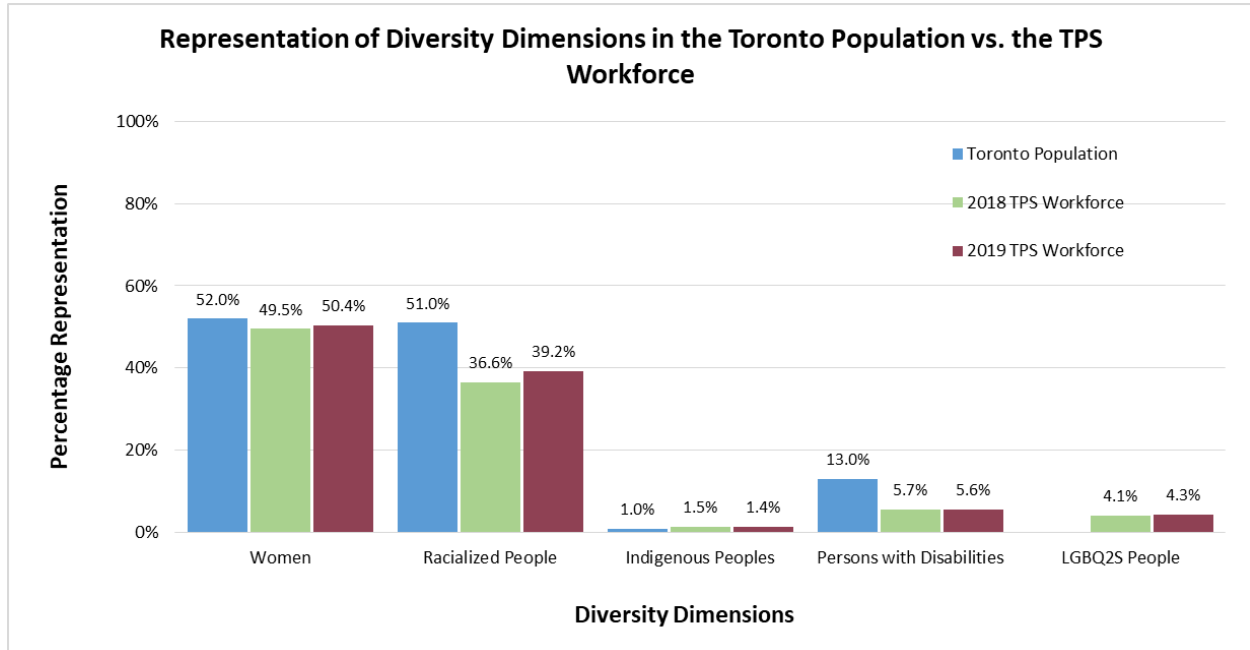
Omo Akintan
Chief People Officer, People and Equity Division

ATTACHMENTS

Appendix A – Count Yourself In Survey Results
Appendix B – 2019 Employee Engagement Survey Results
Appendix C – Annual Human Rights Office Report
Appendix D – Workforce Equity and Inclusion Plan

Appendix A – Count Yourself In Survey Results

Table 1: Representation of Diversity Dimension in the Toronto Population vs TPS Workforce



Sources: 2018 TPS Workforce data – CYI as of January 8, 2018; 2019 TPS Workforce data – CYI as of July 8, 2019 and 2016 Toronto Census data, and Canadian Survey on Disability, 2012.

Notes:

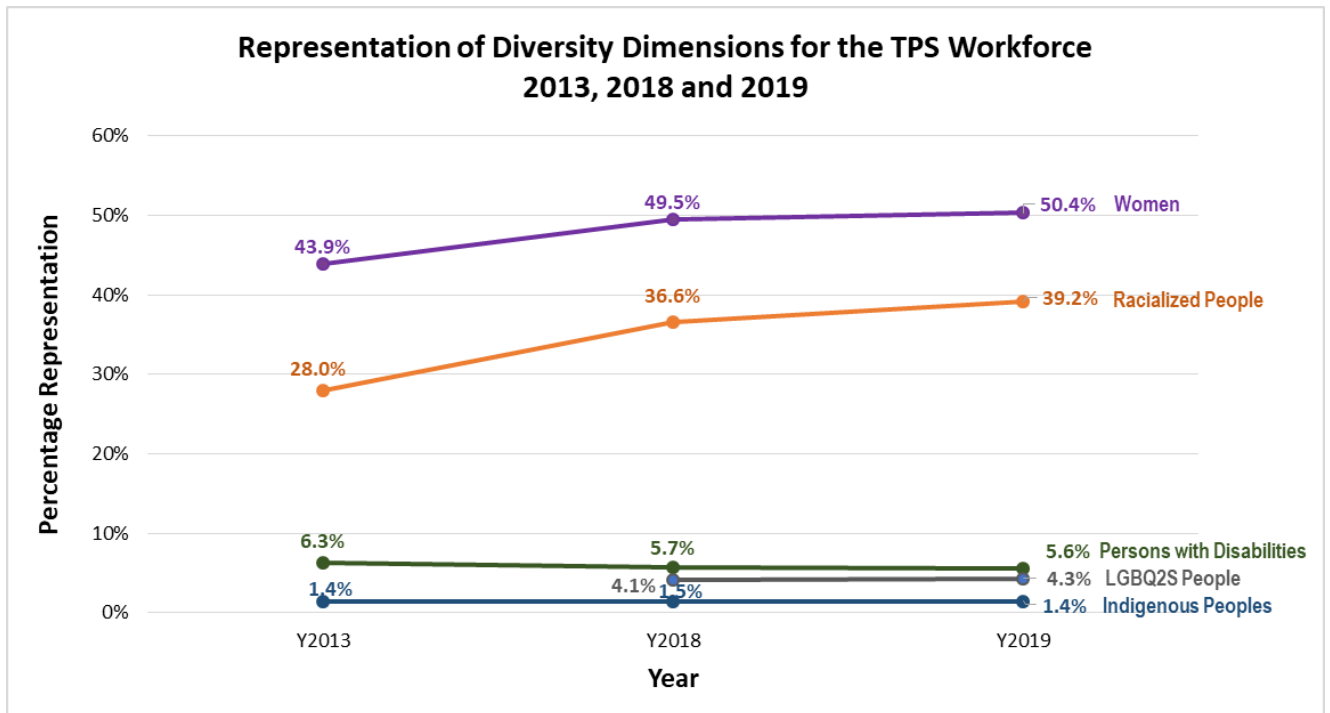
Data is based on "current" Active Toronto Public Service employees, including unionized employees. It excludes: Recreation Workers, Elected Officials and their employees, Accountability Officers, and employees working in the City's Agencies, Boards, or Commissions.

Women, Indigenous Peoples, and Racialized People 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 LGBTQ2S People in Toronto.

Official population estimates of Indigenous Peoples are thought to be underestimates. According to Canada's 2016 Census Metropolitan Area statistics, the Indigenous population in Toronto went from 36,995 to 46,315, an increase of 25 per cent. York University and St. Michael's Hospital study says the Census underestimates Indigenous population; conservative assumption places it between 45,000 and 73,000 people. And, according to Indigenous social service organizations, Toronto's Indigenous population is at least 100,000.

Corporately, 9 employees identified as Transgender of the 14,031 employees who responded to the gender question as of July 8, 2019. This not included in the chart above.

Table 2: Representation of Diversity Dimensions for the TPS Workforce between 2013 and 2019



Notes:

Data is as of January 2013, January 2018 and July 2019.

Data is based on active employees excluding: elected officials, committee members, Council and Mayor staff, Accountability Officers and their employees, agencies and corporations.

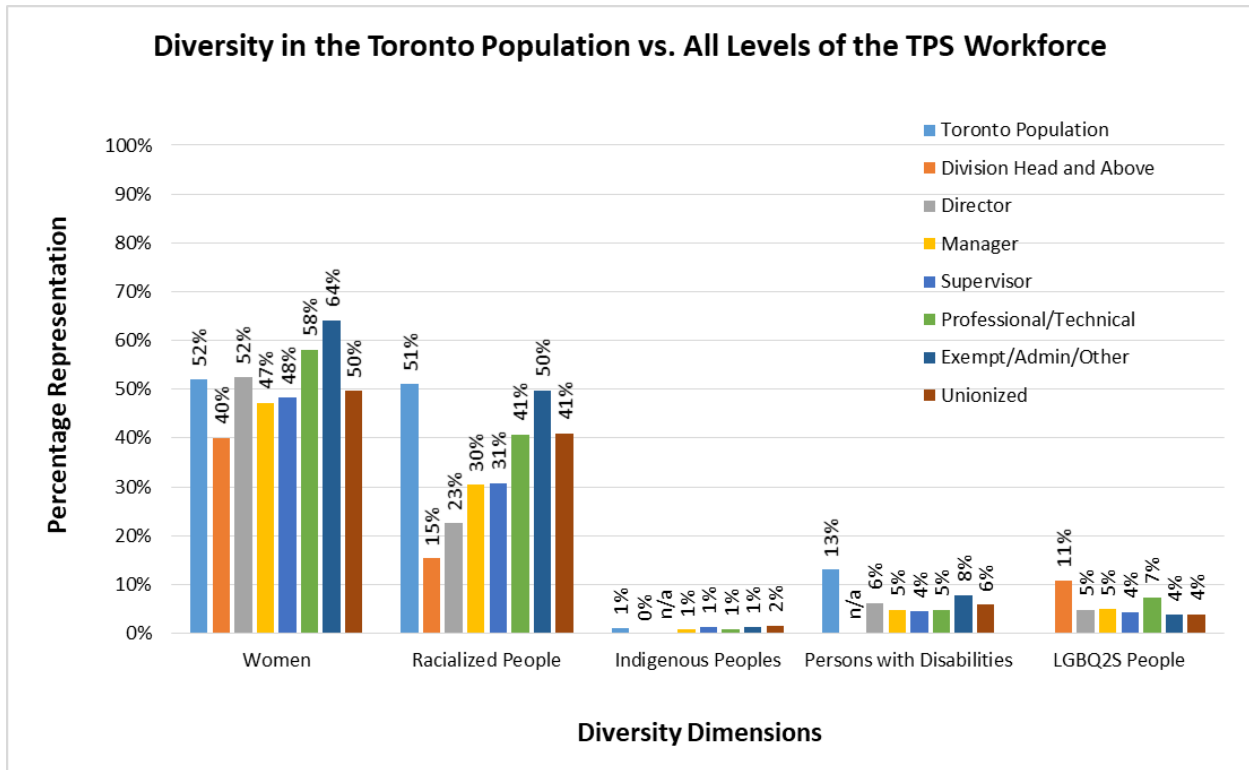
Survey response rates were as follows: 43.45 percent in 2013, 59.02 percent in 2018 and 52.88 percent in 2019.

Not all employees responded to all questions, therefore question response rates may be lower than the survey response rate.

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 percent woman/female would be reported as 60 percent, regardless of the total number of employees in the division.

Results/representations are limited to employees who responded to the questions in the survey(s).

Table 3: Diversity in the Toronto Population vs. All Levels of Toronto Public Service Workforce



Sources: 2019 TPS Workforce data – CYI as of July 8, 2019, Toronto Population Data - 2016 Toronto Census and Canadian Survey on Disability, 2012.

Notes:

Data is as of July 8, 2019.

Data is based on "current" active, non-union employees excluding: recreation workers, elected officials, committee members, Council and Mayor staff, Accountability Officers and their employees, agencies and corporations.

Survey response rate was 75.18 percent - this is based on all employees who returned a survey, even if the survey was returned blank/empty. Not all employees responded to all questions, therefore question response rates may be lower than the survey response rate.

Results/representations are limited to employees who responded to the questions in the survey(s).

There are no current official population estimates of LGBQ2S People in Toronto.

Official population estimates of Indigenous Peoples are thought to be underestimates.

Appendix B – 2019 Employee Engagement Survey Results

Table 1: Diversity and Inclusion Index vs Other Workplace Culture Themes

The City of Toronto Employee Engagement Survey used a five point agreement scale. (1 = Strongly Disagree and 5 = Strongly Agree); results were separated such that:

- ”4” and ”5” represented a **positive** response;
- ”3” represented a **neutral** response; and
- ”1” and ”2” represented a **negative** response.

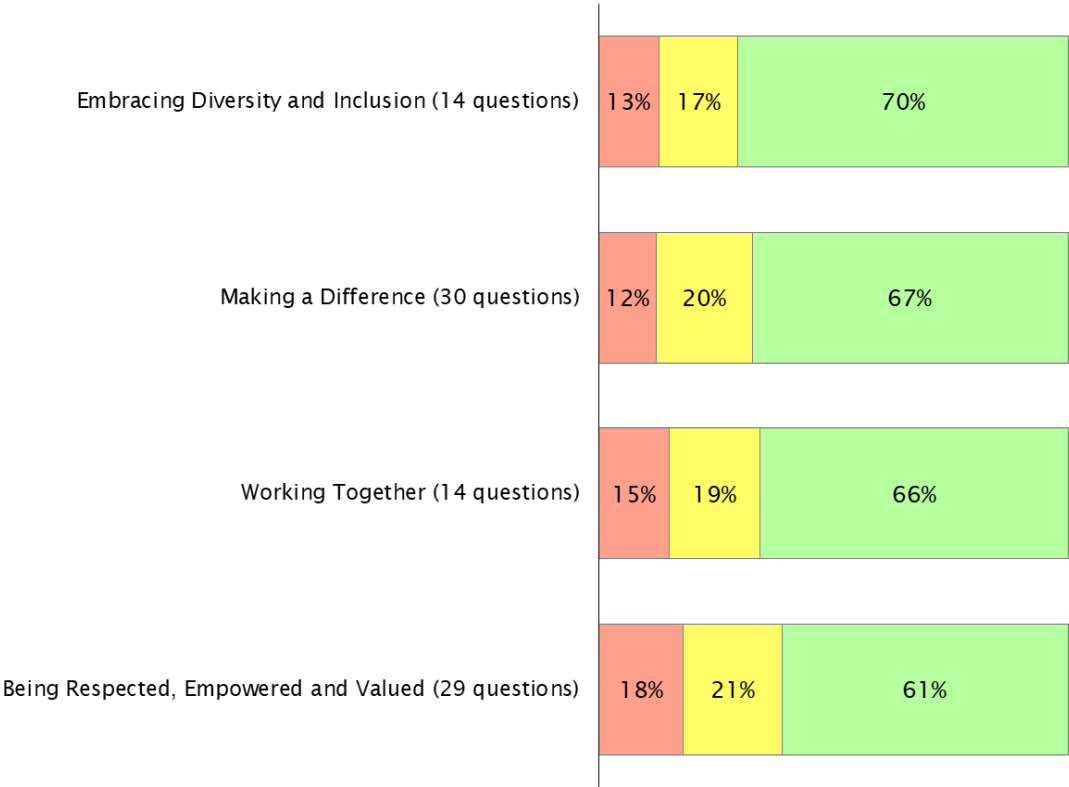
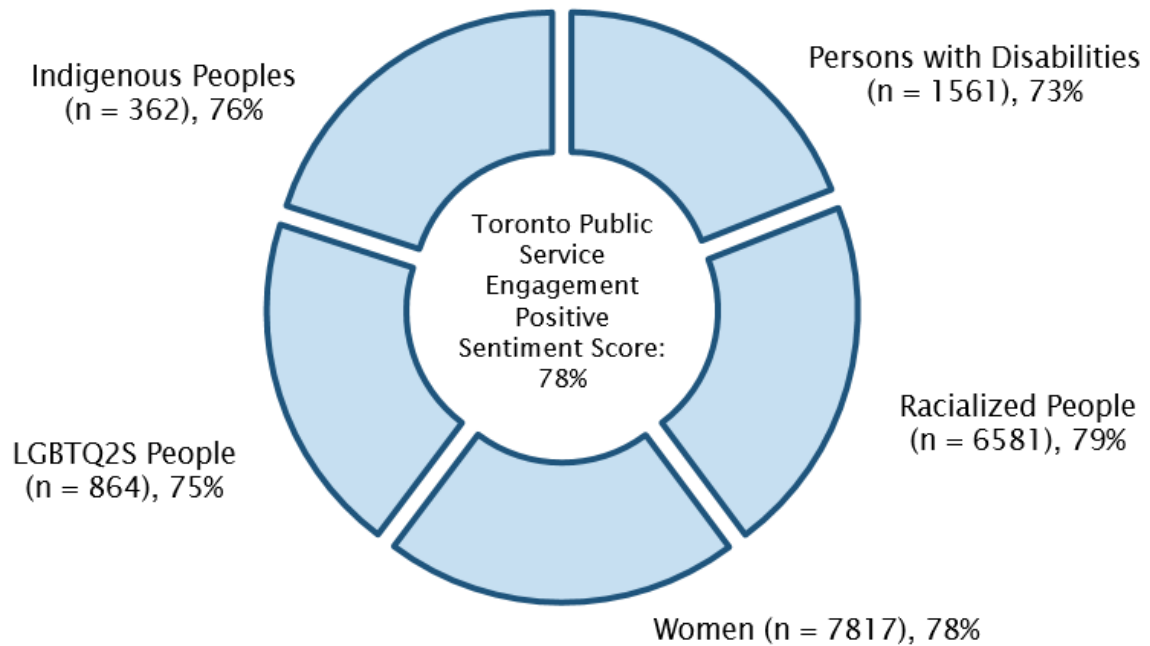


Table 2: 2019 Engagement Index by Diversity Dimensions



- Employee engagement positive sentiment scores are shown by self-identified diversity dimensions of the Toronto Public Service as compared to all employees of the Toronto Public Service. Employees could identify with more than one diversity dimension.

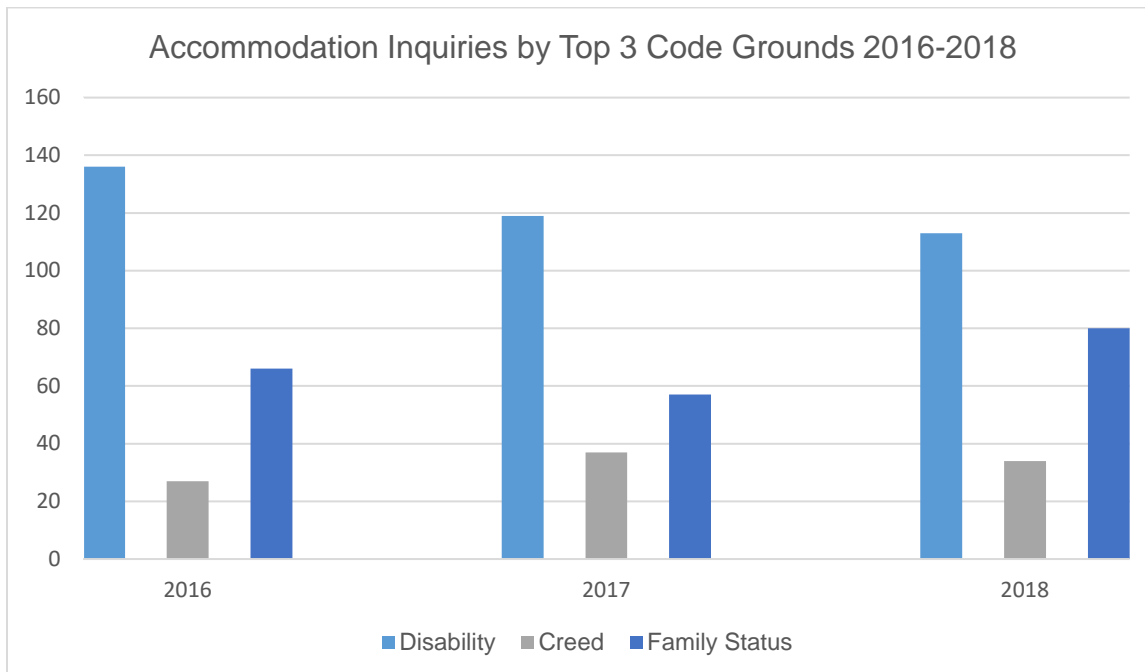
Appendix C – Annual Human Rights Office Report

Table 1 – 2016-2018 Most Frequently Cited Employee Code Grounds

Employee Human Rights Code Grounds		
2016	2017	2018
Disability	Disability	Disability
Sexual Harassment	Sexual Harassment	Sexual Harassment
Family Status	Family Status	Family Status

Table 2 – 2016-2018 Accommodation Inquiries by Top Three Human Rights Code Grounds

The below chart is a snapshot of the three most commonly cited accommodation requests for support made to the Human Rights Office by City management. Year over year, disability is the most frequently cited code ground, followed by family status, and creed.



Appendix D – Workforce Equity and Inclusion Plan

A. Enabling Data Informed Decision-Making:

Theme	Objective	Action	2019	2020	2021	2022
Leveraging data	Support Data Informed Decision-Making	Implementing strategies to increase the overall CYI response rate (e.g. engaging new hires to participate in the survey during the onboarding process. promotional and awareness campaigns, target outreach, leadership partners).		X	X	X
		Develop and share yearly divisional aggregated diversity data to help identify opportunities for improvement in recruitment and retention efforts.	X	X	X	X
		Disaggregate corporate diversity data to identify systemic barriers experienced by Indigenous and equity-seeking groups.		X	X	X
		Continue to monitor and socialize diversity data across the City, in order to help to inform decision-making and address gaps in representation across all levels at the City.	X	X	X	X

B: Fostering a Culture of Engagement and Inclusion:

Theme	Objective	Action	2019	2020	2021	2022
Building an equitable and inclusive organization	Ensure all staff are fully able to participate and are meaningfully engaged	Consult, partner and develop actions to increase engagement and build inclusion of Indigenous and equity-seeking groups.		X	X	X
		Work with internal divisions supporting areas that have below average scores in the areas of diversity and inclusion to develop action plans to create a more inclusive work environment.		X	X	X
		Continue to support Communities of Inclusion to ensure alignment of existing groups and facilitate the creation of new groups.	X	X	X	X

C: Embedding an Equity Len throughout the Employee Life Cycle:

Theme	Objective	Action	2019	2020	2021	2022
1. Talent Acquisition	Increase representation of Indigenous and equity-seeking groups through recruitment practices	Implement foundational training for Strategic Recruitment staff and organization-wide to hiring managers. Areas covered to include: Unconscious bias, diversity and inclusion fundamentals, managing bias in hiring, confronting anti-Black racism, Indigenous cultural competency training, including accessibility and human rights education.	X	X	X	X
		Meet with divisional management team tables to discuss the diversity dashboard.	X	X	X	X
		Broaden outreach strategies to tap into diverse communities and ensure diverse talent pools are aware of City employment opportunities.	X	X	X	X
		Apply an equity lens on job postings – Tool and training for Strategic Recruitment staff.		X	X	X
		Diversity sourcing techniques <ul style="list-style-type: none"> - Strategies implemented - Tool/guide developed 	X	X	X	X
		Collect diversity data at time of application.	X	X	X	X
		Apply an equity lens on assessments to remove systemic barriers.	X	X	X	X
		Apply equity lens on reference checks.		X	X	X
		Divisional talent forums and leadership pipelines.	X	X	X	X
		Increase diversity in talent pool for leadership positions through focused and deliberate efforts.	X	X	X	X
		Apply a diversity lens to hiring panel compositions.	X	X	X	X

Theme	Objective	Action	2019	2020	2021	2022
		Assess hiring outcomes annually to inform strategies for subsequent years.	X	X	X	X
2. Onboarding	Educate new employees on the city's equity and human rights policies.	Apply Equity Lens to NEO program and update to ensure inclusive design.	X	X		
		Include materials regarding diversity and inclusion in pre-boarding materials for new hires once Success Factors technology is implemented.		X		
		Review and update all NEO materials and sessions to ensure AODA compliant accessibility.	X	X		
		Provide divisional staff will with a diversity and inclusion recommendation checklist, including human rights policies to guide divisional orientation activities.	X	X		
	Ensure onboarding programs reflect organizational approaches to diversity and inclusion	Apply Equity Lens to Management and Executive Onboarding program and update to ensure inclusive design.	X	X		
		Review and update all Management and Executive Onboarding materials and sessions to ensure AODA compliant accessibility, including instructor led, online courses and participant workbooks.	X	X		
		Increase equity, accessibility, human rights and inclusion learning content in both the Management and Executive Onboarding curricula.	X	X		
3. Learning and Development	Develop and track equity learning content	Analyse diversity and inclusion data from the employee Engagement Survey to inform future Toronto for All Learning programming.	X			
		Partner with City divisions to source equity and inclusion learning content and develop learning pathways within the Toronto for All learning program for all employee levels. Based on inputs, Corporate Learning and Leadership Development will roll out new programming for Toronto for All learning program.		X		

Theme	Objective	Action	2019	2020	2021	2022
		Monitor, assess and adjust programming for Toronto for All learning program.			X	X
		Deliver Indigenous Cultural Competency training, incorporating Indigenous Land Acknowledgement at each training session for all courses at the Toronto Public Service learning centre.	X	X	X	X
		Expand Indigenous Cultural Competency training offerings to include an eLearning component and other classroom sessions.		X	X	X
		Continue to deliver Addressing Anti-Black Racism training with a focus on senior management.	X	X	X	X
		Expand Addressing Anti-Black Racism training offerings to include an eLearning component and a half day session available for all employees.		X	X	X
		Apply Equity Lens considerations to all leadership development programming to ensure programming contains a diversity and inclusion focus.		X	X	X
		Monitor, assess and adjust programming for leadership development.		X	X	
		Identify priority divisions where equity and inclusion learning opportunities would have the most impact through analysis of 2019 Employee Engagement survey and the Count Yourself In survey demographic data.	X			
		Work with priority divisions to identify learning pathways. Identify further learning opportunities to build on the foundational and intermediate equity and inclusion offerings available to divisions.		X	X	X
		Develop and source new content to build understanding of diversity, equity and inclusion.		X	X	X

Theme	Objective	Action	2019	2020	2021	2022
		Increase the Toronto for All foundational course offerings by 50 per cent with a focus on systemic and historical context setting required for the intermediate/higher level courses.		X	X	X
	Increase accessibility of learning offerings	Ensure all Corporate Learning courses are fully accessible, including in-classroom and online courses, course materials and other web-based learning activities beginning with equity and diversity related courses.		X		
		Expand accessibility review to all Corporate Learning courses and topics.			X	
		Conduct ongoing vendor orientation sessions to ensure learning accessibility is addressed with external facilitators who instruct Corporate Learning courses. Beginning in 2020, auditing of vendor content ensuring learnings are accessible.	X	X	X	X
		Commence auditing of vendor content to ensure all learning is accessible.		X	X	X
		Begin auditing new vendors learning content to ensure equity and inclusion lens criteria are addressed to identify and remove barriers and support an inclusive learning environment.	X	X	X	X
		Implement recommendations from equity lens audit.		X	X	X
	Ensure leadership development programs have diverse pool of learners	Implement new application and nomination processes for leadership development programs which includes a voluntary disclosure for equity-seeking groups and Indigenous employees. Analyse recruitment process for leadership development programs to increase cohort diversity.	X	X		
		Assess diversity leadership development learner pool and adjust program accessibility as required.		X	X	X

Theme	Objective	Action	2019	2020	2021	2022
		Conduct annual learning needs assessment to create new leadership development opportunities; capture development needs of employees from equity-seeking groups and Indigenous employees; inform coaching, mentoring and training programs and courses; and create secondment programs and stretch projects.		X	X	X
4. Performance Management	Enable leadership to achieve diversity and inclusion goals	Include a new objective in performance planner for division heads to improve Count Yourself In Survey participation rates.		X		
		Include an objective in performance planner for division heads to increase representation of Indigenous and equity-seeking groups.		X	X	X
		Include an objective in performance planner for division heads to provide a list of all measures implemented during the review period to promote diversity, equity and inclusion within the division.		X	X	X
		Include a development goal specifically related to the "Diversity, Equity and Inclusion" leadership competency in all employee performance planners.		X	X	X
		Develop a diversity, equity and inclusion capability framework that will define the knowledge, skills and behaviours needed to build an inclusive work environment for all non-union employees including leaders.			X	X
5. Succession Management	Enable leadership to achieve diversity and inclusion goals	Provide tools to incorporate diversity and inclusion objectives in succession planning / talent management discussions.	X	X		
		Provide succession related data to divisions to highlight current representation of Indigenous and equity-seeking groups to enable action toward building a more diverse workforce.	X	X	X	X
		Conduct consultations to gather information on systemic barriers to advancement and develop new program elements.		X	X	X
		Identify leadership development opportunities to ensure that a diverse pool of talent is developed.		X	X	X
		Explore opportunities to extend program rollout deeper into the organization to ensure indigenous employees and equity-seeking groups have access.		X		