

TO Live - Employment Policies and Initiatives

(Respect in the Workplace, AODA & Organizational Equity)

TIMELINE

(Updated December 2020)

2017

- All CTT/TO Live Job Postings state: “CTT is an equal opportunity employer. We are committed to inclusive, barrier-free recruitment and selection processes and work environment in accordance with the Accessibility for Ontarians with Disabilities Act (AODA). The Human Resources department will work with applicants requesting accommodation at any stage of the hiring process. CTT is committed to building a more diverse workplace and encourage all qualified applicants to apply.” (Similar statement continues to be stated on all job postings to present day).
- Fall 2017 – Commenced work with Christine Karcza, AODA Consultant for access initiatives, policy development and education.
- December 19, 2017 – Clyde Wagner, President & CEO meets with Charles Smith of Cultural Pluralism in the Arts Movement Ontario (CPAMO) with Christine Kelsey/Director of HR & William Milne/HR-VP of Finance & Admin. Discussion entailed increasing the circulation of job postings to attract more diverse applicants. It was agreed that HR would forward all job postings to CPAMO for circulation of CTT postings on CPAMO’s social media: Facebook and their list-serve.

2018

- January 12, 2018 – first posting sent to CPAMO (all job postings continued to be sent to CMPAO to 2020).
- January 2018 - Contact with Sara Luther (B.Com., LL.B. – Workplace Investigator/ Educator) to start work on the rollout of initiatives for CTT, e.g. Respectful Workplace Policy and Procedure and Education.
- February 2018 – work commenced with Sara Luther and Christine Kelsey/HR on redrafting the CTT Workplace Violence and Harassment Policy.
- April to May 2018 – Sara Luther works with Christine Kelsey/HR to review and draft harassment and violence policies.
- May 15, 2018 – mandatory workshop for Senior Executive Team and Directors entitled “Spotlight on Respect” led by Sara Luther to focus on issues/behaviours in the

workplace and to introduce the new CTT Workplace Violence & Harassment policy and AODA training with Christine Karcza.

- June 2018 – planning commences for Fall 2018 training (new season start) for all staff “Spotlight on Respect” Respect in the Workplace training combined with AODA Customer Service Training with Christine Karcza.
- July 6, 2018 – Christine Kelsey/HR reaches out to Karen Carter while at Myseum for circulation of job postings.
- September 13, 2018 – Toronto Centre for the Arts (Respect training “Spotlight on Respect & AODA Customer Training).
- September 17, 2018 – Sony Centre (Respect training “Spotlight on Respect & AODA Customer Training).
- October 30, 2018 – St. Lawrence Centre (Respect training “Spotlight on Respect & AODA Customer Training).
- October 2, 2018 – Rollout of policies: Respectful Workplace Policy and Workplace Violence Policy and Guidelines.
- November 23, 2018 - AODA Train the Trainer with Christine Karcza.

2019

- March 2019 – Clyde Wagner, President & CEO & meets with Kike Ojo, Consultant in Equity and Human Rights Training and introduces Kike to Christine Kelsey/HR.
- June 2019 – Kike sends proposal for Fall 2019 Equity training.
- HR launches Respectful Workplaces in the Art and TO Live Respect postcards campaign throughout all three venues in Q2 April to June 2019 & Q3 July to September 2019.
- Spring to Winter 2019 - Christine Karcza – AODA Consultant conducts department reviews of programs and services for development of summary report of inclusion ideas and assistance in 3-year access action plan.
- September 2019 - Kike Ojo and Sara Luther deliver 5 sessions to all employees/management for new season start. Kike provides Organizational Equity Training and Sara provides Respect in the Workplace training “Spotlight on Respect - Act 2” as part of ongoing initiative (second year).
- September 4, 2019 – St. Lawrence Centre (Equity “Window into Equity” and Respect Staff Training “Spotlight on Respect – Act 2”).

- September 5, 2019 – Meridian Arts Centre (Equity “Window into Equity” and Respect Staff Training “Spotlight on Respect – Act 2”).
- September 9, 2019 – St. Lawrence Centre (Equity “Window into Equity” and Respect Staff Training “Spotlight on Respect – Act 2”).
- September 10, 2019 – O’Keefe Lounge/Meridian Hall (Equity “Equity as our Compass” Workshop for Senior Leadership/Spotlight on Respect – Act 2).
- September 18, 2019 – St. Lawrence Centre (for Management - Equity “Window into Equity” and Respect Staff Training “Spotlight on Respect – Act 2”).

2020

- January to March (continued work) - Christine Karcza – AODA Consultant conducts department review of programs and services for development of summary report of inclusion ideas and assistance in 3-year access action plan.
- Organizational Change for Equity training for Senior Executive Team/Directors scheduled for June 2, 2020 with Kike Ojo to continue education and training – cancelled April 22, 2020 due to COVID-19 budget constraints.
- June 2, 2020 – Email to Senior Executive Team and Directors on Equity Training Refresher from Kike Ojo’s “Equity as our Compass” accompanied with information/slide presentation from the September 2019 workshop on Equity training with educational links to Kike’s “Challenging Systemic Barriers: The Equity Lens” 3 part video series done for the Wellbeing Waterloo Region.
- June 5, 2020 – Email to Staff (who were still working during COVID-19) on Equity Training Refresher from Kike Ojo’s “A Window into Equity” accompanied with information/slide presentation from the September 2019 workshop on Equity training with educational links to Kike’s “Challenging Systemic Barriers: The Equity Lens” 3 part video series done for the Wellbeing Waterloo Region.
- June 2020 – Clyde Wagner, President & CEO appoints Priya Malik, Director of Capital Projects to lead creation of Diversity, Equity & Inclusion (DEI) Committee along with Christine Kelsey/HR to advise and support.
- June 26, 2020 – first meeting with Priya Malik & Christine Kelsey to start planning the committee work.
 - Committee/work to determine structure, people, goals and objectives and to:
 - Prepare/Planning. Ensure an equity plan will be successful, the creation of the Equity, Diversity and Inclusion Committee, and what other support needed (e.g. Equity Consultant or other consultants to look at work that needs to be done on systemic issues within the organization that need to be corrected).

- Data collection and identification. Doing a survey or audit, e.g. employee self-identifying.
 - Analyze who is underrepresented & identify barriers in order to solidify the need for change. Also, policy review, e.g. interaction with police – better practices and use of security companies.
 - Implement initiatives – hiring and success at hiring at all levels of organization.
 - Monitoring and evaluation.
- June 2020 - Job postings are circulated as follows: internally (email, website), Work in Culture, Charity Village, Indeed, CPAMO, TAPA and specific industry sites dependent on role, e.g. CITT (Canadian Institute for Theatre Technology), OSPE (Ontario Society of Engineers).
 - June 2020 – Note: Increased Budget/Finances/Staff needed to increase recruitment efforts and initiatives.
 - June 2020 - Outreach and support to the City’s People & Equity Division will be sought for practices and examples for special equity programs in the City’s hiring to increase greater presence of the employment equity designated groups. Particularly as it relates to BIPOC recruitment.
 - July 17, 2020 – Email to all staff (not working and still working during COVID-19) announcing the creation of the DEI Committee which would develop and champion the diversity, equity, and inclusion strategy, advocate for its mission, enhance training, and implement best practices. Staff were encouraged to apply, with a deadline of August 11, 2020. A total of 17 applications were received and reviewed. All applicants were accepted to the DEI Committee; some formed part of the committee and others part of a working group.
 - August 10, 2020 – Email to staff (who are still working during COVID-19) requesting they complete the Ontario Human Rights Commission’s e-Course entitled “Call it out: racism, racial discrimination and human rights”.
 - August 18, 2020 – Priya Malik and Christine Kelsey consult with Kike Ojo for the DEI Committee work ahead and will continue to consult with Kike as needed throughout the DEI Committee’s work.
 - September 22, 2020 – DEI Committee members are announced to all TO Live staff.
 - October 1, 2020 – TO Live DEI Committee Kick Off Meeting takes place. Committee members shared their own DEI background/experiences, discussed potential initiatives, the Committee’s Charter and goals. Work commenced on developing the mission of the Committee.

- October 21, 2020 – The proposed DEI Committee framework and mission was presented to the Human Resources, Compensation and Labour Relations Committee of the Board of Directors of TO Live.
- November 13, 2020 – The TO Live Board of Directors receive a report on the proposed framework for the DEI Committee. A request for a detailed plan for HR and hiring, and in particular for underserved communities would be done and put into the DEI Committee’s work.
- November 20, 2020 – Email to staff (who are still working during COVID-19) requesting they complete the NonprofitReady.org’s “Introduction to Unconscious Bias” training.
- December 8, 2020 – Meeting #2 of the DEI Committee takes place. Committee discussed the strategic plan that all members provided input on, discussed the working groups to be formed and the finalized mission statement:

Mission

- Compliment to TO Live’s Mission: *“To activate creative spaces by inspiring local and international artists, and connecting audiences—to be the nexus for new ideas, elevate artistic potential and be the catalyst for creative expression that is reflective of Toronto’s diversity”*

Purpose

- The purpose of the DEI Committee is to provide an ongoing platform for TO Live employee voices and will support with the integration of diversity, equity, and inclusion into all aspects of our business.

The work of the DEI Committee will commence within four working groups. These groups will focus on addressing the TO Live goals. The working groups include:

- Education
 - Respectful Workplace – *safe and belonging best practices*
 - Communication/Employee Engagement –*internal events/calendar/internal communication*
 - Talent Management- *Mentorship/Sponsorship*
- November/December 2020 – HR works on finalizing the DEI Recruitment and Outreach Plan as requested by the Board for presentation to the Human Resources, Compensation and Labour Relations Committee of the Board of Directors of TO Live and to have to put into the work of the DEI Committee.
 - Fall 2020 – HR commences the use of the Applicant Tracking System (ATS) with TO Live’s Human Resources Information System (HRIS) through BambooHR for job postings.

Job Postings language updated. At present:

"HOW TO APPLY:

*Interested applicants should apply through our TO Live careers website at:
<https://tolive.bamboohr.com/jobs/>*

No phone calls please. TO Live thanks all applicants in advance. Only those candidates selected for an interview will be contacted.

Together with the Toronto Public Service's (TPS) initiatives, which TO Lives follows and adheres to, TO Live encourages applications from Indigenous peoples, racialized persons/persons of colour, persons with disabilities, women, LGBTQ2S persons, and others who may contribute to fostering innovative ideas and solutions.

We ask that you complete the questions provided as part of the online application to assist us in ensuring our recruitment process and programs are equitable and accessible. Your responses are voluntary and the information that you provide is strictly confidential.

We are committed to inclusive, barrier-free recruitment and selection processes and a work environment in accordance with the Accessibility for Ontarians with Disabilities Act (AODA). The Human Resources department will work with applicants requesting accommodation at any stage of the hiring process."

- BambooHR also has an introduction to the online application with the following statement:

"TO Live is dedicated to building an equitable and inclusive workplace that reflects the diversity of the public and the communities that we work and live in. We encourage applications from Indigenous peoples, racialized persons/persons of colour, persons with disabilities, women, LGBTQ2S persons, and others who may contribute to fostering innovative ideas and solutions.

To better understand the diversity of candidates and to assist us in ensuring our recruitment process and programs are equitable and accessible, we ask that you take a moment to complete these questions. Your responses are voluntary and the information that you provide is strictly confidential. If you chose not to answer any of the questions, please answer 'no selection'.

TO Live is committed to providing Code-protected accommodation throughout its hiring process. Do you require an accommodation due to a disability under the Ontario Human Rights Code?"

- BambooHR ATS also allows for DEI job applicant self-identification questions. It is confidential and voluntary and is in keeping with the OHRC's "Count me In!" and the City of Toronto's job applicant questions. Trial testing of this was first done for the Director of Capital Projects (September and December). Applicant DEI metrics will start

to be collected. Note: Only HR will have access to the specific strictly confidential answers.

- December 2020 - Job postings were circulated as follows for the position of Director of Capital Projects:
 1. Internal: TO Live Team, TO Live website, TO Live non-working staff
 2. City of Toronto's Diversity and Next Generation, Strategic Recruitment & Employment Services to post via their Linked-In, Facebook groups and other amplification
 3. Acces –professional roles as per the City of Toronto's Diversity and Next Generation, Strategic Recruitment & Employment Services
 4. Miziwe Biik Aboriginal Employment (Services)
 5. Indeed
 6. TAPA
 7. ByBlacks
 8. Indigenous Professionals Organization
 9. LinkedIn (TO Live and HR's personal)
 10. Meridian Hall Facebook
 11. Meridian Hall website
 12. Indigenous.Links
 13. Work in Not for Profit
 14. Métis Nation of Ontario
 15. Tkaronto Indigenous Peoples Portal (TIPP)
 16. Project Management Institute Toronto
 17. Ontario Society of Professional Engineers
 18. Spinal Cord Injury Ontario
 19. National Association of Black Engineers
 20. Workopolis
 21. Get Canadian Jobs
 22. New Financial Jobs
 23. JobzHQ
 24. Glassdoor
 25. Dixon Hall

- HR when conducting preliminary pre-interview telephone calls with potential candidates does so to assess their skills, abilities, knowledge and experience. The interviews are done on the telephone and is essentially a "blind introduction" which eliminates any degree of visually based unconscious bias. In addition, specific DEI interview questions and guidelines are being introduced for hiring managers.

- November 18, 2020 – HR meets with Dixon Hall's Director, Employment Services, Job Developer and Outreach, e.g. Job ready programs – Skills upgrading – to plan for future reopening and needs for recruitment.

- September to December 2020 - Ongoing meetings with City's Strategic Recruitment & Employment Services for support and information exchange.

- December 15 & 16, 2020 – Senior Executive Team and Directors participate in two half days of the City's Confronting Anti-Black Racism (CABR) training facilitated by Tamla Mathews, Consultant.

2021

- It is anticipated that the DEI Committee Working Groups will commence in Q1 2021.
- Priya Malik, Christine Kelsey and Kike Ojo will meet in February 2021 to consult about the DEI Committee's progress to date and steps forward.