



Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion

# Workforce Diversity and Inclusion Strategy

Prepared for: City of Mississauga



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## Why Develop a Workforce Diversity and Inclusion Strategy?

The City of Mississauga (“the City”) has a long history of providing responsive services to its citizens. This is due to the values of Trust, Quality and Excellence which are exemplified by the employees of the City.

The demographics of the City’s citizens and its workforce have changed dramatically in the past 20 years. Thus, like other major municipalities across Canada, the City has identified a need to assess the diversity and inclusion of its workforce and make adjustments to ensure that the workforce is poised to continue to provide excellent quality service and engender trust with the citizens of Mississauga now and into the future.

As a result, the City engaged the Canadian Centre for Diversity and Inclusion (“CCDI”) to conduct a Current State Inclusivity Assessment of the City’s workforce and develop a Workforce Diversity and Inclusion Strategy.

### The Business Impact of Diversity and Inclusion.

Diversity and Inclusion is about capturing the uniqueness of individuals and creating an environment that values and respects these individuals for their talents, skills and abilities. A diverse and inclusive organization not only has heterogeneous employees, but also adapts to each person’s needs, such as disabilities, religious and cultural differences, and varied ways of thinking and working. This means ensuring that employees do not have to engage in “covering” behaviour, downplaying who they really are for fear of being judged, excluded or actively discriminated against.<sup>1</sup>

But why is diversity and inclusion an imperative in workplaces today?

### Human rights and justice demand it.

First, it is necessary to actively promote diversity and inclusion in order to meet standards of human rights and justice. While it is easy to believe that every person gains employment because of their skills and talent, structural barriers mean that it can be difficult for some to be hired and to advance in the workplace. For example, it is next to impossible for a person who is physically disabled to work in an environment that is not accessible. Further, unconscious bias and conscious stereotypes, including sexism, ableism, ageism, racism, and homophobia, can impact whether a candidate obtains a job or an employee is promoted. Legal acts like the

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<sup>1</sup> Juliet Bourke, Christie Smith, Heather Stockton and Nicky Wakefield, “From Diversity to inclusion: Move from compliance to diversity as a business strategy”, last modified March 7, 2014, <http://dupress.com/articles/hc-trends-2014-diversity-to-inclusion/>.

*Accessibility for Ontarians with Disabilities Act* and the *Employment Equity Act* are helpful, but these are not enough to enable workplaces to become truly diverse and inclusive.

## Employees are more engaged.

Second, there is a very strong business case for promoting diversity and inclusion. For example, diversity and inclusion policies and strategies are vital for attracting, retaining, and engaging employees. Canada is a highly diverse country, and if diverse candidates perceive a workplace as alienating – whether through company research or interviews – they are less likely to join that work environment.<sup>2</sup> This can prevent organizations from finding great candidates.

Likewise, employees who do not feel comfortable and included in their workplaces are more likely to become disengaged, take unnecessary absent days, or leave their jobs, which can translate to high organizational costs. Lack of inclusion for employees with diverse needs can also lead to “presenteeism”, where employees are physically present but are distracted by unaddressed physical or emotional issues. It is estimated that presenteeism and absenteeism contribute to \$6 billion in annual losses in Canada.<sup>3</sup>

To address this, a 2015 report by Deloitte found that a diverse *and* inclusive work environment can double the level of engagement of employees who feel included, relative to those who do not. This means that a strong focus on *both* diversity and inclusion increases the chances that “an employee is likely to stay with their employer, advocate for their employer and go the extra mile” at work.<sup>4</sup> An organization that does not prioritize diversity and inclusion is missing out on a truly talented and dedicated workforce.

## Higher organizational performance is supported.

Several studies have also discovered that diversity and inclusion lead to higher organizational performance. A diversity and inclusion strategy can allow workplaces to harness the varying talents, skills, and knowledge of their employees to benefit the collective. Deloitte found that when employees perceive that their organization is committed to diversity and inclusion, they are also 80% more likely to state that the organization provides “great customer service, shares diverse ideas to develop innovative solutions, and works collaboratively to achieve their goals”.<sup>5</sup>

Other research has demonstrated that within businesses, gender and racial diversity can help companies to increase sales, attract a greater number of customers, possess a greater market

<sup>2</sup> Ibid.

<sup>3</sup> Kathryn May, “‘Presenteeism’ worse than absenteeism? Thousands of public servants have mental health issues, expert says”, *The National Post*, June 1, 2015, <http://news.nationalpost.com/news/canada/canadian-politics/presenteeism-worse-than-absenteeism-thousands-of-public-servants-have-mental-health-issues-expert-says>.

<sup>4</sup> Deloitte Australia, “Waiter, is that inclusion in my soup? A new recipe to improve business performance”, last modified April 16, 2015, <http://www.globaldiversityexchange.ca/waiter-is-that-inclusion-in-my-soup/>.

<sup>5</sup> Ibid.

share, and earn larger relative profits.<sup>6</sup> Finally, diverse teams understand customers' and clients' needs better than homogeneous organizations, which often fail to consider different perspectives.<sup>7</sup>

### Diversity goes hand in hand with Inclusion.

It is important to note that diversity and inclusion go hand in hand, and an organization that focuses on one without the other cannot reap the full benefits. For instance, a work environment that has a diverse pool of employees but is not inclusive to their needs will not achieve discernible change.<sup>8</sup> In fact, both Deloitte<sup>9</sup> and Kochan *et al*<sup>10</sup> found that diversity is most strongly associated with high organizational performance when there are practices in place that actively aim to integrate employees. This means not only ensuring that every unique individual has a chance to participate, but also that each employee feels that they belong and has the confidence to speak up.<sup>11</sup> Alternatively, as explained above, an inclusive and homogeneous work environment will not perform as well as one that is diverse and inclusive.

Overall, diversity and inclusion initiatives in workplaces are not only imperative for the active promotion of human rights and justice in Canada; they are also vital for organizations that wish to take advantage of the talent and potential of a diverse labour force and improve their overall performance in a global economy.

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<sup>6</sup> Cedric Herring, "Does Diversity Pay? Race, Gender, and the Business Case for diversity", *American Sociological Review* 74 (2009): 208.

<sup>7</sup> Bourke, Smith, Stockton and Wakefield, "From Diversity to inclusion".

<sup>8</sup> Stephen Frost, *The Inclusion Imperative* (London: Kogan Page, 2014), 45.

<sup>9</sup> Deloitte Australia, "Waiter, is that inclusion in my soup?"

<sup>10</sup> Thomas Kochan, Katerina Bezrukova, Robin Ely, Susan Jackson, Aparna Joshi, Karen Jehn, Jonathan Leonard, David Levine, and David Thomas, "The Effects of Diversity on Business Performance: Report of the Diversity Research Network", *Human Resource Management* 42(2003): 9.

<sup>11</sup> Deloitte Australia, "Waiter, is that inclusion in my soup?"

## Why is the City Developing a Workforce Diversity and Inclusion Strategy?

As an employer, the City recognizes and respects the uniqueness and the diversity of the workforce. The City is committed to creating and encouraging an accessible, fair, equitable and respectful work environment recognizing and valuing personal characteristics like race, religion, gender or sexual orientation. The City is aware of and planning ahead for many important strategic trends with regard to the employment landscape, namely the war for talent, internal pressures, and the changing workforce makeup.

The overall purpose in developing a Workforce Diversity and Inclusion Strategy for the City is:

1. To strengthen and enhance the core values of Trust, Quality and Excellence;
2. To increase problem-solving and innovation across the organization;
3. To achieve greater employee engagement and satisfaction;
4. To enhance communication within the organization and with stakeholders; and
5. To develop a greater ability to attract and retain talent.

## Alignment with City Initiatives.

In order for a diversity and inclusion strategy to be successful in any organization, it must align with and support the organization's major operational strategies and goals. Thus, in developing a Workforce Diversity and Inclusion Strategy for the City, the City's major planning and policy documents were consulted to ensure that the Strategy would align with and support the major values, priorities, and goals of the City.

## The City of Mississauga's Strategic Plan.

The City's Strategic Plan is the municipality's highest level policy document, created to shape and direct strategic decision-making for the City. The Vision Statement and the Strategic Pillars for Change provide the structure for and give direction to the Plan.

The Strategic Pillars for Change include:

- Move** - Developing a transit-oriented city
- Belong** – Ensuring youth, older adults and new immigrants thrive
- Connect** – Completing our neighbourhoods
- Prosper** – Cultivating creative and innovative businesses
- Green** – Living green

The Workforce Diversity and Inclusion Strategy aligns with and supports the “Belong” and “Connect” pillars for change. Ensuring that the City’s workforce is representative and inclusive will translate into improved service delivery that will help City staff encourage a sense of belonging and connection among the citizens of Mississauga.

## The People Strategy.

The goal of the People Strategy is to attract, retain, and engage the right people, in a supportive work environment, to achieve the City’s Vision.

The People Strategy has three strategic priorities:

- 1) Talent Management;
- 2) Healthy Workplace; and
- 3) HR Business Partnership.

The People Strategy is happening against a backdrop of change in the labour market, client demands, and workforce demographics.

Consider some trends:

- » **The war for talent:** There are talent shortages, especially for jobs that require particular technical abilities. Other municipalities and the broader public sector are pursuing the same talent pool. As the economy improves and organizations step up their hiring, higher than normal turnover is expected. That puts pressure on the City to compete for the best talent.
- » **Internal pressures:** While trying to be competitive, as a municipality, fiscal responsibility remains a priority. Employee wages and benefits already account for approximately 62% of the operating budget, and there is public pressure to keep expenses in line and tax increases low. At the same time, high percentages of leaders and the workforce as a whole are eligible to retire in the near future, creating urgency for retention and succession plans.
- » **Workforce makeup:** The demographics of the workforce are rapidly changing in terms of ethnic and cultural identities, sexual orientation and gender identity, religions, abilities, and many other factors. In addition, four generations simultaneously exist in the workplace – Veterans, Boomers (declining numbers), Gen X (almost doubling since 2002), and Millennials (significant increase in the last 10 years). It’s vital to understand their distinct needs, wants, characteristics, styles and expectations, and employ strategies that will motivate and satisfy each group. Overall, efforts need to be made to create a more diverse workforce and an inclusive workplace.

To meet these and other human resources challenges – and to ultimately foster a workforce that can meet the City’s Strategic Plan – the City is pursuing a comprehensive set of actions, all organized under the People Strategy’s three strategic priorities.

As part of the People Strategy one of the recommended actions is to increase diversity and inclusion at all levels of the organization.

Research demonstrates that a diverse and inclusive workforce is a competitive advantage. That's not just because of a diverse talent pool but because of the diversity of thought. Often, diversity is seen as a workforce that reflects the population in terms of ethnicities, races, genders, ages, abilities and disabilities, sexual orientations, gender identities, religions, etc. Beyond seeing how various groups are represented in our workforce, diversity is also about the attitudes, experiences, talents, and perspectives that different people bring to the workplace.

An inclusive workplace values what each employee brings, helps them to achieve their potential, and fosters collaboration. That's the power of diversity, and it leads to a more innovative organization that fully leverages our people's unique strengths and talents.

### The City's Core Values.

In addition to the People Strategy, the Workforce Diversity and Inclusion Strategy aligns with the City's core values and other strategic planning and policy documents. The table below describes the alignment of the Workforce Diversity and Inclusion Strategy with the City's core values.

City of Mississauga Values	Alignment with Workforce Diversity and Inclusion Strategy
<p><b>“Trust</b> - The public trust we uphold. The open and responsive manner in which the City is governed.”</p>	<p>The Workforce Diversity and Inclusion Strategy, along with open and transparent communications about the results of the Current State Inclusivity Assessment and strategic initiatives underway will help to restore trust among employees who have experienced issues or barriers to being included.</p>
<p><b>“Quality</b> - The quality of life we provide Mississauga tax payers. Delivering the right services that add value to our citizens' lives.”</p>	<p>The Workforce Diversity and Inclusion Strategy will improve fairness, equity and engagement of employees, thereby improving quality of services provided to Mississauga citizens.</p>
<p><b>“Excellence</b> - The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost.”</p>	<p>The Workforce Diversity and Inclusion Strategy will improve employee engagement, thereby improving service excellence, and reducing potential financial and reputational risks to the organization.</p>

## The City's Brand & Employer Story.

An employer brand is an important strategic communication piece that helps prospective applicants, candidates, and employees perceive the organization as an employer. Key elements of the City's employer brand are aligned with the City's core values and overall City brand. Many elements of the City's brand and employer story naturally align with and will be supported by the Workforce Diversity and Inclusion Strategy.

## The City's Employer Story.

"At the City of Mississauga, you are part of an amazing team of talented and motivated people that work together for a single purpose – to make a positive difference in the lives of the people who live and work here. It's work that you'll be proud to be part of.

Here you are part of an enthusiastic and supportive team that is focused on delivering on our commitment to building a stronger and more vibrant future for Mississauga. Working at the City, you'll have the chance to grow personally and professionally and make new connections with interesting people, each with a unique story to share.

We encourage you to be who you are and to follow your own path – to be the spark that leads to change, to be innovative, to find the best way to deliver what our community needs.

Working for the City of Mississauga means you are part of something big, something special!"

## Alignment of the City's Brand, Employer Brand and Workforce Diversity and Inclusion Strategy.

<b>City of Mississauga Brand Ingredients</b>	<b>City of Mississauga Employer Brand</b>	<b>Alignment with Workforce Diversity and Inclusion Strategy</b>
<b>Welcoming World Culture</b>	<ul style="list-style-type: none"> <li>• Welcoming and supportive corporate culture;</li> <li>• Diverse workforce – unique perspectives.</li> </ul>	The Workforce Diversity and Inclusion Strategy will specifically align with the goals to create a welcoming and supportive organizational culture and a diverse workforce through both overall strategic goals of the Strategy and through the actions and initiatives to support those goals.

<b>City of Mississauga Brand Ingredients</b>	<b>City of Mississauga Employer Brand</b>	<b>Alignment with Workforce Diversity and Inclusion Strategy</b>
<b>Naturally Enriching</b>	<ul style="list-style-type: none"> <li>• Work that is meaningful and fulfilling;</li> <li>• Ability to tangibly help the lives of residents.</li> </ul>	<p>The Workforce Diversity and Inclusion Strategy will provide enriching, meaningful and fulfilling opportunities for employees across the organization to get involved in improving the organizational culture and contributing to overall strategic goals. Further, employees who are well versed in cultural and accessibility differences are better able to provide responsive and appropriate services to help the lives of Mississauga's diverse residents.</p>
<b>Inspiring Possibilities</b>	<ul style="list-style-type: none"> <li>• Opportunities for professional growth;</li> <li>• Ability to impact lives of the city's residents.</li> </ul>	<p>The Workforce Diversity and Inclusion Strategy will provide many new opportunities for personal and professional growth for employees as they get involved in new initiatives, as well as improve fairness and transparency in career development, thereby increasing their potential to impact the lives of Mississauga's residents.</p>

## Methodology for Developing the Workforce Diversity and Inclusion Strategy.

The first step in the development of this Strategy was to conduct a Current State Inclusivity Assessment of the organization. CCDI has produced diversity and inclusion strategies for a number of private- and public-sector employers, and following best practices, the process starts with conducting a current state inclusivity assessment to determine the issues to be addressed in the strategy. The methods used for data collection for the current state inclusivity assessment are based on globally recognized best practices and years of experience assessing organizations.

The scope of this assessment was to examine the workforce and workplace experiences. The assessment examined perceptions of diversity and inclusion in the workplace at the City and did not incorporate the perceptions of the citizenry or external stakeholder groups regarding the City's outward facing diversity and inclusion efforts, with the exceptions being the Accessibility Advisory Committee and the Diversity and Inclusion Advisory Committee who were consulted during this process.

To create the City's Workforce Diversity and Inclusion Strategy, the following steps were completed:

### 1. Documentary review.

Reviewed and assessed the formal written strategies and plans as well as corporate policies and procedures as they relate to people and human resources systems at the City, as well as the City's Employee Engagement survey results. This documentary review was designed to ensure that the overall framework or infrastructure of the City does not pose any unintentional formal barriers or discriminatory practices.

### 2. Interviews.

Conducted targeted one-hour confidential interviews with leaders to determine their level of understanding of the concepts of diversity and inclusion, and to validate and gain their perspective on key identified issues and goals at the City.

### 3. Focus groups.

Conducted 90-minute virtual focus groups with employees from different diverse identity groups, representing a range of divisions and hierarchical levels within the organization, to gather their perceptions of the issues faced by their group and potential solutions. These groups included the equity-seeking groups of women, racial minorities and indigenous people, people with disabilities, and employees who identify as lesbian, gay, bisexual, transgender-identified, queer or two-spirit (LGBTQ2S), as well as a focus group with employees who identify as straight white

able-bodied men. Members of the Accessibility Advisory Committee and Diversity and Inclusion Advisory Committees of Council also participated in focus groups.

#### 4. Current State Inclusivity Assessment report.

CCDI produced a report outlining the findings from the Documentary Review, Interviews, and Focus Groups. The current state inclusivity report identifies any accomplishments, issues, and barriers as they relate to workforce diversity and inclusion at the City. Key findings from this work are found in the following section of this document.

#### 5. Presentation to City of Mississauga Leadership Team.

The results of the Current State Assessment Report and high level recommendations for the Strategy were presented to the City's strategy working group and the City's Leadership Team for their feedback. Feedback was then incorporated into the working Strategy document.

#### 6. Development of the Strategy document.

CCDI held two strategy working sessions with the City's strategy working group to add more detail, accountability, and timelines to the goals and actions of the Strategy, and to develop the *Action Plan*.

## Key Findings from Current State Inclusivity Assessment.

Overall, many employees report being happy with their work experience at the City. Many employees also expressed approval and excitement that the City has undertaken the process of developing a Workforce Diversity and Inclusion Strategy. Some key themes emerged in the interviews and focus groups, which are summarized below at a high level. These findings provide meaningful information to the City and highlight key accomplishments, issues, and barriers for the purposes of developing a data-driven Workforce Diversity and Inclusion Strategy and implementation plan as well as to inform future decisions on issues of diversity and inclusion at the City.

### Accomplishments and Successes:

- » Employees report significant improvement in the past several years on diversity and inclusion.
- » Employees report progress in supporting cultural diversity – due largely to the changing citizenry of Mississauga. Some examples cited by employees included increased attention to holidays and observances from many religions, as well as multicultural celebrations in Celebration Square.
- » Overall the City's policies and procedures reviewed in the *Documentary Review* phase of this assessment were not found to be contributing to significant issues or barriers. There are a few minor recommended tweaks and updates to policies. As with most organizations, issues arise mainly in the inconsistency of application of policies.
- » The City has a lot of initiatives in place in different Departments to support diversity and inclusion. More can be done to ensure cross-Departmental sharing and alignment with overall organizational and people strategies.
- » The City has the infrastructure and resources available to implement a Workforce Diversity and Inclusion Strategy and to improve measurement of diversity and inclusion.

### Areas to Address:

- » One of the most frequently reported issues in the organization is the lack of consistency in application of policies and procedures across Departments, Divisions, teams, and leaders.
- » Employees across all demographics and Departments, Divisions report inconsistency across Departments, Divisions, teams, and leaders in the levels of support for diversity and inclusion, as well as issues of bias, fairness and transparency, and tolerance for harassing and discriminatory behaviour.
- » Interviews revealed that there is not a clear or shared understanding of what diversity and inclusion is amongst leaders.

- » Employees from different identity groups report different experiences within the organization. There are notable differences between the experiences and perceptions of straight white able-bodied men as compared to those from equity-seeking groups.
- » Straight white able-bodied men are more likely to rate the organization as committed to diversity and inclusive than members of equity seeking groups.
- » Employees from all groups reported concerns about fairness and consistency of hiring and promotional processes.
- » Employees from all groups reported concerns about fairness with regard to opportunities for training and development.

### Identified risks for the organization:

- » Members of equity-seeking groups reported experiencing and witnessing more exclusionary experiences than their straight, white able-bodied male colleagues.
- » Some concerns were expressed about how complaints of bias, harassment or discrimination have been managed, and reluctance to report these issues so that they can be addressed appropriately.

In no way is this information intended to criticize or denigrate the City. In CCDI's experience, similar issues occur within every organization.

In fact, employees at all levels were supportive of this initiative. It is a significant accomplishment that the City has undertaken this process and has committed to sharing results internally with employees.

### Please keep in mind:

- » Employees expressed hopefulness and approval that this process is underway. Many employees expressed a desire to be engaged in the process and to receive updates and communication about the results of the assessment and the Strategy.
- » Concerns were expressed throughout all groups that this initiative will not be owned and driven by the leadership, and therefore will not get the focus and resources it requires to be successful. Thus, leadership support will be crucial to success.
- » Ongoing communication about this process and its results will be especially important to all employees.

Having conducted many inclusivity assessments of different public- and private-sector organizations, the City is not unique in the issues faced. Organizational cultures develop over many decades. In many cases, these issues are only surfaced when the organization undertakes the hard work of assessing their inclusivity issues.

It is significant that the City has undertaken this process, has committed to sharing the results internally with employees, and has leadership support to implement the Strategy.

## The Workforce Diversity and Inclusion Strategy - Vision, Values, Strategic Priorities, and Definitions

The following recommendations are based on CCDI's years of experience in the area of diversity and inclusion, and specifically on our experience in developing diversity strategies for other public- and private-sector organizations.

The initiatives proposed in this strategy are widely recognized promising practices that have been validated by external benchmarking tools and studies such as the *Global Diversity and Inclusion Benchmarks*<sup>12</sup>, and *Advancing Equity and Inclusion—A Guide for Municipalities*<sup>13</sup>, as well as the *Municipal Diversity and Inclusion Benchmarking Study* prepared for the City by CCDI.

These promising practices have proven successful in helping address similar issues within other work environments, recognizing those elements that differentiate the City.

### Vision statement.

The vision of the City's Workforce Diversity and Inclusion Strategy is:

*To create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens.*

### Living the values of diversity and inclusion.

We value **Diversity** by:

- » accepting, respecting and valuing individual differences;
- » leveraging the diverse backgrounds, skills, talents, and perspectives of our staff and community members.

We value **Inclusion** by:

- » identifying, addressing and removing barriers to inclusion in all processes, policies, plans, practices, programs and services;
- » creating opportunities that result in effective and meaningful participation by all City staff and leaders;

<sup>12</sup> Full GDIB document available free here: <http://diversitycollegium.org/downloadgdib.php>

<sup>13</sup> Full document available free here: [http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web\\_0.pdf](http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web_0.pdf)

- » developing innovative ideas and responsive solutions built upon a range of perspectives.

The articulated vision of Diversity and Inclusion builds and connects to other aspects of the City of Mississauga's cultural elements such as innovation and continuous improvement but speaks specifically to Diversity and Inclusion values.

We value an **Organizational Culture** in which:

- » all people are treated with dignity, respect and fairness;
- » harassment and discrimination are not tolerated;
- » individuals are encouraged to take action and be creative when resolving problems;
- » self-awareness and personal accountability are respected and expected.

### Defining diversity and inclusion.

**Diversity** is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. These dimensions can include but are not limited to ethnicity, nationality, culture, ability, birth sex, gender identity, sexual orientation, religion, age, immigration status, socioeconomic status, geographic region in which you live, and many other qualities.

These different qualities and life experiences, among many others, contribute to diversity of thought and approach which can enhance innovation, creative problem solving, and service delivery.

**Inclusion** is about the collective. It is about creating an equitable environment and a culture that embraces, respects, accepts and values difference.

**Diversity and Inclusion** is about capturing the uniqueness of the individual; and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

### Strategic Goals of the Workforce Diversity and Inclusion Strategy.

**Goal 1:** Be a workplace that fosters a culture of diversity and inclusion.

**Goal 2:** Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

**Goal 3:** Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

**Goal 4:** Processes, policies, plans, practices, programs and services align to meet the diverse needs of those we serve.

## Workforce Diversity and Inclusion Strategy Action Plan.

This Action Plan lays out actions that align with each of the four Strategic Goals of the Workforce Diversity and Inclusion Strategy with associated timelines and accountabilities.

This section describes initiatives that are already underway at the City that address the 4 Strategic Goals, as well as future actions that will help achieve the four Strategic Goals of the Strategy.

Future actions are listed under the most applicable Goal in the strategy, but many of the actions address more than one of the four Strategic Goals.

### Goal 1: Be a workplace that fosters a culture of diversity and inclusion.

The recommended future actions related to Goal 1 will include communications, learning and change management initiatives as well as the establishment of dedicated resources to facilitate the implementation of the Strategy.

#### Initiatives already underway that address Goal 1:

- » The City's People Strategy will be refreshed in 2017 which will align with the key strategic priorities of this Workforce Diversity and Inclusion Strategy
- » The City has just rolled out a new Employer Brand with key strategic elements specifically related to diversity and inclusion.
- » The City's AODA Accessibility Plan is updated yearly and communicated to all employees, leaders, and stakeholders on an annual basis
- » The City is in the process of creating a Customer Experience Strategy. Alignment of the principles of the Workforce Diversity and Inclusion Strategy will ensure consistency and improvement across both initiatives.
- » The City is in the process of developing a new Digital Strategy. There is an opportunity to include accessibility, cross-cultural, and inclusive communications approaches into the new Digital Strategy.
- » The City has an internal communication strategy and team dedicated to building and delivering information to employees.
- » Fire and Emergency Services implementation of the National Standards for Workplace Psychological Health and Safety.

## Recommended Actions to address Goal 1:

- 1.1 Develop a Diversity and Inclusion Communications Strategy, and review and revise year over year.

Why it matters: The Communications Strategy will increase awareness and build desire to support and promote diversity and inclusion at the City.

Potential elements of the Communication Strategy may include:

- » Aligning diversity and inclusion messages with corporate brand strategy.
- » Developing messages around what diversity, inclusion, and accessibility means for the City.
- » Embedding diversity, inclusion and accessibility messaging into team meetings, leadership forums, Council documents.
- » Enhancing diversity and accessibility of intranet, public websites, career page.
- » Enhancing and increasing communications about all major cultural celebrations, Mississauga's Indigenous history, and accessibility.
- » Communicating changes to policies and procedures.
- » Creating communications targeted at communities to tell the City's diversity and inclusion story.
- » Encouraging leaders to celebrate diverse life achievements.

- 1.2 Conduct an assessment to understand any barriers to change.

Why it matters: this assessment will build diversity and inclusion awareness and identify issues to be addressed and enhance the ability to further engage employees, address resistors and improve uptake and acceptance of the Strategy.

- 1.3 Conduct a needs assessment of required diversity and inclusion training initiatives then design and seek approval for a comprehensive Diversity and Inclusion Learning Plan. Evaluate effectiveness of Learning Plan year over year.

Why it matters: Identifying the learning objectives and developing methods for evaluating learning outcomes will help to ensure that learning initiatives are successful.

The Learning Plan will have multiple impacts including: increasing awareness of the issues and the imperative to improve diversity, inclusion, and accessibility; increasing awareness of cultural differences and building knowledge and ability to improve intercultural interactions and inclusive leadership; increasing awareness and knowledge of how bias impacts our day-to-day interactions, especially in recruiting and talent management, and developing skills and abilities to mitigate bias; reducing incidents of harassment and discrimination and improving the organization's responses to these incidents when they arise.

Potential Elements of the Diversity and Inclusion Learning Plan will include formal in-person training, e-learning, coaching, and knowledge sharing activities such as:

- » Inclusive Leadership training.
- » Cross-cultural competence assessments and training for leaders and employees.
- » Diversity and inclusion fundamentals training (employees).
- » Training on diversity, inclusion, accessibility, harassment and discrimination (HR employees)
- » Discrimination and Harassment process review (leaders).
- » Bias-free hiring training (HR and leaders).
- » Unconscious bias training (employees).

Annual evaluations of the Learning Plan's effectiveness will provide information to make adjustments/ revisions for the following year's initiatives to ensure that learning is successful.

- 1.4 Establish Division-level objectives by assessing the impacts of the strategy on the structures, functions, and contexts of each department.

Why it matters: The Strategy will have impacts throughout the organization, and different Divisions will be impacted in different ways. In order to ensure effectiveness and relevance, specific objectives will need to be tailored to the structure and needs of the Divisions.

- 1.5 Establish Divisional Change Agents.

Why it matters: Division-level Change Agents will ensure rollout to all Divisions of the Strategy, increase awareness, desire, and improve reinforcement throughout the organization.

- 1.6 Establish Departmental diversity and inclusion committees.

Department diversity and inclusion committees will be developed with an operational framework that provides guidance on the recommended structure, mandate, accountability, goals of the committee. The committees will assist the Divisional Change Agents in ensuring that actions are rolled out to all Divisions and teams, as well as identifying and mitigating any barriers or obstacles in specific Divisions or teams. This helps ensure that the effort is distributed and does not rest on the shoulders of one Change Agent.

It is recommended that Departmental committees have representation from each Division. Departmental committees will ultimately be accountable to, and report back to the Executive-lead Diversity and Inclusion Committee (see action 3.1). Participation in these committees has the added benefit of providing new developmental opportunities and new ways for employees to support the strategic priorities of the City.

Why it matters: Department-level committees will help ensure a more complete rollout to all Departments and Divisions of the specific aspects of the Strategy that affect their Department. This will also serve to increase awareness, desire, and improve reinforcement throughout each Department.

#### 1.7 Hire a dedicated Diversity and Inclusion resource, possibly Chief Diversity Officer

Why it matters: In all the research and literature about diversity and inclusion in organizations, it is clear that having appropriate dedicated resources to drive the rollout of a Workforce Diversity and Inclusion Strategy is essential to ensure sustained attention and success of the Strategy and improve diversity and inclusion throughout the organization.

The *Global Diversity and Inclusion Benchmarks (GDIB)*<sup>14</sup> is one of the world's leading documents which outlines best practices and provides guidance for diversity and inclusion management for organizations around the world. The GDIB provides benchmarks in 14 categories of diversity and inclusion management at 5 levels of achievement:

- Level 5: Best Practice** - Demonstrating current best practices in D&I; exemplary for other organizations globally.
- Level 4: Progressive** - Implementing D&I systemically; showing improved results and outcomes.
- Level 3: Proactive** - A clear awareness of the value of D&I; starting to implement D&I systemically.
- Level 2: Reactive** - A compliance mindset; actions are only taken in compliance with relevant laws and social pressures.
- Level 1: Inactive** - No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.

According to the GDIB, having staff dedicated to diversity and inclusion is at Level 3, the Proactive Level, of the benchmarks; meaning that organizations that are proactively dedicated to diversity and inclusion have staff dedicated specifically to diversity and inclusion. The GDIB explicitly states that diversity and inclusion being an additional duty of the human resources department is at the Reactive level.

Furthermore, the level of influence of the diversity and inclusion staff has an impact on the success of diversity and inclusion initiatives. According to the GDIB, at Level 4, the Progressive level: "The organization provides adequate resources, staffing, and support to help ensure implementation of its D&I strategy," and "The D&I function is headed by an influential leader who is knowledgeable about D&I."

At Level 5, the best practice level in the GDIB, "The most senior D&I professional is an equal and influential partner on the senior leadership team."

<sup>14</sup> Full GDIB document available free here: <http://diversitycollegium.org/downloadgdib.php>

Without appropriate-level dedicated staff and resources many, organizational diversity and inclusion strategies quickly fail, stagnate, or plateau. Furthermore, when no dedicated staff or inadequate staff and resources are assigned, employees often perceive that the organization is not truly committed to the endeavour. In some cases, taking the time and resources to complete an organizational assessment and strategy and then *not* dedicating resources can actually exacerbate the feelings of exclusion and disengagement of employees who took the risk to contribute honestly to the process.

Organizations like the City spend a lot of time, money, and resources on completing an inclusivity assessment and developing a diversity and inclusion strategy. In order to make good use of this investment, it is essential to have appropriate dedicated resources that will have the level of influence required to keep the endeavour moving forward.

#### 1.8 Establish Employee Resource Groups (ERGs) with executive sponsors.

A well-recognized best practice in many medium and large sized organizations, Employee Resource Groups. Also known in some organizations as Affinity Groups, Employee Network Groups, or Business Resource Groups, these are groups formed according to identity, cultural, and lifestyle affiliations to provide opportunities for different employees to network and gain developmental opportunities.

Recommended best practices around ERG's include creating a framework and guidelines for the structure, function, budget, and accountabilities of the ERG, and allowing employees to create groups that they see a need for. This is more successful than the organization deciding which groups should exist and forcing those onto the organization. A further best practice is to allow anyone to participate in any employee resource group regardless of whether they personally self-identify as a member of the group. This ensures that the groups contribute to mutual learning and inclusion, rather than being exclusive.

Why it matters: ERGs provide engagement and development for employees from different groups. Aligning ERGs' goals with the Strategy and strategic organizational goals makes them a valuable resource to the organization. Furthermore, these groups provide another avenue to build awareness, desire, knowledge, and ability, providing more employees throughout the organization the opportunity to get directly involved with D&I.

#### 1.9 Conduct a Psychological Health and Safety Management audit according to National Standards for Workplace Psychological Health and Safety.

Why it matters: The Canadian Standards Association developed the National Standards for Workplace Psychological Health and Safety to provide tools and

resources to assist organizations in improving mental health within their workplaces. Conducting an audit is the first step to improve mental health in the organization and improve employee wellness.

#### 1.10 Develop and Implement Psychological Health and Safety Management System (PHSMS) Plan according to National Standards for Workplace Psychological Health and Safety

Why it matters: Once the audit is completed, implementing a PHSMS Plan will improve psychological health and safety, reduce the impacts of mental health issues in the workplace, reduce the stigma associated with mental health in the workplace, and increase awareness, desire, knowledge and ability so that leaders can provide more appropriate accommodations for mental health issues

### Goal 2: Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

The recommended future actions related to Goal 2 will include conducting a fulsome census and inclusion survey of all City staff and conducting assessments of hiring and promotional processes for accessibility, fairness, transparency and consistency, and then developing a plan to address identified gaps.

#### Initiatives already underway that address Goal 2:

- » The City is currently in the process of refreshing the Employee and Leader Onboarding Process, and there is opportunity to augment information about diversity, inclusion and accessibility in the onboarding process.
- » The City's recruitment review from 2014 implemented a number of actions including improved sourcing initiatives. As a result of these initiatives, the City has already made partnerships with organizations such as Career Edge, Community Living Mississauga, Equitek and Peel Multicultural Council, for talent sourcing.

#### Recommended Actions to address Goal 2:

- 2.1 Review hiring and promotional process for accessibility, fairness, transparency and consistency; then develop and implement a plan for addressing gaps and barriers.

Why it matters: Organizations hiring and promotional processes are built over many years and are impacted by legacy processes and the individual biases of each person who touches the process. Conducting a review and assessment specifically related to ensuring fairness and equity of these processes will help to identify barriers for certain

groups and gaps to be addressed. Addressing the gaps identified will reduce barriers and ensure fairness in the City's hiring and promotional processes, ensuring a fair and equitable career progression and developmental opportunities for all employees.

Note: a recommendation from the Accessibility Advisory Committee (GC-0550-2015) requested establishing a specific program for hiring people with developmental and intellectual disabilities. This recommendation was taken under advisement in the creation of this strategy. The project team and the City's leadership team recognize that the request was made with the sincere desire to improve employment for people who face employment difficulties. However, this recommendation was not included in this strategy *at this time* for two reasons: 1) According to globally recognized best practices, specific goals for hiring to fill gaps are most appropriate after an organization conducts a thorough census of employees and the results are analyzed against labour force availability to determine any gaps in representation. Since this data collection and analysis has not yet been completed, there is no rationale for a need to hire a specific cohort of people from any one demographic group. To do so would in fact be discriminator against anyone who does not belong to that demographic group. 2) Research into the hiring practices of 4 comparable Canadian municipalities determined that none of them have hiring targets of specific numbers of people from specific groups, but instead have broad goals to "better reflect the population of the cities they serve."

## 2.2 Conduct a census of all City employees with an inclusion survey.

Why it matters: Having a statistically validated complete picture of the demographics of the organization as well as employees' perceptions of inclusivity provides a level of information and analysis not previously available to the City. The Global Diversity and Inclusion Benchmarks specifically calls for fulsome demographic data collection to understand the full picture of the workforce. This type of information is imperative to having a complete understanding of diversity and inclusion in an organization, in order to review and revise strategic planning for the City.

## 2.3 Expand alliances with external agencies and service providers to improve talent sourcing and recruitment from diverse groups and people with disabilities.

Why it matters: Outreach to different groups in the recruiting process provides a more complete and diverse talent pool from which to choose, ensuring access to the best talent and improving the representation of the City's staff to better reflect the citizenry of Mississauga.

Potential organizations to partner with: organizations that have job boards and candidates from identified cultural and ethnic groups represented amongst the City's citizenry as well as organizations and job boards for people with disabilities such as

INROADS, Lime, Canadian Council on Rehabilitation and Work, Ableworks, and other diversity serving agencies.

#### 2.4 Develop and implement a diversity and inclusion lens on succession planning.

Why it matters: Ensuring bias is taken into account in succession planning improves fairness and opportunities for all employees throughout the organization, and also improves inclusive leadership. Assessing progress after two years of succession planning will determine if the implemented initiatives have been successful in increasing the diversity of the talent succession pool and provide the opportunity to make any revisions to the process as necessary.

Potential Elements of a Diversity Lens on Succession Planning may include:

- » Assessing gaps in leadership succession planning pipeline and creating plans to address gaps;
- » Addressing bias in succession planning processes to improve fairness;
- » Finding ways to recognize different kinds of strength;
- » Creating leadership tracks for knowledge specialists.

### Goal 3: Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

The recommended future actions related to Goal 3 will include the establishment of an executive-lead Diversity and Inclusion Committee to drive the implementation of the Strategy, as well as diversity and inclusion learning and development opportunities specific to leaders, and new behavioural competencies.

#### Initiatives already underway that address Goal 3:

- » The PMP process is currently under review. A new process with associated diversity-related competencies will be rolled out in 2019.
- » The City's ***insight – your learning source*** initiative provides leaders with opportunities to learn and develop skills to improve and enhance performance.

#### Recommended Actions to address Goal 3:

##### 3.1 Establish Executive-led Diversity and Inclusion Committee.

Why it matters: While this action is listed under goal 3 because it directly involves leaders, this action supports all 4 Strategic Goals for this Strategy: Goal 1-Create a workplace that fosters a culture of diversity and inclusion; Goal 2-Attract and retain a diverse workforce with unique skills and abilities to create a workforce with a

competitive advantage; Goal 3-Support leaders in modeling and promoting the behaviours of a diverse and inclusive workplace; Goal 4-Create and align processes, policies, plans, practices, programs and services that meet the diverse needs of those we serve. An Executive Committee will provide dedicated focus by leaders across the organization to build awareness, desire and reinforcement throughout the organization, and to ensure that the Strategy implementation is kept on track.

Membership on the Committee should include the City Manager and senior representatives from all Departments across the organization. A complete framework, including terms of reference, goals, oversight, accountability, and operating structure will be developed and proposed for the Committee to revise and finalize.

At a high level, here is a recommended structure of the Executive Council and Departmental level committees (from Action 1.6).

Type of Council	Executive Committee	Departmental Committee
Lead	Chair: City Manager.  Co-Chair: Dedicated Diversity and Inclusion resource or Director HR.	Chair: Departmental senior leader. Co-Chair: Divisional Change Agent.
Scope / Goals	Strategic direction to Diversity & Inclusion, and oversight of implementation of the Strategy.	Develop, align and implement Strategy at Departmental level. Report back to the Executive Committee on progress, and flag issues and barriers.
Membership Composition	Fixed members: Departmental committee chairs.  Rotating members: appointed based on focus of strategy.	Fixed Members: Leaders of Divisions and teams.  Rotating members: appointed - high potential employees and diversity champions, members from ERGs.
Term	2-3 years	2-3 years
Meeting Frequency	Annually: Two-day strategic planning meeting.  Quarterly: minimum 2 hours.	Annually: One-day planning meeting.  Bi- monthly: minimum 90 minutes.

### 3.2 Conduct cultural competence assessments of leaders and provide inclusive leadership and cultural competence training.

Why it matters: Leaders set the tone for diversity and inclusion in the organization. In order for them to be culturally competent and inclusive leaders who model the values of

diversity and inclusion in their day-to-day behaviours, is imperative that they understand their own level of cultural competence development and have a relevant development plan targeted to their own level of development.

Cultural competence is defined as one's ability to recognize their own cultural worldview and how it may differ from others, to recognize the importance and impact of cultural differences in day to day interactions and organizational leadership behaviours, and to develop adaptations to communications, leadership, and service delivery to be more responsive to a culturally diverse workforce and public. A number of assessment and development tools are available for consideration.

One example of an assessment and development tool that may be considered is the Intercultural Development Inventory (IDI), the most widely used cultural competence assessment in the world. The IDI is a statistically reliable, cross-culturally valid measure of intercultural competence adapted from the Developmental Model of Intercultural Sensitivity. Participants receive feedback and individual coaching on their own personal developmental level as well as a comprehensive developmental plan that is tailored to their developmental level.

### 3.3 Add diversity and inclusion competency performance measures to leaders' PMP.

Why it matters: What gets measured gets done. Accountability is supported, and knowledge, ability and reinforcement within the organization are improved, when leaders are measured and evaluated on their inclusive behaviours. This provides the opportunity for leaders to better understand how they are performing as inclusive leaders and create developmental plans.

### 3.4 Add diversity and inclusion performance measures into all employees' PMP.

Why it matters: What gets measured gets done. Accountability is reinforced, and knowledge, ability and performance within the organization are improved, when individuals are measured and evaluated on their inclusive behaviours. This provides the opportunity for all employees to better understand their own inclusive behaviours and create development plans.

## Goal 4: Processes policies, plans, practices, programs and services align to meet the diverse needs of those we serve.

The future actions related to Goal 4 will include development of a diversity and inclusion scorecard and measurement plan, revising existing policies and procedures identified in the *Current State Inclusivity Assessment*, and developing and rolling out a "Diversity and Inclusion Lens" for the organization, which is a tool that provides questions and considerations to assess

current programs and services, and to ensure the inclusivity of any new municipal policies, plans, practices, programs, or services at the City.

#### Initiatives already underway that address Goal 4:

- » The City's Respectful Workplace Policy is being refreshed with expected rollout in 2017. Promotional activities for the revised Respectful Workplace Policy will be aligned with the development of the communications plan that is proposed as an action in this Strategy (Action 1.1).
- » The City already provides accessibility training for all employees.
- » The City is currently conducting a needs assessment for an accessibility sustainment plan.
- » The City's *insight – your learning source* initiative provides employees with opportunities to learn and develop skills to improve and enhance performance.
- » The City's Wellness Strategy has been approved. There are significant synergies between diversity and inclusion and wellness initiatives. This provides the opportunity to include a diversity and inclusion lens on wellness initiatives, and align wellness with diversity and inclusion goals.

#### Recommended Actions to address Goal 4:

- 4.1 Develop a Diversity and Inclusion Scorecard for reporting to the Leadership Team and Executive Diversity Council using currently available metrics; and develop a plan for adding new metrics year over year.

Why it matters: What gets measured gets done. Developing a scorecard is a globally recognize best practice. It provides increased knowledge and ability to track progress against goals, provides a more holistic view of diversity and inclusion at the City, and helps to identify gaps and areas of the Strategy that may need to be reviewed, revised, or receive increased focus.

- 4.2 Implement and communicate revisions to existing policies per *Current State Inclusivity Assessment*, and develop a new holiday policy.

Why it matters: We must ensure that all policies are up to date with current labour and human rights laws and recent Human Rights Tribunal decisions. In addition, regular review of policies is important to ensure that the wording of policies does not create any unintentional barriers for any groups, ensuring fairness of all policies and processes.

Per CCDI's review, Policies to be revised include:

- » Employee Conduct – Clothing Policy
- » Employee Conduct – Code of Conduct and Complaint Procedure for Security Staff
- » Employee Conduct – Respectful Workplace

» Recruitment – Employee Recruitment

Additionally, per employee feedback and according to globally recognized best practices, it is recommended that the City develop a policy for celebrating and providing time for non-Christian Holidays and Holy Days.

- 4.3 Review and revise Workforce Diversity and Inclusion Strategy – with input from the results of the census of City employees (action 2.2 will precede this action).

Why it matters: It is important to review strategies every 2-3 years to assess what goals were met, contingencies that affected achievement of certain goals, and revise goals as necessary. Furthermore, once the City has a more fulsome and holistic understanding of the demographics of the organization and the perceptions of inclusivity of the different employee groups, it will provide a great deal of information that may inform potential revisions to the Strategy.

- 4.4 Develop a “Diversity and Inclusion Lens” for the City and implementation plan for rollout.

Why it matters: A Diversity and Inclusion Lens is a document that provides questions and considerations to ensure the inclusivity of any municipal policy, program, initiative or service. For more information, consider [City of Ottawa's Equity and Inclusion Lens Handbook](#) as a potential model for the City of Mississauga.

## The Canadian Centre for Diversity and Inclusion

CCDI has a mission to help the organizations we work with be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle. Through the research, reports and toolkits we develop and our workshops, events and workplace consultations, we're helping Canadian employers understand their diversity, plan for it and create inclusion.

CCDI's leadership has a proven model that's cultivated trust as an impartial third party. Our expertise is focused on the topics of inclusion that are relevant in Canada now and the regional differences that shape diversity.

A charitable organization that thinks like a business, we have created a niche with our innovative research technology and data analysis that brings a deeper understanding of Canadian diversity demographics and mindsets at any given moment.

CCDI is grateful for the support of our over 90 Employer Partners across Canada. For enquiries, contact Susan Rogers, Chief Client Officer, [Susan.Rogers@ccdi.ca](mailto:Susan.Rogers@ccdi.ca) or (416) 968-6520.

CCDI is grateful for the ongoing support of our Founding Partners:



**Workforce Diversity and Inclusion Strategy  
Implementation Plan  
September 2017**

As an employer, the City of Mississauga (City) recognizes and respects the uniqueness and the diversity of the workforce. The City is committed to creating and encouraging an accessible, fair, equitable and respectful work environment recognizing and valuing personal characteristics like race, religion, gender or sexual orientation. The City is aware of and planning ahead for many important strategic trends with regard to the employment landscape, namely the war for talent, internal pressures, and the changing workforce makeup.

To help us strengthen and support our current practices, policies and programs, we have established a Workforce Diversity and Inclusion Strategy (Strategy) in partnership with the [Canadian Centre for Diversity and Inclusion \(CCDI\)](#). This is an important deliverable in our [People Strategy](#).

Through the creation and implementation of a Workforce Diversity and Inclusion Strategy, we hope to achieve:

- Higher levels of employee engagement and satisfaction
- Enhanced communication with each other and our customers
- Stronger ability to attract and retain talent
- Increased problem-solving and innovation
- Strengthen our core values of Trust, Quality and Excellence

In order for a diversity and inclusion strategy to be successful in any organization, it must align with and support the organization's major operational strategies and goals. Thus, in developing a Workforce Diversity and Inclusion Strategy, the City's major planning and policy documents including the Strategic Plan, People Strategy, our Core Values and the City's Brand and Employer Story, were consulted to ensure that the Strategy would align with and support the major values, priorities, and goals of the City.

The vision of the City's Workforce Diversity and Inclusion Strategy is:

*To create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens*

**Diversity** is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. These dimensions can include but are not limited to ethnicity, nationality, culture, ability, birth sex, gender identity, sexual orientation, religion, age, immigration status, socioeconomic status, geographic region in which you live, and many other qualities.

These different qualities and life experiences, among many others, contribute to diversity of thought and approach which can enhance innovation, creative problem solving, and service delivery.

**Inclusion** is about the collective. It is about creating an equitable environment and a culture that embraces, respects, accepts and values difference.

**Diversity and Inclusion** is about capturing the uniqueness of the individual; and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

The goals of the Strategy are:

**Goal 1:** Be a workplace that fosters a culture of diversity and inclusion.

**Goal 2:** Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

**Goal 3:** Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

**Goal 4:** Processes, policies, plans, practices, programs and services align to meet the diverse needs of those we serve.

Good work is already underway across all Departments that provides the foundation for the recommended actions in the Strategy. The Action Plan recommends actions that build on that work, align with each of the four Strategic Goals and provides associated timelines and accountabilities. The actions are based on CCDI's years of experience in the area of diversity and inclusion, and specifically on their experience in developing diversity strategies for other public- and private-sector organizations. The actions are widely recognized promising practices that have been validated by external benchmarking tools and studies such as the *Global Diversity and Inclusion Benchmarks*<sup>1</sup>, and *Advancing Equity and Inclusion—A Guide for Municipalities*<sup>2</sup>, as well as the *Municipal Diversity and Inclusion Benchmarking Study* prepared for the City by CCDI. These promising practices have proven successful in helping address similar issues within other work environments, recognizing those elements that differentiate the City.

The actions are intentionally timed so one action builds on another. There is a necessary sequence to build awareness and desire for the changes we are proposing. These actions are also large initiatives and the timing represents when the initiatives will be in place, not when they will start. The Human

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<sup>1</sup> Full GDIB document available free here: <http://diversitycollegium.org/downloadgdib.php>

<sup>2</sup> Full document available free here: [http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web\\_0.pdf](http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web_0.pdf)

Resources team responsible for these actions will also take opportunities as they arise to implement actions as they have already begun to do.

<b>Goal 1: Be a workplace that fosters a culture of diversity and inclusion.</b>						
<b>#</b>	<b>Action</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
1.1	Develop a Diversity and Inclusion Communications Strategy, and review and revise year over year.	X	X	X	X	X
1.2	Conduct a needs assessment to identify barriers to change.			X		
1.3	Conduct a needs assessment of required diversity and inclusion training initiatives then design and seek approval for a comprehensive Diversity and Inclusion Learning Plan. Evaluate effectiveness of Learning Plan year over year.			X		
1.4	Establish Department-level objectives by assessing the impacts of the strategy on the structures, functions, and contexts of each Department.				X	X
1.5	Establish Departmental Change Agents.				X	X
1.6	Establish Departmental diversity and inclusion committees.					X
1.7	Hire a dedicated diversity and inclusion resource (Diversity and Inclusion Coordinator)			X		
1.8	Establish Employee Resource Groups (ERGs) with executive sponsors.				X	
1.9	Conduct a Psychological Health and Safety Management audit according to National Standards for Workplace Psychological Health and Safety.			X		
1.10	Develop and Implement Psychological Health and Safety Management System (PHSMS) Plan according to National Standards for Workplace Psychological Health and Safety				X	

**Goal 2: Attract and retain a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.**

#	Action	2017	2018	2019	2020	2021
2.1	Review hiring and promotional process for accessibility, fairness, transparency and consistency then develop and implement a plan for addressing gaps and barriers.	X		X		
2.2	Conduct a census of all City employees with an inclusion survey.		X	X	X	X
2.3	Expand alliances with external agencies and service providers to improve talent sourcing and recruitment from diverse groups and people with disabilities.	X	X	X	X	X
2.4	Develop and implement a diversity and inclusion lens on succession planning.				X	

**Goal 3: Support leaders in modeling and promoting the behaviours of a diverse and inclusive workplace.**

#	Action	2017	2018	2019	2020	2021
3.1	Establish Executive-led Diversity and Inclusion Committee.				X	
3.2	Conduct cultural competence assessments of leaders and provide inclusive leadership and cultural competence training.	X		X		
3.3	Add diversity and inclusion competency performance measures to leaders' PMP.			X		
3.4	Add diversity and inclusion performance measures into all employees' PMP.			X		

**Goal 4: Create and align processes policies, plans, practices, programs and services that meet the diverse needs of those we serve.**

Action	Title/Action	2017	2018	2019	2020	2021
4.1	Develop a Diversity and Inclusion Scorecard for reporting to the Leadership Team and Executive Diversity Committee using currently available metrics; and develop a plan for adding new metrics year over year.			X		
4.2	Implement and communicate revisions to existing policies per <i>Current State Inclusivity Assessment</i> , and develop a new holiday policy.	X	X			
4.3	Review and revise Workforce Diversity and Inclusion Strategy – with input from the results of the census of City employees				X	
4.4	Develop a “Diversity and Inclusion Lens” for the City and implementation plan for rollout.					X

Human Resources will report annually on the progress of the Action Plan to employees.

For more information on the Workforce Diversity and Inclusion Strategy please go to [\(link\)](#) or contact your departmental Human Resources representative.