

Employee Workforce Diversity - Next Steps

Recommendation

That the September 30, 2019, Employee Services report CR_6416, be received for information.

Previous Council/Committee Action

At the September 10, 2018, Executive Committee meeting, the following motion was passed:

That Administration identify next steps to achieve greater employee workforce diversity in the City of Edmonton, including information on additional training such as overcoming bias training, and any relevant shifts in workforce statistics.

Executive Summary

In order to deliver excellent services in the community and plan for the future of Edmonton, the City of Edmonton's workforce must reflect the diversity of the communities it serves. Diversity and inclusion in the workplace, in an environment built on trust and respect, will encourage innovation and enhance Administration's work and decision-making. Different perspectives mirror the values and diversity of our community and enhances the City's ability to serve Edmontonians.

To achieve greater diversity of the City of Edmonton workforce, Administration committed to:

- review existing talent acquisition processes
- identify and remove employment barriers
- use equitable hiring practices
- improve the collection of diversity data and analysis
- enhance training and learning in the areas of implicit bias and Gender-Based Analysis Plus (GBA+)
- focus diversification of the workforce initiatives and programs on targeted occupational groups

Overall, the City's workforce is more diverse in 2018 than it was in 2012. Table 1 below shows diversity results from the biennial Employee Engagement and Diversity Survey. Considerable progress has been made in diversifying the overall workforce, with the focus now shifting to identified occupational groups like leadership, engineers

and technologists, labourers and equipment operators, trades, firefighters and transit operators.

Staff Population	2018	2016	2014	2012
Female	36.9%	37.3%	36.9%	37.6%
Visible Minority	23.6%	21.1%	19.2%	17.5%
Indigenous Person	5.4%	4.8%	4.3%	3.6%
Person with Disability	8.2%	6.5%	8.7%	7.8%

Table 1. Employee Engagement and Diversity Survey - Biennial Diversity Results

Report

In 2018, the City:

- received approximately 160,000 applications
- conducted more than 1,260 competitions for permanent positions (including internal promotions and external hires)
- managed the hiring or re-employment of more than 3,000 seasonal employees, plus an additional 1,660 temporary staff

As part of the City's ongoing commitment to greater workforce diversity, Administration enhanced practices by:

- Updating the Diversity and Inclusion Framework to provide City employees with enhanced information, tools and supports needed to address systemic barriers which inadvertently exclude individuals or communities. This includes the GBA+ tool, which considers many identity factors, like gender, race and age, to assess how groups of people may experience policies or programs, and how to make the City of Edmonton more inclusive.
- Completing a review of benefits programs for management and each union using a GBA+ lens.
- Leveraging recruitment technology including a cloud-based recruitment management system, Facebook, LinkedIn and mobile recruitment to reach a broader, more diverse candidate pool.
- Offering online recruitment information sessions to remove barriers in the recruitment of Indigenous Peoples and newcomers.
- Increasing training to Talent Acquisition consultants to improve their intercultural competencies.
- Expanding Hiring Manager Certification Training to all supervisors involved in the hiring process to create a fair and inclusive process.
- Conducting talent outreach and implementing programs to engage with Indigenous Peoples, people with disabilities, newcomers and multicultural

communities. Initiatives also support elimination of the gender gap in targeted occupations and support individuals transitioning from the Canadian Armed Forces.

- Undertaking the Connected City Initiative which focuses on enhancing positive relationships between employees and citizens. Supporting these connections is foundational to building a fully inclusive experience for employees and citizens.

Diversity and inclusion is an ongoing focus for the organization as the City of Edmonton continues to move towards diversifying its workforce and mirroring the community it serves. To achieve these objectives, the City of Edmonton must be a leader in removing employment barriers and conducting inclusive and equitable hiring practices.

Administration continues to focus on workforce diversity and inclusion in various ways. This report provides further information with regards to the Talent Acquisition Framework, Data Collection & Analysis, Leadership, Training & Education and the Removal of Barriers.

Talent Acquisition Framework

A Talent Acquisition Framework will be rolled out in Q4 2019. This framework will focus on enhancing candidate and employee experiences, strengthening the talent acquisition process and diversifying the workforce. An end-to-end recruitment process and program review is being conducted, including leadership (executive) recruitment, Abilities@Work and the Recruitment Life Cycle. These reviews will identify areas of strength, opportunities for improvement, best practices and organizational benchmarks. A report with recommendations in four areas will be released in Q4 2019:

1. Employment Outreach Initiatives - enhance and improve partnerships with community and post-secondary organizations
2. Recruitment Life Cycle - improve the candidate experience throughout the life cycle of the recruitment process by increasing candidate feedback
3. Recruitment Roles and Responsibilities - strengthen working relationships between hiring managers and talent acquisition consultants
4. Recruitment Performance Measures - collect applicant demographic data to inform Talent Acquisition on the diversity of candidate pools

Position descriptions for management and out-of-scope positions are being reviewed to include stronger consideration of skills and experience as equivalencies to educational requirements. This may address barriers for individuals who do not have a degree but have equivalent knowledge and experience.

Data Collection & Analysis

The City collects gender information of new employees during the onboarding process for payroll, pension and benefits requirements. Reporting on other diversity data has

been limited to employees who participate in the biennial Employee Engagement Survey.

Development of a Workforce Analytics Framework is currently underway, including expanded collection and reporting of diversity data. A pilot of the diversity data collection is scheduled for Q4 2019 to start collecting and reporting in Q1 2020.

Diversity data will be collected voluntarily in a secure and confidential manner at the time of application. Successful applicants will be given a second opportunity to confirm their diversity information at time of onboarding. This will provide important diversity data throughout the talent acquisition life cycle. Data will be stored based on privacy requirements. Aggregate reporting of diversity data will be developed in accordance with FOIP and legal requirements.

Leadership, Training and Education

As of Q3 2019, 77 per cent of the City's leaders (directors and above) have completed online GBA+ training. The GBA+ culture will further evolve with the introduction of in-class training in Q4 2019. Also as of Q3 2019, just over 80 per cent of all permanent staff have completed Indigenous Awareness training.

The Hiring Manager Certification program was extended from a half day to a full day to include an expanded focus on interview skill development and an on-the-job application of the recruitment life cycle. GBA+ and Implicit Bias training are now included in the full day training curriculum. Implicit biases are learned attitudes and stereotypes, which unconsciously affect an individual's actions and decisions. The intended outcome is increasing managers' awareness and ability to mitigate the impacts of biases during the recruitment and selection process.

The Working Mind program, a partnership with the Mental Health Commission of Canada, endeavours to provide training to all City employees about mental health promotion, care for self and others, and mental health stigma reduction. This program is a significant support in providing a lens to the diversity and inclusivity of all employees who experience health issues. To date, The Working Mind training has been delivered to all senior managers and as of Q3 2019, 597 supervisors have been trained. Training for all employees is scheduled to begin in Q1 2020.

Creating a positive and inclusive work culture will support the retention and promotion of diverse employees, which is an important factor towards increasing diversity and inclusion at all levels within the organization. The City of Edmonton is focused on enhancing this culture by increasing employees' knowledge and understanding of implicit bias. Administration has created and launched a half-day course called "Contributing to our Respectful and Inclusive Workplace." The course includes learning about implicit bias and how employees can prevent having it affect their

understanding, actions, and decisions in an unconscious manner. This course will be delivered to all employees.

In addition, particular attention is being paid to developing the City's leaders, focusing on inclusive behaviours and practices.

Administration launched the first phase of a leadership competency model in Q3 2019. The leadership competencies articulate how City of Edmonton leaders create the City's culture by how they lead themselves, their teams and the work.



Figure 1. Leadership Competencies Model

Removal of Barriers

An organization-wide focus on removing barriers to workforce diversity and inclusion is underway, with a particular emphasis in Fire Rescue Services and Edmonton Transit Service.

Fire Rescue Services

Fire Rescue Services is focused on identifying and removing employment barriers that may exist as part of the recruitment and application process. Fire Rescue strives to hire the best qualified candidates. The branch's recruitment and outreach program is increasing awareness of career opportunities within the fire service with the goal of increasing the number of female candidates and candidates from diverse populations. Attachment 1 highlights additional information on the progress and accomplishments of this program.

There have been recent successes, particularly in the area of gender diversity:

- A 50 percent male and female representation at the Captain (supervisory) level in the Fire Prevention/Public Safety section
- A 48 percent increase in female applicants from 2018 to 2019

- The Fire Cadet Program provides high school students with the opportunity to learn life skills needed to become firefighters.

Edmonton Transit Service

Administration approached ATU Local 569 with a request to allow flexibility of shifts for applicants with diverse family needs. ATU Local 569 declined to expand current procedures as outlined in the collective agreements and remains firm in their position that employees select shifts based on seniority. Administration will continue to explore options outside of shift scheduling that may appeal to potential applicants with children and other dependents.

Outreach Programs

The Talent Outreach Programs Team helps remove employment barriers by:

- Attending career fairs and employment events
- Career coaching and counselling to individuals interested in working for the City
- Connecting qualified candidates with hiring teams
- Collaborating with more than 60 post-secondary institutions and employment organizations.

The program's focuses its efforts towards:

- Women in targeted occupations
- LGBTQ2S+
- Students and youth
- People with disabilities
- Indigenous Peoples
- Newcomers to Canada
- Multicultural communities
- Individuals transitioning from the Canadian Armed Forces

The City also launched the Indigenous Peoples Talent Pipeline. More than 200 Indigenous people accessed career coaching and application referrals. With their consent, participants' information was also used to populate a City database of available Indigenous talent to inform future recruitment opportunities.

The updated Policy for Accessibility for People with Disabilities is another example of efforts to remove employment barriers across the organization. This Policy is designed to ensure people with disabilities are treated with respect and have equitable access and opportunities to participate and contribute.

Corporate Outcomes and Performance Management

Corporate Outcome: Edmontonians are connected to the city in which they live, work and play.			
Outcome	Measures	Results	Targets
The City of Edmonton's staff are safe and supported to achieve their aspirations and deliver excellent services.	Workforce is representative of available external labour force: Indigenous Person	5.4% (2018)	Comparable to 4.6% Indigenous external labour market based on 2016 Census (Statistics Canada).
	Workforce is representative of available external labour force: Visible Minority Person	23.6% (2018)	Comparable to 26.8% Visible Minority external labour market based on 2016 Census (Statistics Canada).
	Workforce is representative of available external labour force: Person with a Disability	8.2% (2018)	Comparable to 4.9% Persons with a Disability external labour market based on 2016 Census (Statistics Canada).
	Workforce is representative of available external labour force: Male	63.1% (2018)	Comparable to 54.50% Male (Statistics Canada, Labour Force Survey, % Males 25 and older in the Labour Force for the Edmonton CMA)
	Workforce is representative of available external labour force: Female	36.9% (2018)	Comparable to 45.5% Female (Statistics Canada, Labour Force Survey, % Females 25 and older in the Labour Force for the Edmonton CMA)
	Workforce is representative of available external labour force: lesbian, gay, bisexual, queer/questioning, transgender, two-spirited or other sexual identities.	5.7% (2018)	Comparable to 4.6% (2016 COE Workforce representation - Employee Engagement and Diversity Survey. No comparable external data available)

Attachment

1. Edmonton Fire Rescue Services - Overview of Recruitment and Outreach

Others Reviewing this Report

- A. Laughlin, Acting Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- S. McCabe, Deputy City Manager, Urban Form and Corporate Strategic Development
- R. Smyth, Deputy City Manager, Citizen Services