

To: Budget Standing Committee

Cc: David Oakes, Deputy CAO
Shelley Chemnitz, CAO

From: Don Breedon, Manager Human Resources
Jeanette Pillitteri, Director CSS

Date: October 21, 2019

Subject: Diversity, Inclusion and Gender Equality Position

Further to the Budget Standing Committee meeting of October 16, 2019 direction to staff to provide additional information regarding a staffing request made in the 2020 Operating Expenditure Budget Presentation.

Contained within the 2020 Operating Expenditure Budget Presentation, Analysis of Budget Changes from 2019 to 2020 – Staffing Changes highlights a request for a temporary full time position:

CSS – HR – Diversity, Inclusion and Gender Equity Position (50% funded by Tax Stabilization Reserve) \$51,650.

During the presentation, the CAO spoke to this role to “develop policies and procedures to enhance the corporation’s diversity.”

The importance of this role is to review, design, develop and assist in the management of diversity and inclusion programs and training. This role partners with internal stakeholders and external organizations to drive diversity goals and awareness across the organization. This role will contribute to an inclusive, healthy work environment and culture that facilitates safe, high quality service excellence and compassion.

This role will be responsible for:

Assessment

To conduct an organizational level assessment specific to diversity and inclusion such that the Corporation can identify areas for improvement and work towards building competency in this area.

Policy Review / Development, Deliver Training / Awareness

These initiatives will be corporate wide, incorporating the review of onboarding employees; reviewing current policies; develop and deliver training of policies; etc.

This role will be instrumental in customized training initiatives for our departments. The development and delivery of customized training, awareness raising or educational initiatives related to equity and inclusion issues. This will include providing

advice/guidance to leaders who have identified concerns, conducting needs assessments, working with individuals or groups.

An example would be to support the transition within Municipal Works not only from being a new department along with the review of work practices but also to address culture.

- Working with the department to develop a 3-hour training session which will be delivered to the entire public works workforce (managers and employees). This will consist of 6-8 sessions over a period of two or three weeks.
- Training content would cover: Developing Awareness and Skills Necessary to Build Respectful, Equitable and Inclusive Environments including Social/systemic context; power and privilege; inclusive language Respect in the Workplace Policy. Scenarios and wrap up and call to action activity.

Addressing Complaints Under Respect in the Workplace Policy

This role handles complaints under this policy, including providing advice and guidance, coaching employees for personal resolution; facilitating informal resolution; and where necessary conducting formal investigations.

In addition to the corporate training and awareness, a function of this role will be to support departments requiring a focus on information and training with regards to harassment and discrimination prevention in their particular work area.

Labour Relations

This role builds relationships with Union Locals, liaises with internal and external stakeholders to ensure a fair and equitable methodology to labour relations, assists in the integration of any new legislative requirements, aids in building stronger employee-employer relationships and provides guidance on resolution options.

Additionally, this role provides support and insight to grievances associated with harassment and discrimination, or formal complaints made to the Human Rights Tribunal of Ontario.

Equity Diversity and Inclusion Initiatives

This role will be the Staff Liaison for LGBTQ2+ Advisory Committee for Council and further support Council's commitment to the signing the Leadership Accord for Gender Diversity.

At the [June 10, 2019](#) Council meeting, seen in **Appendix 1**, council unanimously endorsed the City of St. Catharines signing the Electricity Human Resources Leadership Accord on Gender Diversity in the workplace. The City is the second municipality in Canada to sign the accord and represents a commitment to gender diversity and inclusivity in the corporation and community.

Once the accord was signed, the City must complete a self-assessment to gauge the City's performance in the area of gender diversity and to identify areas as priorities for action with a focus on continuous improvement. The portion of this assessment must be completed by an individual with knowledge of the corporation and its policies.

Staff in the Office of the CAO has taken the lead in the requirements of the accord, however, the assessment and action plans requires a human resources and employment legislation lens and is required for the implementation process.

From a fiscal perspective, this position will assist with avoiding potential external costs by addressing matters internally versus the engagement/services with third parties. Conducting a corporate assessment, along with increased education/awareness will assist to mitigate risk.

As our CAO presented that as we are “largely a service based corporation, our employees are one of our most important resources/assets”. This role would help support being an “employer of choice” which encompasses a supportive work culture and a healthy workplace environment that increases employee engagement, improves labour productivity and attracts and retains superior employees. This role will assist the pursuit of greater gender diversity and equity in the workforce.



Corporate Report City Council

Report from: Legal and Clerks Services, Office of the City Clerk

Report Date: May 9, 2019 **Meeting Date:** June 10, 2019

Report Number: LCS-107-2019 **File:** 35.31.99

Subject: Leadership Accord on Gender Diversity

Strategic Pillar: 

Recommendation

That Council endorse the Leadership Accord on Gender Diversity attached as Appendix 1. FORTHWITH

Summary

This report provides Council with information regarding the Leadership Accord for Gender Diversity (the Accord), attached as Appendix 1. Through Alectra Utilities, the City has the opportunity to be one of the first municipal signatories to the program and make a public commitment to support gender diversity in the workplace and promote the values of diversity, equality and inclusion. Electricity Human Resources Canada (EHRC) and the Accord process provides evaluation tools, policies and best practices to guide the City in achieving the goals expressed in the Accord and to improve policy and practices for the benefit of all City of St. Catharines employees and volunteers.

Background

On February 26, 2018, Council received report [LCS-050-2018](#), Women in Local Government, and passed the following motion:

That Council direct staff to include gender equity in the development of the new corporate diversity and inclusion policy, an action item in the City's Strategic Plan; and

That Council direct staff to amend the Appointment Policy (CC-2013-03) to require gender equality and diversity for all Citizen Advisory Committees and update the Handbook for Citizen Advisory Committees to reflect this as City policy; and

That Council direct staff to prepare a policy to support pregnancy and parental leave for Council members as outlined in Bill 68; and

Further, that the City Clerk continue to work with the Election Task Force, community partners and municipal organizations to provide information for candidates at upcoming workshops, training and information sessions prior to the 2018 municipal election. FORTHWITH

Since that time, staff have been in contact with various organizations about ways to support women in the workplace, women on Council and more broadly to support diversity, equality and inclusion within the organization.

To date, more than 60 organizations have signed onto the Accord, including the City of Vaughan, educators, the electrical sector and more. Through the City's engagement with Alectra Utilities, there is an opportunity for the City of St. Catharines to be the second municipal partner in Canada to sign on to the Leadership Accord for Gender Diversity.

By signing this declaration, the City of St. Catharines is confirming its commitment to supporting women in the workforce, promoting the values of diversity, equality and inclusion and reinforcing the motion passed by Council in 2018. Signing the Accord does not require any immediate financial or legal commitments by the City. Signing the Accord is a statement of values and principles that will guide the senior leadership team in the pursuit of greater gender diversity and equity in the workforce.

Report

The Leadership Accord for Gender Diversity is an initiative developed by Electricity Human Resources Canada in recognition that only 25% of workforce participation in that sector is represented by women. The Accord is a public commitment to support and promote the standards of diversity, equality and inclusion in the workplace through recruitment, retention, career progression, training and development.

By signing the Accord, the signatories are making a commitment to improving opportunities for women in their workforce and ensuring equal opportunities to grow and develop their full potential, across all sectors.

Why does this matter?

According to the Canadian Women's Foundation, only 25% of women hold senior leadership positions and women continue to work in industries that reflect traditional gender roles. Only 25% of vice president positions in Canada are held by women and only 15% of CEO positions are held by women. In many occupations, women represent a much smaller portion of the workforce. Even in female-dominated industries, women continue to occupy lower-level jobs. At the same time, it is widely recognized that better gender balance in the workforce benefits financial returns, innovation, creativity in the workplace, and improved social and economic outcomes in communities.

Women continue to face many challenges on a day-to-day basis that hinder their advancement in the occupation of their choosing – particularly in roles that are traditionally filled by males. These challenges may be attributed to conscious or unconscious

discrimination, a lack of female figureheads in the workforce, workplace culture, traditions, hiring practices and advancement opportunities. In order to combat the disproportionately low representation of women in the workforce, Electricity Human Resources Canada explains that fundamental changes in workplace culture must occur through the normalization of woman in the trades and technology sectors. Through the recruitment process, training and career advancement, all signatories are committed to improving opportunities for women in the workplace.

Key Beliefs

Through the Accord, Electricity Human Resources Canada have developed a set of key beliefs to support and further promote women in the workforce that can be applied across sectors and in municipal government. The Accord outlines actions to support and promote women in the workforce that will benefit all employees and employers by the following:

- Increasing women's economic power through increased earning potential
- Adding skills and diverse thinking to organizations nationwide as well as the wider Canadian economy
- Driving up productivity and innovation, introducing new ways of working, strengthening team dynamics and improving decision-making processes
- Enhancing the quality of engagement and mutual understanding between organization and the community.

Additional information is provided in Appendix 2, background and commitment framework.

Implementation

The signatories to the Accord recognize the need to expand the breadth of the skilled workforce. This will be achieved through a wide range of initiatives that are appropriate to the sector and workplace (adapted from the electricity sector).

The Accord provides tools, evaluation kits, sample policies and best practices to support gender diversity which may be used to achieve the goals of the Accord. These include: policy and governance practices, education and workplace readiness programs, and recruitment and retention practices. Many of these tools will support the ongoing work of the human resources department and management team in their on-going work.

Additional information is provided in Appendix 2, background and commitment framework.

Action taken to date

Since the 2018 Council motion, staff have worked with community partners to improve policies and practices, including the following:

- The Clerk's Department participated in candidate training sessions for all candidates, and in particular, for women candidates in the 2018 municipal election.
- Women represent approximately 42% of the City's Senior Management Team, including key leadership roles
- Updating the appointment policy for advisory bodies and local board to better support the goals of equity, diversity and inclusion.

- A working group of councillors and staff are consulting with community members to consider further improvements to advisory committees to enhance equity, diversity and inclusion.

Signing the Leadership Accord for Gender Diversity will further support Council's commitment to gender diversity and the Senior Leadership Team's commitment to support diversity, inclusion and participation in the workforce as a guiding value of the City of St. Catharines.

Financial Implications

There are no immediate financial implications to signing the Accord. The Senior Leadership Team will use the tools available through the Accord to find opportunities to update policies and procedures. Any future initiatives with financial implications will be reported to Council or incorporated in future capital or operating budgets.

Relationship to Strategic Plan

This report supports the Strategic Plan, Social Sustainability goals:

- Goal #1 to strive for the highest quality of life for all citizens
- Goal #2 to connect people, places and neighbourhoods
- Goal #3 to provide excellent customer service and communication with citizens as it promotes diversity, equality and inclusion and further creates a sense of community.

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Appendices:

- Appendix 1 – Leadership Accord on Gender Diversity
- Appendix 2 – Background and Commitment Framework

Leadership Accord on Gender Diversity

Statement

Developed by Electricity Human Resources Canada, the Leadership Accord on Gender Diversity (the Accord) is a public commitment by employers, educators, unions and governments to promote the values of diversity, equality and inclusion throughout their work. Through recruitment, retention, career progression, and training and development, all our signatories are committed to improving opportunities for women in the Canadian workplace. The signatories to the Accord recognize and confirm united action to expand the breadth and depth of the skilled workforce; ensure that women are informed of the opportunities available to them in the occupation of their choice, and once employed, they are fully supported and provided with equal opportunities to grow and develop to their full potential.

This will be achieved through a range of initiatives which may include:

Employer Commitments

Policy & Governance Practice

- Committing to the on-going improvement of our workplace policies, practices and operating procedures so that women are sufficiently represented in the workplace. This includes a review of key HR policies and the creation of gender-diverse work environments and organizational cultures that are supportive of women.
- Putting in place contractual terms and conditions that require contractors to have a representative workforce.
- Striving to ensure collective agreement provisions are not unconsciously biased against women entering the workforce.
- Striving to ensure women represent between 10% and 30% of Board of Director and Senior Management positions and promote the business case that diverse leadership teams make good business sense.
- Encouraging joint ventures between employers and government or employers and their respective unions (or even tri-partite ventures between all three) in support of advancing women in under-represented roles in the workplace.

Education & Workplace Readiness

- Employers work towards developing standards and training to ensure staff and leadership are being inclusive of women in non-traditional occupations. This includes working towards acknowledging bias and discrimination to create an inclusive, welcoming environment.
- Providing co-op placements to both male and female students equally.
- Investigating and researching potential factors that are limiting the successful transition from educational and training programs into the workforce.
- Supporting women's transition into the workforce by matching new hires with women already working through internal mentoring programs and/or national mentoring programs.
- Helping to develop women's resilience to thrive within the workplace

Recruitment and Retention Practices

- Working to promote occupations and career opportunities where women are under-represented in a way that attracts more women.
- Striving, where possible, to have at least 2 qualified women shortlisted for all positions.
- Endeavour where possible to have at least one female interviewer on all intake/hiring panels.
- Striving/working towards increasing the number of apprenticeship positions being filled by women by the individual organization.
- Developing processes or special programs that help advance women within the workplace and support their development.

Organization

Name (and Title)

Signature

Date



Leadership Accord for Gender Diversity



BACKGROUND & COMMITMENT FRAMEWORK

In many occupations, women represent a much smaller component of the workforce than they should – and in many instances they continue to face barriers that limit their advancement, or indeed their desire to remain in the occupation of their choice. These barriers may include conscious or unconscious discrimination, a lack of female role models, and/or workplace culture and practices that erode an inclusive workplace. Integrating women into workplaces that employ skilled workers requires more than just opening the doors to female employees. Paradigm shifts require repeated focus and attention.

Few of us reach our goals without the support of others. Normalizing women in trades and technology careers will take industry and educational leadership and commitment, as well as individual ownership for change, to ensure our industry becomes truly reflective of the society that we live in¹.

Labour Context

Labour market research has indicated that the aging of the Canadian population and workforce, loss of industry knowledge and lack of young people with the right skills, training and/or work experience all pose critical challenges in this time of change. Employers will therefore need to look to underrepresented groups to fill the talent gap – this includes women.

This highlights the importance of attracting women to critical occupations such as engineers, engineering technicians, technologists and other skilled trades. These efforts must be tackled together by industry, government, unions and educational institutions.

According to Statistics Canada, there are 7.6 million women working in Canada² – making up approximately 47 per cent of the Canadian workforce. Women, however, still represent only 25 per cent of the workforce in the electricity sector. Furthermore, fewer than 13 per cent of practicing licensed engineers are women. In the trades, that number plummets to fewer than 5 per cent. Despite the rise in the proportion of women in these technical areas and best efforts to tap into, develop and retain this cohort, the pace of improvement has been slow, with the parity between men and women in the industry remaining a long way off.

¹ Electricity Human Resources Canada Steering Committee for Connected Women

² Labour Force Survey, December 2017, Statistics Canada <http://www.statcan.gc.ca/daily-quotidien/180105/t001a-eng.htm>

An Accord for Action

There is a real opportunity for employers to actively engage in building a workforce that is truly representative of Canada's people. This Accord proposes united action by employers, educators, unions and governments to: expand the breadth and depth of the skilled workforce; ensure that women are informed of the opportunities available in the sector of their choice and once in the sector, are fully supported and provided with equal opportunities to grow and develop to their full potential.

Our Key Beliefs

More Women = Potential + Diverse Thinking + Increased Safety + Better Performance

Actions to support and promote women in the workforce will benefit individual workers and employers by:

- increasing women's economic power through increased earning potential
- adding skills and diverse thinking to organizations nationwide as well as the wider Canadian economy
- driving up productivity and innovation, introducing new ways of working, strengthening team dynamics and improving decision-making processes
- enhancing the quality of engagement and mutual understanding between a company and the community in which it operates by extending the benefits of a project more directly to both men and women
- helping businesses to manage risk and reduce potential liability for non-compliance in relation to labour, health and safety, discrimination and sexual harassment, therefore reducing exposure to fines or the legal costs of addressing claims
- positively impacting revenue, market growth, profits and shareholder returns

Defining Success

Stakeholders agree that success means:

- Building a strong consensus among a broad group of employers, educational institutions, government and organized labour that action by the industry is needed
- Signatories develop individual benchmarks to track progress toward the goals outlined in this Accord and review as part of their internal review mechanisms
- Signatories can identify (quantitatively or qualitatively) a number of tangible actions they have taken across the spectrum to implement any or all of the committed actions outlined as part of this Accord

- Working together to track, monitor and report on progress towards the achievement of the gender diversity commitments outlined in this Accord. EHRC will maintain an oversight function providing employers with supporting assessment tools and managing the review process

Commitments

Employers, unions and educational institutions agree to make commitments to increase the representation of women in their programs, organizations and the Canadian workplace.

This will be achieved through a range of initiatives which may include:



Employers



Labour



Education

Policy & Governance Practice

Ensuring policies and governance are inclusive

<ul style="list-style-type: none"> Committing to the on-going improvement of our workplace policies, practices and operating procedures so that women are sufficiently represented in the workplace. This includes a review of key HR policies and the creation of gender-diverse work environments and organizational cultures that are supportive of women. 	✓	✓	✓
<ul style="list-style-type: none"> Working actively, in partnership with employers, to develop measures to better allow women to enter the workforce such as special letters of understanding, settlements or memoranda. 		✓	✓
<ul style="list-style-type: none"> Putting in place contractual terms and conditions that require contractors to have a representative workforce. 	✓	✓	
<ul style="list-style-type: none"> Striving to ensure collective agreement provisions are not unconsciously biased towards women entering the workforce. 	✓	✓	
<ul style="list-style-type: none"> Striving to ensure women represent between 10% and 30% of Board of Director and Senior Management positions and promote the business case that diverse leadership teams make good business sense. 	✓	✓	✓
<ul style="list-style-type: none"> Encouraging joint ventures between employers and government or employees and their respective unions (or even tri-partite ventures between all three) in support of advancing women in under-represented roles in the workforce. 	✓	✓	

Education & Workplace Readiness

Working towards supporting women in the workplace

<ul style="list-style-type: none"> Ensuring there is at least one female interviewer on all educational program intake panels. 			✓
<ul style="list-style-type: none"> Ensuring instructors are aware of, sensitive to, and in some cases receive training on the barriers facing women in non-traditional positions within the workplace and that there is no conscious or unconscious bias within the classroom that discriminates against female students. 	✓	✓	✓
<ul style="list-style-type: none"> Providing co-op placements to both male and female students. 	✓		✓



Employers



Labour



Education

- Investigating and researching potential factors that are limiting the successful transition from educational and training programs into the workforce.
- Supporting women's transition into the workplace by matching new hires with women already working through internal mentoring programs and/or national mentoring programs.
- Helping to develop women's resilience to thrive within the workplace.

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Recruitment and Retention Practices

Striving to hire more women through tangible efforts

- Working to promote occupations and career opportunities where women are under-represented in a way that attracts more women.
- Striving where possible, for at least 2 qualified women shortlisted for all positions.
- Endeavour where possible to have at least one female interviewer on all intake/hiring panels.
- Striving/Working towards increasing the number of apprenticeship positions being filled by women, by the individual organization.
- Developing processes or special programs that help advance women within the workplace and support their development.

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Defining and Measuring Success

The Accord needs clear goals that can be measured. It is acknowledged that not all organizations will progress at the same rate, nor will results always be immediate, however it is the premise of this Accord that to effect systemic change in the workplace a bold vision is required by industry leaders.



Commitment

The entry level – for organizations that have recently started the process



Achievement

The intermediate level – for organizations that have a more advanced and comprehensive approach to increasing the representation of women in the workforce



Excellence

The advanced level – for organizations that demonstrate that these practices are embedded in their corporate culture and values