

**Report from:** Corporate Support Services, Human Resources

**Report Date:** February 27, 2020      **Meeting Date:** March 11, 2020

**Report Number:** CSS-B012-2020      **File:** 10.10.99

**Subject:** Diversity, Inclusion and Gender Equality Position

## Recommendation

That a Diversity, Inclusion and Gender Equity role be approved on a temporary full-time basis for a twenty-one (21) month duration; and

That this position be funded in 2020 in the amount of \$86,500 through the Tax Stabilization Reserve; and

That funding for this position in the amount of \$115,500 be pre-approved as part of the 2021 Operating Budget; and

Further, that consideration for a permanent full-time position will be reviewed as part of the Operating Budget discussions for 2022.

## Summary

This report is being presented in response to following motion, moved by Councillor Porter at the [February 24, 2020](#) Council Meeting, which was referred to the Budget Standing Committee:

THEREFORE BE IT RESOLVED that staff prioritize this [Diversity, Inclusion and Gender Equity staff role] above other HR projects by creating a position in this fiscal year, and that \$30,000 to partially fund this position be moved from the Organizational Effectiveness Task Force by putting its current consultant project on hold, and with the remaining funds allocated from the Tax Stabilization Reserve (TSR).

While a previous report related to this matter has described this role in terms of its organizational level impacts and outcomes, this report offers a detailed 'Statement of Work' in an effort to relay the scope of the tasks to be undertaken. A detailed summary of the knowledge, skills and abilities required in the role has also been included.

This report also provides a summary of the actions and considerations taken to-date by the Budget Standing Committee, Council and the Equity and Inclusion Advisory

Committee in consideration of the position proposed by staff as part of the 2020 operating budget.

## Background

This report is being presented in response to the discussion and referral of the proposed Diversity, Inclusion and Gender Equality staff position to the Budget Standing Committee from Council on February 24, 2020. This staffing request was initially presented to the BSC as a proposed staffing change in the 2020 operating budget in October 2019. The following actions have been taken to date in consideration of this proposal by staff:

1. During the 2020 BSC discussions: \$103,300 was included in 2020 draft operating budget (with \$51,560 (50%) funded by tax stabilization reserve) for proposed staff position.
2. On October 16, 2019, the staffing request was presented to the Budget Standing Committee in report [FMS-B037-2019](#) (found on Report Page 9 of 10) and presentation on staffing changes from 2019 to 2020. Presentation highlights request for a temporary full time position: CSS-HR-Diversity, Inclusion and Gender Equity Position.
3. On October 28, 2019, BSC received a follow-up [memo from human resources](#) outlining the responsibilities and work plan for the proposed Diversity, Inclusion and Gender Equality position. The memo was received on the consent agenda with no discussion.
4. On November 20, 2019, the BSC passed a motion to delay the position for one year.
5. On December 16, 2019 (budget night at Council), Councillor Miller proposed an amendment to the budget to include this position. Council then approved the following motion: "That the Diversity and Inclusion contract staff position be referred to the Equity and Inclusion Advisory Committee for input on what type of staff position is preferred."
6. On February 11, 2020, Human Resources staff attended the committee's meeting to provide information and seek the committee's input as directed by Council. After hearing from staff, the committee passed a motion in support of the Diversity, Inclusion and Gender Equality position proposed by staff:

"That the Equity and Inclusion Advisory Committee agrees that the Diversity, Inclusion and Gender Equity staff person is needed at the City of St. Catharines, and that a full time permanent role should be implemented, and that the role should be filled before 2021; and

That the Chair, H. Bateman and T. McLennon will present the committee's position to Council as a delegation on Feb. 24, 2020."

7. On February 13, 2020 the Equity and Inclusion Advisory Committee relayed their input to Council in [a letter outlining their views and recommendations](#) regarding this matter.
8. On February 24, 2020, Council asked questions about the scope of work for the staff position and referred the following motion to the BSC:

“WHEREAS the Equity and Inclusion advisory committee agrees that the Diversity, Inclusion and Gender Equity staff person is needed at the City of St. Catharines, and that a full time permanent role should be implemented, and that the role should be filled before 2021;

THEREFORE BE IT RESOLVED that staff prioritize this above other HR projects by creating a position in this fiscal year, and that \$30,000 to partially fund this position be moved from the Organizational Effectiveness Task Force by putting its current consultant project on hold, and with the remaining funds allocated from the Tax Stabilization Reserve (TSR).”

Procedurally, when this report is provided to Council, the above-motion which was referred by Council on February 24, 2020, will need to be placed on the floor for a decision by Council.

## Report

### Statement of Work – Committed to:

The effort that Council has already committed the Corporation to execute by signing the EHRC - Leadership Accord on Gender Diversity on June 10, 2019 (Leadership Accord included as an appendix to Report [LCS-107-2019](#)) is as follows:

- Conduct organizational assessment **of all policies, practices and operating** procedures with a view to diversity
- Develop and execute action plans for addressing area identified for improvement
- Review Electricity HR Canada's collection of tools, sample policies and best practice instructional materials with a view to adoption
- Establish contractual terms and conditions for the Corporation that favour contractors to have a representative workforce
- Review collective agreements for provisions that may be biased against women
- Conduct workforce analysis specific to diversity - identify gaps
- Identify opportunities for joint venture between City and employers and / or unions in support of diversity
- Identify traditionally male dominated occupations and develop strategies to better support diversity
- Conduct a 'cultural' assessment in traditionally male dominated work groups and identify risks to diversity
- Identify factors that may be limiting transition from educational and training programs into the workforce
- Establish a mentor program to support diversity (women already working to mentor new)

- Develop training program to help develop women in male dominated occupations
- Develop a promotional program to better attract women to under-represented occupations
- Track number of women on shortlist for all job vacancies
- One female interviewer on all hiring panels
- Develop processes or special programs focused on advancing women in the workplace
- Signatories develop individual benchmarks to track progress toward the goals outlined in this Accord and review as part of their internal review mechanisms
- Track, monitor and report (quantitatively or qualitatively) on all actions taken to implement any or all of the committed actions in the Accord
- Track, monitor and report on progress towards the achievement of the gender diversity commitments outlined in this Accord
- Develop plan to ensure women represent between 10% and 30% of Board of Director and Senior Management positions

**It must be noted that all of the above requirements are focused on gender diversity specific to women in the workplace.**

As the majority of the activities and considerations outlined in the foregoing Statement of Work would be relevant **to all equity seeking groups**, it would be neither efficient nor effective to undertake this effort with a view exclusive to gender equality.

While the Human Resources Team is well versed and compliant in matters relating to Human Rights and Employment Standards, it should be noted that the Corporation currently has no resident expertise in this emergent area of focus.

In reviewing the Statement of Work outlined herein, the BSC will see that while there will be many opportunities for networking and sharing lessons learned with other organizations (i.e. Regional Municipality of Niagara), the primary focus of the work package is an assessment of “all policies, practices & operating procedures with a view to diversity.” This all-encompassing inward facing focus limits the possibilities of sharing a resource or relying on another organization to address the statement of work for the City of St. Catharines.

The position summary below offers additional insight into these requirements.

**Position Requirement Summary:**

- **Ability to move from an initially ‘inward facing focus’ to a ‘public facing focus’ specific to how our Corporation interacts with the General Public**
- Understanding of the evolving body of knowledge related to equity, diversity and inclusion
- Experience developing an organizational level assessment framework and developing plans for the implementation of the evaluation strategy
- Experience researching and analyzing data to find and report insights to leadership to assist in identifying and achieving equity, diversity and inclusion goals

- Considerable experience in developing and implementing diversity-focused programs, leading and / or supporting project teams, conducting research, facilitating workshops, and developing guidelines, tools and training to educate
- Experience partnering with key stakeholders and external organizations
- Experience developing processes, collecting, analyzing and evaluating data to report on progress of improvements
- Education in Program Evaluation, Equity, Education, Anthropology, Social Sciences, Social Services Research, Adult Education, Law, or a related field
- Experience in Human Rights and Inclusion and Diversity field, preferably within a large, complex organization
- Strong technical background, especially in process and program evaluation and applied mixed methods research
- Excellent interpersonal skills to maintain inter-professional team relationships with multiple stakeholders
- Ability to create and effectively present information and facilitate discussions with various audiences

## **Financial Implications**

As the scope of work to be completed is extensive, it is being recommended that a 21-month temporary contract be created for this role in 2020. For the remainder of 2020, the cost of this role is estimated to be \$86,500 with funding through the Tax Stabilization Reserve. There are sufficient funds available in this reserve to be used for this purpose.

In addition, it is recommended that pre-approval of \$115,500 for funding in the 2021 operating budget be obtained in order to recruit an individual in 2020 for the full 21-month temporary contract term.

The motion referred by Council includes that this position be partially funded from the Organizational Effectiveness Task Force budget of \$30,000 by putting this current consultant project on hold. Should BSC determine this to be the appropriate approach for funding this temporary position, the recommendation would need to be amended to reflect this direction. If this is approved by Council, the Organizational Effectiveness Task Force's work would be put on hold until the \$30,000 of funding is replaced through the 2021 or future operating budget processes, unless other direction is received from Council.

## **Conclusion**

This report serves to provide more information on the scope of work and outlines how the position would support Council's commitments to gender equity and inclusion outlined in the EHRC – Leadership Accord for Gender Diversity and to incorporate other similar initiatives and best practices.

Given the scale of the commitment that has already been made through the signing of the Leadership Accord and given that the Corporation currently has no residence expertise in this emergent area of focus, we would ask that the recommendations outlined herein be given full consideration.

**Prepared by**

Don Breedon  
Manager, Human Resources

**Submitted by**

Jeanette Pillitteri  
Director, Corporate Support Services

**Approved by**

David Oakes  
Deputy Chief Administrative Officer