11TH REPORT OF THE

LONDON DIVERSITY & RACE RELATIONS ADVISORY COMMITTEE

Meeting held on November 15, 2007, commencing at 12:09 p.m.

PRESENT: P. Shanahan (Chair), M. Cialacu, M. Fahmy, J. Olawuyi, M. Young and H. Lysynski (Secretary).


I YOUR COMMITTEE REPORTS:

Chair’s Remarks

1. That P. Shanahan, Chair, London Diversity & Race Relations Advisory Committee (LDRRAC) welcomed U. Troughton, representing the Council for London Seniors, to the LDRRAC.

Community Updates

2. That the London Diversity & Race Relations Advisory Committee (LDRRAC) heard the following community updates:

   (a) P. Shanahan attended the Antigua and Barbuda celebration that was attended by approximately 150 people;

   (b) on Saturday, November 17, 2007 at 6:00 p.m., the Canadian Congo community is having a cultural evening at the community centre located at 920 Huron Street; and,

   (c) the United Nations Day for the Disabled is being held on Friday, November 30, 2007 at the Four Points Sheraton Hotel.

Communications & Public Relations Sub-Committee

3. (A) That the London Diversity & Race Relations Advisory Committee (LDRRAC) heard a verbal presentation from M. Young with respect to the LDRRAC website, the purchase of a display board and LDRRAC information pamphlets. The LDRRAC was informed that they hope to have the LDRRAC website on the City’s website in January, 2008; they are purchasing a display board with the remaining LDRRAC budget; and the pamphlets are ready to be printed.

Policy & Planning Subcommittee

4. (C) That the London Diversity & Race Relations Advisory Committee (LDRRAC) met with Human Resources Staff to discuss the following matters:

   (a) the draft Workplace Diversity Statement and Plan;

   (b) an update on the progress of the City of London recruitment process analysis;

   (c) outreach initiatives and training initiatives;

   (d) the Ivey Management Foundations Program;

   (e) the Standing Together- Employees Caring for Employees - "Celebrating Diversity" program;

   (f) the NVision analysis and upcoming report; and,
(g) the next steps to be undertaken with respect to the above-
mentioned initiatives.

5. That the London Diversity & Race Relations Advisory Committee
(LDRRAC) noted and filed the following:

10th Report of the LDRRAC

(a) (1) the 10th Report of the London Diversity & Race Relations
Advisory Committee from its meeting held on October 18, 2007; and

Quarterly Report

(b) (3) an information report from the Chief Administrative Officer with
respect to the Quarterly Report on the Corporate Human Rights Program,
the Code of Conduct Program and Corporate Training Initiatives as of June

LDRRAC Budget Update

6. (2) That the London Diversity & Race Relations Advisory
Committee (LDRRAC) heard a verbal update from its Committee Secretary
with respect to its 2007 budget. The LDRRAC was advised that it has
$1,398.27 remaining in its 2007 budget.

Diversity & Supportive Workplace Initiatives

7. That the London Diversity & Race Relations Advisory
Committee (LDRRAC) heard a verbal presentation from Councillor H. Usher
and received the attached report from J. Fielding, Chief Administrative
Officer, with respect to an update on diversity and supportive workplace
initiatives. The LDRRAC referred Mr. Fielding's report to its Policy &
Planning Sub-Committee for consideration and to report back at a future
meeting of the LDRRAC; it being noted that if any Members would like to
comment on the report, please e-mail your comments to P. Shanahan or S.
Kassam.

Dancing on Live Embers

8. That the London Diversity & Race Relations Advisory
Committee (LDRRAC) was advised by its Chair that he will be sharing a
book he purchased entitled "Dancing on Live Embers – Challenging Racism
in Organizations" with the Human Resources Division.

Next Meeting

9. That the next meeting of the London Diversity & Race
Relations Advisory Committee (LDRRAC) will be held on Thursday,
December 6, 2007 at 11:45 a.m.

The meeting adjourned at 1:35 p.m.
RECOMMENDATION

That, on the recommendation of the Chief Administrative Officer, the following report BE RECEIVED for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- May 29, 2007 report to Chair and Members Board of Control re: Update on Initiatives Aimed at Building a More Supportive Workplace
- July 11, 2007 report to Chair and Members Board of Control re: Update on Corporate Human Rights Model Review, Code of Conduct Program and Corporate Initiatives Aimed at Building a More Supportive Workplace
- Quarterly and Year End Reports on the Corporate Human Rights Program, Code of Conduct Program and Corporate Training Initiatives

BACKGROUND

At its meeting held on May 14, 2007, Municipal Council resolved, "That the Chief Administrative Officer BE REQUESTED to provide a report that identifies and illustrates strategies we will use to transform the City of London into a welcoming and inclusive city, which embraces diversity within its workplace and workforce and encourages the same in its departments, boards, commissions and affiliated community partners, leading to a just and integrated society where diversity is valued and dignity and integrity are sustained for all; such report to also include what practices and policies the City of London and its Boards and Commissions already have in place in support of the aforementioned objectives."

The information that follows is intended to detail Civic Administration's initiatives in support of diversity within the workplace and highlight Council's Strategic Priority regarding diversity.

SHARED AGENDA

The City of London has a set of Strategic Priorities that are a series of goals established by Council (for the London community) and by Administration (for the workplace). These Strategic Priorities lay out the direction of the organization and form a shared agenda (see below). It is a shared agenda in that Council, Administration and the London community all have a part to play in the success of our city.
**Community Strategic Priorities**
- Economic Prosperity
- Infrastructure Renewal and Expansion
- Community Vitality
- Environmental Leadership
- Creative, Diverse and Innovative City
- Progressive Transportation System
- Managed and Balanced Growth
- Financial Stability

**Workplace Strategic Priorities**
- Financial Stability
- Enhanced Service Attitude
- Increased Service Capacity
- Supportive Workplace
- Leadership and Accountability
- Focused Management

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**Diversity and the Shared Agenda**

Diversity is supported in both the Community and Workplace Strategic Priorities. On the community side, it is encapsulated in the Creative, Diverse and Innovative City Strategic Priority and on the workplace side, it can be found in the Supportive Workplace Strategic Priority.

**Creative, Diverse and Innovative City: Capturing the value of London’s heritage, culture, arts and diversity**

Our goal is to define and strengthen the City’s unique identity.

**Supportive Workplace: Building a workplace based on our Corporate Values and Beliefs**

Our goal is to foster an atmosphere in which all staff feel engaged, valued and proud – where everyone’s work contributes to public service excellence.

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**CREATIVE, DIVERSE AND INNOVATIVE CITY**

In June of 2007, Council approved the first edition of the 2007-2010 Council Strategic Plan. This plan includes 8 Community Strategic Priorities with definition and goal statements. As noted above, one such priority (Creative, Diverse and Innovative City) includes the concept of diversity.

Next steps in the Council Strategic Plan include developing strategic objectives, initiatives, measures and targets for each of the 8 Strategic Priorities. This process will help to further define the work that will be done on the community side in the area of diversity. Prior to bringing a draft set of strategic objectives, initiatives, measures and targets to Council for discussion, input will be sought from the London Diversity and Race Relations Advisory Committee (LDRRAC) along with a review of current City master and strategic plans in this area (for example: The Creative Cities Task Force Report). It is anticipated that this material will come before Council in early 2008.

**Excellence in Multiculturalism Celebration Awards**

The City was recently nominated for the 2007 Excellence in Multiculturalism Celebration (EMCY) Awards in the City/Province/Territory category for the great work it is doing in the area of diversity. This submission shows that the City of London made a number of outstanding contributions to the celebration of diversity in 2006 through innovative policies, events, programs, initiatives and community partnerships. The full copy of this submission will be provided to members of Council at the November 14, 2007 Board of Control meeting.

**SUPPORTIVE WORKPLACE INCLUDING DIVERSITY INITIATIVES UPDATE**

The City of London and its employees have identified and ranked a Supportive Workplace as the number one Workplace Strategic Priority. Having a Supportive Workplace means bringing
our Corporate Values of Individual Responsibility and Collective Accountability to life. It also
means continuing to address human rights issues, understanding and valuing diversity and
learning more about and responding to the needs of our employees. To achieve a more
Supportive Workplace, we have been working hard at building strong interpersonal business
relationships and cooperative, collaborative, healthy workplace behaviours that reflect our
Corporate Values.

Administration has also focused itself on developing initiatives that are aimed at attracting,
engaging, developing and celebrating exceptional people in public service and building a
talented and diverse workforce, within a supportive workplace, that is representative of our
community. These initiatives will allow us to increase the size and diversity of our applicant pool
and draw upon the many talents, backgrounds and experiences of those in our community.
They will also create opportunities for investing in our employees and ensure we build the
specific skills and experiences necessary to deliver valued services. Additionally, they will
provide that individuals and teams are given appropriate and timely recognition for their
contributions and acknowledge and celebrate the value that our employees add to the
organization and the difference they make in our community.

Supportive Workplace Initiatives in 2006 and 2007

The following is intended to provide an overview of some of the initiatives undertaken in 2006
and 2007 dealing with diversity issues and detail some of the next steps in our movement
forward towards building a more Supportive Workplace.

Recruitment and Selection Initiatives

- We attended a number of job fairs with an aim of building a talented and diverse workforce,
within a supportive workplace, that is representative of our community. In 2006 and 2007
we attended numerous job fairs, including:

  University of Western Ontario, All Campus Job Fair
  Fanshawe College, Student Job Fair
  Elgin, Middlesex, Oxford Local Training Board, Youth Fair
  Six Nations (Brampton)
  STEP Career Expo
  London District School Boards Career Events
  Banting Secondary School, "Career Day"
  Jobs In Motion (Toronto)
  "Welcome Students to London" – University of Western Ontario
  "Working and Living In London" – University of Western Ontario
  "Welcome Students to London" – Fanshawe College
  "Working and Living In London" – Fanshawe College
  Celebration of Black History Month Job Fair, presentation by City of London Staff –
  University of Western Ontario
  New Canadians, Aboriginals & Visible Minorities Job/Career Fair - NAS (National Strategy
  Institute), (Toronto)
  Job and Education Fair – NAS Institute (London)
  Mother Teresa Catholic Secondary School, Career Information Session

- To further increase the diversity of our candidate pool, we send external job postings to a
number of organizations, including:

  Boys and Girls Club
  Community Living London
  Fanshawe College-Job Connect
  Family Services London
  Family Services Thames Valley
  Hutton House
  LEADS Services
  London Goodwill
The City of London hosts high school co-ops, including co-ops for individuals with physical and mental challenges, from both the London Catholic School Board and the Thames Valley District School Board.

Working in partnership with various agencies in the community, we have provided employment and volunteer opportunities at the City of London for a number of individuals. Our partnerships include:

- Community Living London - Community Living London specializes in assisting people with intellectual disabilities. The agency advocates for and develops services that enable individuals with intellectual disabilities to become fully participating, fully contributing members of our community.

- Hutton House - In partnership with Hutton House, the City of London has a volunteer program for people with physical and mental disabilities. The goal is to offer paid work placements with Hutton House clients who work with a job coach. Job coaches assist individuals with cognitive limitations to learn the duties of the job without any impact on the employer. Once the individual is able to execute the job independently the job coach is no longer required.

- Youth EnRoute - This agency is a partnership between Hutton House and Thames Valley Children’s Centre to provide service for transitional age youth who have physical issues that require intensive support. Youth En Route program’s goal is to provide support for young adults with disability related barriers in determining and supporting their employment goals through exploration, employment skills training, and support in finding and keeping a job.

- WIL Employment Connections - This agency works with a diverse group of men and women from around the world and focuses on preparing them for positions in the Canadian work environment. They assist their clients in arranging voluntary work placements as well as securing employment.

Training and Development Initiatives

In early 2006 we began consulting with LDRRAC regarding the development of a module on diversity to be delivered as part of the City of London Ivey Management Foundations Program. This module was delivered to all management employees in November 2006 and held over two days. Day one of the module included the study of cases dealing with changing workplace cultures, what does workplace diversity and inclusion mean (could my attitude be perceived as non-inclusive?), as well as code of conduct and harassment issues. Day two of the module featured presentations by LDRRAC and private organizations recognized as leaders of best practice in the fields of Corporate Values Initiatives (Maple Leaf Foods and St. Elizabeth Healthcare), diversity programs (TD Canada Trust, 3M, LDRRAC) and featured a presentation from the Great Places to Work Institute. Employees then participated in a series of roundtable discussions centered on creating a more supportive workplace, defining corporate values, identifying the characteristics of a diverse workforce and the initiatives required to achieve diverse workplaces. LDRRAC was consulted by Civic Administration and Ivey throughout the development of this module and provided feedback on module content. Members of LDRRAC attended Day One classroom sessions and participated in the panel presentations and assisted in the facilitation of the roundtable discussions on Day Two.
The Diversity questions from the facilitated round table discussions at the Ivey Management session focused on the implementation of diversity initiatives within the workplace. The Diversity Roundtable asked participants questions to elicit input into an action plan to implement new diversity initiatives. This feedback will be used to develop our Workplace Diversity Statement and Plan (See below under Future Initiatives).

- Civic Administration also began consulting with the London Coordinating Committee to End Woman Abuse (LCCEWA) Communications and Advocacy Sub-Committee in July 2006 around how we can work together to create a more supportive workplace. The sub-committee provided guidance to Civic Administration regarding the survey conducted by NVision, participated in the November 2006 Ivey Module (noted above), and reviewed our existing WHDPPCP and Code of Conduct training programs. Our partnership resulted in the development of a new training program called "Standing Together – Employees Caring for Employees". This program reflects important societal issues and reflects what employees said they care most about – standing together and respect at work. The first module of the program, "Respect at Work", will be launched at the end of 2007. (See below for future initiatives in the "Standing Together – Employees Caring for Employees" program.)

- The City's Workplace Harassment and Discrimination Prevention Policy and Complaint Procedure (WHDPPCP) and the Code of Conduct Policy share a mutual goal of ensuring that every employee has a workplace that is safe and free from harassment, discrimination and inappropriate conduct. We have also put in place Guidelines for all employees regarding accommodation of employees with disabilities and time off for religious observances. All employees receive training to ensure that they understand their rights and responsibilities, as well as the processes, under both these policies and guidelines.

In 2006, 113 new employees received training on the (WHDPPCP) and Guidelines and 1,642 employees (through 133 sessions) received training on the City's Code of Conduct Policy. New permanent and temporary employees now receive this training as part of the Corporate Orientation Program which was launched in October 2006 as noted below.

- The Corporate Orientation Program was launched in October 2006. The goal of this program is to welcome and support all new employees as they join the Corporation and to foster pride in joining the City the London and to enhance employee engagement. The Corporate Orientation Program introduces numerous topics, including: the City's Corporate Plan, customer service strategy, organizational structure, career development; and Workplace Harassment and Discrimination Prevention Policy and Complaint Procedure (WHDPPCP) and Guidelines, and Code of Conduct policy training. To date, 20 Corporate Orientation sessions have been held with 422 employees attending.

- Through the Corporate Training Calendar, we also offer Discovering Diversity and Ability Awareness workshops. The Discovering Diversity workshop consists of three, half-day sessions. This workshop introduces diversity as being about more than gender and race and focused on interpreting attitudes about workforce diversity and exploring individual knowledge, understanding and acceptance of diversity.

The Ability Awareness workshop consists of a one day workshop facilitated by a community partner. This workshop focuses on increasing awareness of barriers faced by persons with disabilities and to heighten awareness of providing positive experiences to persons with disabilities as our customers and clients.

WHDPPCP and Code of Conduct for Employees Program and Policy Initiatives

- In October 2005, retired Judge Jeffrey Flinn was retained by the Corporation to review its Human Rights model. His report (dated February 6, 2006) and recommendations were delivered to Council in February 2006. Civic Administration has made decisions or taken action on his recommendations, including:

  Civic Administration confirmed its commitment to education and awareness with respect to human rights and workplace conduct matters. Civic Administration recommended that a Training Needs Assessment be undertaken to determine whether the training
programs for the WHDPPCP and Code of Conduct policies should be combined into one program given that both policies have the mutual goal of providing a workplace where staff demonstrate acceptable interpersonal behaviours. The needs assessment was also intended to assess employees' current level of understanding of their rights and responsibilities, and their knowledge of processes, under these policies.

NVision, an independent consulting firm, was selected to conduct the Needs Assessment and conducted a survey of all employees in the Corporation. This survey gave employees an opportunity to provide written comments about shaping future training programs and policies and will serve as a benchmark of employees' understanding and awareness of their rights under these policies.

LDRRAC and the London Coordinating Committee to End Woman Abuse (LCCEWA) Communications and Advocacy Sub-Committee were both consulted with respect to the survey questions.

The survey was conducted between April and May 2007 and focus groups were held this summer with employees to obtain more qualitative information on the survey topics and seek employee suggestions and solutions to make the training more effective. LDRRAC was consulted with respect to the makeup of the focus groups, the invitation to employees to participate in the focus groups and the questions to be asked during the focus group sessions. Based on the findings of the survey and focus groups a report will be prepared which may include recommendations relating to the need to amend existing policies and training programs. Civic Administration will consult with LDRRAC with respect to the findings of the survey and possible changes to these policies and training programs.

In July of 2007, Administration also introduced a new model for handling WHDPPCP and Code of Conduct matters by administering the two policies under one permanent Intake Administrator, supported by two other staff with expertise in the two policies. The new model focuses on a seamless co-ordination of WHDPPCP and Code of Conduct matters, the early and efficient resolution of complaints, the use of independent external investigation of complaints when appropriate, mandatory training and ongoing awareness programs and regular and open reporting.

Conferences and Roundtable Discussions

Civic Administration continues to attend conferences, roundtable discussions and participate on taskforces and committees in order to learn best practices and to develop their understanding and awareness of diversity related issues, including the following:

- Corporate Equal Opportunity Group Conference, February, 2006
- Generational Diversity - KWA Partners, February, 2006
- Strategic Capability Network - Diversity and Inclusion Seminar, April, 2006
- WIL Annual Celebration Meeting, June, 2006
- Human Rights in the Ontario Workplace, December, 2006
- Canadian Coalition of Municipalities Against Racism and Discrimination (Ontario Forum), March, 2007
- Consultation on the Settlement & Language Training Services Needs of Newcomers (funded by Citizenship and Immigration Canada), September, 2007
- Diversity@Work seminar on Ethnic Marketing, October, 2007
- Ability First Conference, November, 2007
- London/Middlesex Immigrant Employment Task Force
- Consultation with Employers, Service Providers & New Canadians
- Ability First Coalition
- Ministry of Community and Social Services Employer Round Table, March 2008.
AMO Employment Resource Team regarding development of employment standards related to AODA

Future Initiatives

Going forward, we will continue to develop and implement new initiatives aimed at building a talented and diverse workforce, within a supportive workplace, that is representative of our community. To this end, we are committed to undertaking a number of actions including the following:

Recruitment and Selection Initiatives

- We are committed to working, in consultation with LDRRAC, to review our current recruitment practices to ensure that the City of London's recruitment processes, including assessment practices, are open and transparent to our employees as well as to our external applicants and that our processes provide equal opportunities for all candidates to demonstrate their qualifications.
- We are committed to revitalizing the Employment Opportunities portion of the City of London website in collaboration with the Corporate Communications initiative and have proposed a number of additions to the Employment Opportunities page, including:
  - Create link to future City of London's Workplace Diversity Statement and Plan
  - Create an opening paragraph that demonstrates our celebration of diversity within our supportive workplace.
  - Create a link to the Immigration Portal
  - Add links to agencies that facilitate international accreditation (Access Centre, University of Toronto, and Fanshawe College)
  - Add links to agencies that facilitate resume writing (HRDC)
- We will continue to expand our partnerships with community agencies through outreach initiatives to enhance the diversity of applicants within the candidate pool, as well as utilizing community agencies for assistance with engaging diverse employees within our workplace.

Training and Development Initiatives

- We are committed to working in consultation with LDRRAC to develop a Workplace Diversity Statement and Plan (WDSP). A WDSP would affirm that the Corporation values diversity and inclusiveness and believes that diversity and inclusiveness are central components of a more supportive workplace and recognize that each employee brings their own unique capabilities, experiences and characteristics to their work. It would also confirm that we value such diversity at all levels in the organization and in all the services that we provide. Through the WDSP, we will strive to create and foster a more supportive workplace in which all individuals maximize their potential within the organization, regardless of their differences and that we are committed to attracting, engaging, developing and celebrating exceptional people in public service who are representative of our community.

The WDSP may include, among other things, a commitment that the City will communicate the WDSP to all employees and to others to whom it applies, develop and implement diversity awareness training, and review all existing policies and practices to ensure that they meet the objectives of the WDSP.

- We are committed to continuing the expansion of the "Standing Together—Employees Caring for Employees" program. The first module in this program will be Respect at Work and is intended to raise awareness and understanding for managers and employees around relating effectively at work, nurturing diversity and fostering a work environment that is free from harassment and discrimination. This module will be launched at the end of 2007.
The second module will be the Responding to Woman Abuse, Family Violence and Sexual Violence program. This module is intended to provide employees with information on the dynamics of woman abuse, family violence and sexual violence, offer practical tools and strategies to abused employees on how to access support both in the workplace as well as providing access to resources in the community, and safety planning in the workplace. This module is planned to be launched in 2008.

The first two modules are being developed in partnership with the London Coordinating Committee to End Woman Abuse (LCCEWA) Communications and Advocacy Sub-Committee. The third module will focus on Celebrating Diversity within our workplace and will be developed with advisory input from LDRRAC.

- We are also committed to working in partnership with LDRRAC to develop additional training programs dealing with issues of diversity for inclusion in the City of London Ivey Management Foundations Program. These modules may include information on cross-cultural interviewing techniques as well as managing a diverse workforce.

**WHDDPPCP and Code of Conduct Program and Policy Initiatives**

- As noted above, NVision is conducting an assessment of our current Human Rights and Code of Conduct programs and policies. Once the assessment is completed, NVision will be preparing a report based on the findings of the survey and focus groups. This report may include recommendations relating to the need to amend existing policies and training programs. We are committed to consulting with LDRRAC with respect to the findings of the survey and possible changes to the policies and training programs.

**Diversity Task Force**

- We are committed to working in partnership with LDRRAC to explore the possibility of a Diversity Task Force comprised of representatives of the City of London, LDRRAC and members of the Boards and Commissions of the City in order to further advance initiatives aimed at Celebrating Diversity throughout all our organizations. This Diversity Task Force will explore:
  
  - Ensuring that the Diversity Policy for the City of London, adopted by Council on November 15, 1999 is widely communicated and that the Boards and Commissions have access to this policy,
  - Sharing best practices with respect to existing policies and processes,
  - Identifying training opportunities that can be shared across the task force members,
  - Collectively marketing the City of London and the Boards and Commissions with community groups and at recruitment fairs and expositions,
  - Sharing best practices that facilitate celebrating diversity within our organizations.

**Acknowledgements**

This report was prepared with contributions and support from Rose Lutman, Stephen Bahm, Lesley Menzies, Patricia Folo, Lou Anne Oldenhof and Tina Tewkesbury.
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