



Workplace Diversity Plan Update

Item 1
September 16, 2008
Organization Committee

To: Organization Committee

Report: ORG:2008-07

From: Chief Executive Officer

CMP 4.1.2 Diversity

Date: August 29, 2008

Page 1 of 9

PURPOSE:

To provide the Board of Directors through the Organization Committee with an update on the Workplace Diversity Plan including updated information on recent hires and promotions within Toronto Community Housing.

RECOMMENDATION:

That the Organization Committee receive this report and forward it to the Board of Directors for information.

BACKGROUND:

Toronto Community Housing's strategic plan recognizes that a healthy workplace is fundamental to the organization's ability to build capacity that is required to deliver on its mandate. Creating a healthy organization is a key priority in the Toronto Community Housing 2008-2010 Community Management Plan (CMP). A key indicator of organizational health is a workforce that reflects the diversity of the community and the City of Toronto.

One goal is to become the employer of choice for individuals from a broad range of backgrounds, including women, all racial groups, Aboriginal peoples, persons with disabilities, persons with different sexual orientation or identity and people of different cultures and religions. Toronto Community Housing is committed to having a workforce that reflects the communities and ensuring that dignity, respect, fairness and flexibility characterize the way we work and provide service to tenants. This commitment is demonstrated by workforce diversity, good workplace practices, community relationships and employee communication.

Toronto Community Housing serves one of the most diverse cities in Canada. Its tenant population reflects the diversity of the City of Toronto, and is forecasted to become even more diverse in the coming years. According to the recently published 2006 Census Report, Toronto's population is 2,503,281 of which 52% are female and 48% male. Across Canada there has been a significant increase since 1981 in people who identify themselves as visible minorities, from 1.1 million in 1981 to 5 million in 2006. The City of Toronto has accounted for 22.9% of all visible minorities in Canada and 42.2% of visible minority persons in Ontario. Approximately 47% of the city's population is visible minority; an increase of 10.6% since 2001 and 31.8% since 1996. By comparison, the non visible minority population in Toronto declined by 6.5% and 11.3% over the respective periods. 97% of immigrants who arrived between 2001 and 2006 live in an urban area, and Toronto continues to be the prime immigrant reception centre in Canada. The City of Toronto had 45% of the Greater Toronto Area's (GTA) population in 2006, but was home to 52% of all GTA immigrants. Toronto remains a mosaic of many languages with 47% percent of the population having a mother tongue other than English or French.

These statistics further highlight the importance of diversity to Toronto Community Housing; not only with regard to employment and workforce management, but also in the provision of services and service delivery. They provide the basis for all employees to contribute to the goal of making Toronto Community Housing a great place to work and this is a principal benefit that can be gained from managing diversity. Fostering a positive work environment and two-way communication builds improved employee commitment and translates directly into better job satisfaction and increased employee productivity. A basic premise of a diversity plan and strategy is that Toronto Community Housing can gain strategic advantage by helping all of its employees to perform to their full potential and create a more flexible and satisfying work environment.

In May 2006 Toronto Community Housing implemented the Workplace Diversity Policy and in 2007 conducted a voluntary workforce survey of its employees that was completed by over 71% of employees. During that same year Toronto Community Housing completed an employment systems review which was designed to identify and eliminate systemic barriers with a view towards ensuring that employment practices are fair and equitable. In addition the Board approved a series of numeric diversity goals and time tables for the achievement of these objectives.

In June 2008, Toronto Community Housing appointed a Diversity Manager, with a clear mandate to develop and implement a diversity plan and strategy consistent with the goals and objectives as set out in the policy.

Past Initiatives and Achievements

There have been a number of initiatives that Toronto Community Housing has undertaken to create a diversified workforce and inclusive culture. These include:

- *Creation of Joint Union Management Workplace Diversity Team*
- *Implementation of Workplace Diversity Policy*
- *Completion of Employment Systems Review*
- *Completion of Workforce Survey*
- *Development of Diversity Recruitment Goals*
- *Enhanced policy and processes for employees to report instances of potential human rights violations*
- *Changes in recruitment (Developing Bias-Free Job Ads, Outreach Strategy under development, Diverse Interview Panels, Diversity Statement on Job Ads)*
- *Progressive Clause on Workplace Diversity negotiated into all three Collective Agreements negotiated and ratified*
- *Partnership with Toronto Region Immigrant Employment Council (TRIEC) Mentoring Program established*
- *Partnership Program with Goodwill and CUPE Local 416 established*
- *Woman's group in Community Safety unit established*
- *Education and Communication including the heritage mapping project and the development and distribution of a diversity DVD*
- *Antiracism Program (study circle pilot project)*
- *Three Lens Approach to Workplace Accommodation (Health & Safety, Labour Relations and Human Rights & Equity)*
- *Cultural Celebrations (Black History and Asian Heritage Month, Caribana/Pride Parades)*
- *Appointment of a Diversity Manager*

DISCUSSION:

Numeric Goals

In 2007 Toronto Community Housing conducted a workforce analysis the purpose of which was to provide a picture of the organization in relation to its demographic make up and to identify areas of unexpected employment patterns, such as low representation or the number of recruitment opportunities that were smaller than expected for the identified groups.

The achievement of these goals was set within the context of a 10 year time frame taking into consideration such factors as attrition, retirement and organizational growth that will likely occur during this period. These goals will be reviewed every three years and, if necessary, adjustments will be made should there be significant changes in workforce conditions. Current goals were based on data from the 2001 Census, as the 2006 Census data was not available at that time. The 2006 Census data is now available and the goals will be reviewed within the context of this more current information.

The Board approved that numerical goals be set in the following broad occupational groups where representation is low i.e. Maintenance, Security, Supervisory. These goals were based on the Tenant and the Central Metropolitan Area demographics and then compared to the Toronto Community Housing workforce data. Specifically:

- Increase the percentage of women by 15% over the next 10 years in the following positions: Maintenance, Security & Supervisory
- Increase the percentage of racialized persons hired over the next 10 years by 9% in management positions.
- Increase the percentage of youth (under 25) hired over the next 10 years by 16% in the following positions: Maintenance, Security, Administration, and Supervisory.

New Hire and Promotions Workforce Analysis: January to August 2008

This analysis of internal and external recruitment activity is based on data collected through a visual check. It takes into consideration all appointments through the formal competition process of job postings. While the data does not capture acting assignments or some other appointments, the data tracking system is being adjusted to capture this information in future.

From January to August 2008 there were a total of 73 internal promotions and new hires. These breakdown into the following occupational and union groupings:

- Management - 31
- Exempt - 7
- CUPE Local 79 - 26
- OPSEU Local 519 – 9

The following data represents progress against these goals since tracking of this information began on January 1, 2008. This data captures those individuals who have been hired into specific occupational categories either through internal promotion system or by external competition.

Women

While on an overall basis Toronto Community Housing is progressing well against the overall goal of increasing the representation of women within the workforce by 15% over the next 10 years, there have been some challenges in increasing the number of women within certain occupational groupings and specific job classifications.

For example, since January 1, 2008 9 persons were hired into the Community Safety Unit. Of the 9, women accounted for 5 or 56% of these appointments. However, during this same period 5 vacancies for supervisory positions within the Community Safety Unit were also filled. While 2 of the 5 hired were racialized minorities, none were filled by women. These job competitions are being reviewed to determine why this occurred.

While not reflected in the chart below, Toronto Community Housing and Local 416 developed a special diversity initiative whereby the parties agreed to appoint women into 4 of 7(57%) available positions within the Senior Superintendent classification without a formal job competition resulting in an increase in the number of women within maintenance positions.

	# Position Filled	# Women Hired	% Women Hired
<i>Maintenance</i>	0	0	0
<i>Security</i>	9	5	56 %
<i>Supervisory</i>	28	10	36%

Racialized Persons

The goal is to increase the number of racialized persons within management positions by 9% over the next 10 year period. From January to August 2008, 31 management positions were filled with persons from racialized groups accounting for slightly over 45% of these appointments. The data therefore demonstrates that good progress is being made towards achieving the overall diversity goal. Increased attention needs to be paid to ensuring that there is balanced hiring across all divisions, and there is not a concentration of racialized persons on limited areas of the corporation.

	# Position Filled	# Racial Group Hired	Percentage of hires or promotions
<i>Management</i>	31	14	45.2%

Youth

Over the next 10 years it is anticipated that there will be a major change in the composition of the workforce as a significant number of staff will reach the point where they can retire from Toronto Community Housing. In order to address this issue and to provide more employment opportunities for youth, a commitment has been made to increase the number of youth in the workforce by 16% in maintenance, security, supervisory and administrative positions over the next 10 years.

While progress has been made in recruiting youth into positions within the Community Safety Unit, much work remains to be done in the other occupational categories, and we plan to address this in 2 ways.

The first is to ensure that the diversity plan that is currently under development contains specific strategies that deal with the recruitment of youth. The second is to continue to work closely with local unions to develop special diversity initiatives that will provide greater opportunities for youth to access existing maintenance and administrative positions.

	# Position Filled	# Youth Hired	% Youth Hired
<i>Maintenance</i>	0	0	0
<i>Security</i>	9	3	33 %
<i>Administration</i>	15	1	7%
<i>Supervisory</i>	28	2	7%

Aboriginal Peoples, Persons with Disabilities

Goals were not set for persons with disabilities and Aboriginal peoples, as they appear well represented within the workforce, when compared to the external census data. The representation levels within these groups will continue to be monitored in order to ensure that they continue to be appropriately represented.

FUTURE FOCUS AREAS

Workforce Survey

The workforce survey conducted in 2007 provides a picture of the make up and composition of the Toronto Community Housing workforce as it was at that time. Over 71% of the workforce participated in the voluntary survey and it provided the focus for Toronto Community Housing to complete an employment systems review. In order to measure progress against the diversity goals in the most accurate and comprehensive manner possible, we are committed to conducting a new workforce survey in 2010.

Employment Systems Review

Toronto Community Housing completed an employment systems review (ESR) in 2007. This is an organizational diagnostic tool that helps an organization identify barriers to equitable employment and to develop strategies to remove and eliminate them. The Toronto Community Housing ESR has many recommendations. A number of these recommendations have been implemented. The remainder of the recommendations will

be implemented as part of a comprehensive diversity plan and strategy, which is presently under development.

Communications and Awareness Strategy

Toronto Community Housing's goal is to create positive change by inspiring its employees. Diversity needs to be championed by infusing it into all organizational processes and insuring that diversity is integrated into the core values and business practices of the organization.

Communication to all staff is critical as it informs and educates the workforce and builds awareness about the importance of managing diversity effectively. A comprehensive communications/awareness strategy is currently under development that is aimed at directly engaging employees by making them aware of both the progress in achieving diversity goals and providing them with a greater understanding and awareness of the principles and objectives of the overall diversity initiatives.

Workplace Diversity Committee/Employee Engagement

Direct employee engagement and involvement is a key component for success. Input from staff at all levels of the organization has to be sought out whenever possible.

A joint committee composed of representatives from each union local, Human Resources and employees from a wide cross section of the organization have played a leading role in championing the diversity initiative for Toronto Community Housing. As the work of developing a diversity strategy and plan begins, consideration is being given to the format and structure of this committee and other existing committees with a view towards forming a strategic taskforce that would drive and successfully implement and deliver on the diversity goals and objectives of Toronto Community Housing.

Equitable Leadership Development

Equitable leadership is a required competency for employers of choice. Equitable leaders foster a work environment where individual differences are treated with respect and harassment or discriminatory behaviours are not tolerated. These leaders demonstrate sensitivity to the differing needs of employees to manage work and personal obligations effectively and will play a key role in ensuring that Toronto Community Housing can attract, develop and retain a diverse workforce.

In this regard a diversity leadership training program for all managers will be developed. This diversity education would be driven by the desire to add value and develop more effective leaders. Leadership education will be focused on building management competencies and providing managers with the knowledge and skills that will assist them to more effectively manage a diverse workforce.

Leadership & Accountability

To become a truly diverse organization and a more equitable employer, the CEO and senior leadership team must play a key role. They must demonstrate the organizations commitment to employees and create an environment in which employees believe their differences are welcomed, where they are allowed to make a constructive contribution and in which management treats them with dignity and respect. One of a CEO's greatest assets is his ability to inspire others and provide employees with a clear consistent vision and framework within which they can achieve their full potential. Once staff at all levels of the organization understand and embrace the vision and continue to make a positive contribution towards the achievement of diversity and business goals and objectives, the organization will have the opportunity to reach its full potential.

If an organization is to be successful, its diversity planning must be aligned with and provide support for strategic business objectives and operational decisions. In addition, accountability frameworks must be established by linking performance evaluation elements to the implementation and ongoing progress of the diversity initiatives. Clear and strong accountability measures will assist in ensuring that all staff are actively engaged in achieving the business goals of the organization, including diversity.

CONCLUSION:

Workforce diversity is an organizational imperative for Toronto Community Housing. It is not only a key component in creating and sustaining a healthy workplace, it provides us with a number of strategic advantages by creating an environment within which all employees can perform to their full potential and we become the employer of choice within the social housing sector.

While much has been accomplished, there is much more that must be done if we are going to become a truly diverse employer

Toronto Community Housing has been making progress towards meeting the diversity goals across a number of broad occupational categories and within specific employee groupings. That said representation is not equitable within a number of specific position classifications. In addition, diversity practices must play a key role in providing staff with opportunities to gain experience to better prepare them for promotional opportunities that may arise within these position classifications.

FINANCIAL IMPLICATIONS:

N/A

LEGAL IMPLICATIONS:

N/A

COMMUNICATION IMPLICATIONS:

A comprehensive communications plan will be developed so as to provide all staff with information relating to diversity activities and progress against the stated goals and objectives.

Derek Ballantyne
Chief Executive Officer

Staff Contact: Harold Ball..... 416-981-4290
VP, Human Resources.....Harold.ball@torontohousing.ca

Desmond Gardner.....416-981-4162
Manager, Diversity.....desmond.gardner@torontohousing.ca