CORPORATION OF THE CITY OF LONDON

Workplace Diversity and Inclusion Plan

2014
Introduction

As an employer, the Corporation of the City of London has a strong commitment to workplace diversity and inclusion. A “Supportive and diverse workplace” is one of the governing principles of the Corporation’s Strategic Plan.

Having a wide variety of people in our workplace helps our organization to be more flexible, creative and responsive. It helps us provide better service to our diverse community.

An inclusive workplace provides a supportive environment where people are comfortable and confident to be their whole selves at work. It means that we recognize each other’s differences, respect and celebrate them and ideally try to use them to provide better service.

A Workplace Diversity Statement and Plan was launched in 2009. There has been a lot of progress since then to help build a supportive and diverse workplace, representative of our community. The statement was updated in 2013 with the help of the London Diversity and Race Relations Advisory Committee, which is an advisory group to City Council. The new statement reflects a focus on creating an inclusive workplace and has more concise and impactful wording.

This plan will act as our roadmap over the next several years to deliver on the vision set out in the Workplace Diversity and Inclusion Statement.
Diversity is YOU!

Like puzzle pieces, our employees come in many different shapes, sizes, ages and colours. Like a jigsaw puzzle, it’s most meaningful and productive when those individual pieces fit together.

As our Workplace Diversity and Inclusion Statement says, "diversity is you" – it’s about all of us. We are all unique, with multiple pieces that make up who we are. Things like your age, gender, nationality, sexual orientation, religious beliefs, language, education, work experience, family structure and job give you a particular perspective.

These pieces make up the special person that you are, although there may be some you bring out more than others in the workplace depending on the situation. These differences create a diverse workforce. Respecting and celebrating these helps create an inclusive workplace.
Perhaps you learned the “Golden Rule” growing up. Unfortunately it may not be the best approach in an inclusive workplace. It suggests that we treat people the way we want to be treated; which may not necessarily be the way they want to be treated.

For example, perhaps I’m a very extroverted, outgoing, loud person and love to have people crowd around my workspace being silly, laughing and telling stories. Should I behave that way with my co-worker Marge who is very introverted, serious, task-oriented and quiet, just because I would be okay with it? That wouldn’t be very respectful.

The “Platinum Rule” recognizes that not everyone wants to be treated the same way. It says that we should treat people how they want to be treated, regardless of how we might personally want to be treated in similar situations.

**Dimensions of Diversity**

- **Internal Dimensions:** Mostly things that you were born with and that are visible.

- **External Dimensions:** May be less visible and can change over time.

- **Organizational Dimensions:** Where you fit in the organization.

The Committee

The Workplace Diversity and Inclusion Committee has at least one representative from each of the Corporation’s Service Areas with a diverse mix of people from various backgrounds. The Committee provides advice and support to carry out the Corporation’s Workplace Diversity and Inclusion Plan. They do this by:

- Promoting workplace diversity and inclusion by modeling the behaviours associated with an inclusive organizational culture.

- Assisting in the planning and implementation of workplace diversity and inclusion campaigns and activities at the corporate and team level.

- Actively marketing workplace diversity and inclusion campaigns and activities to promote employee involvement.

- Collecting feedback from employees on workplace diversity and inclusion campaigns and activities and sharing this with the Committee to guide future planning.

- Monitoring and evaluating the Committee’s work to ensure its ongoing effectiveness.

Workplace Diversity and Inclusion Plan

FOCUS AREA 1
Create a more diverse workforce, reflective of our community by:

Maintaining proactive and responsive recruitment outreach activities which will attract a diverse population of potential employees to the Corporation.

Ensuring recruitment and selection processes and systems are equitable and free from barriers.

Proposed actions:

- Develop a multi-year recruitment outreach plan with emphasis toward groups identified in the workforce census* results.

- Enhance the Career Opportunities pages on London.ca to support applicants through the recruitment process and highlight our inclusive work environment.

- Explore possible expansion of the current Internship Program* to offer positions toward other focused groups.

- Review and revise our recruitment outreach promotion materials to ensure they reflect our new Workplace Diversity and Inclusion language and programs.

- Review the recruitment process through the lens of various dimensions of diversity to identify and resolve potential barriers*.

- Provide ongoing resources to ensure recruitment staff stay skilled with diversity and inclusion practices.
FOCUS AREA 2
Foster a more inclusive organizational culture by:

Developing employee understanding and skill to help create an inclusive workplace.

Creating workplace activities and systems to acknowledge and celebrate the diversity present in our workforce.

Ensuring policies, systems, processes and practices are equitable, free from barriers and allow all employees to contribute to their full potential.

Establishing structures to support the creation and operation of Employee Resource Groups.

Proposed actions:

• Identify what diversity and inclusion means to us and its value for the Corporation.
• Identify skills sets which would help build an inclusive environment.
• Identify inclusion skills sets in job postings and interview tools.
• Revise existing or create new training and education programs and materials to build knowledge and skills.
• Identify inclusion skills sets in employee performance systems.
• Create a library of diversity and inclusion tools and resources for employees.

• Launch a “Positive Space” campaign, to create LGBT resource people throughout the Corporation.
• Establish structures to profile employees celebrating their dimensions of diversity.
• Expand the current multi-faith observance calendar to include cultural celebrations and other days of international recognition.
• Establish a “Celebration Space” in City Hall for decorations to mark cultural celebrations and other days of international recognition.
• Provide information to employees of celebrations occurring within the City of London; particularly those hosted or supported by the Corporation.
• Review existing employee policies and practices with a diversity lens to identify and resolve potential barriers.
• Review the existing “Time Off For Religious Observance” guidelines.
• Conduct regular reviews of the various Human Resources services through lens of various dimensions of diversity to identify and resolve potential barriers.
• Establishing structures to support the creation and operation of Employee Resource Groups.

For more information on the proposed actions and timing, contact Aidan Prince at aprince@london.ca or ext. 2789
Recruitment barriers: Something which makes it difficult for a person to participate in the recruitment process (e.g. complex language on job postings, qualifications unrelated to the job, web page not accessible for persons with low vision).

Positive Space Campaign: A training program which establishes Resource Persons throughout a workplace to help foster a welcoming environment for members of the Lesbian, Gay, Bisexual, Transgender and questioning community (LGBTQ).

Employee Resource Groups: A formal connecting structure for employees who share a common diversity dimension and their allies. Members act as supports to each other and a resource to the organization.

Multi-faith observance calendar: Posted on City Connect and employee bulletin boards, this calendar lists significant religious holidays and celebrations.
Measurement

The outcomes and impact of the Workplace Diversity and Inclusion Plan will be measured by reviewing the following sources of information:

• Statistics on recruitment outreach activities.
• Recruitment and selection process reviews.
• Statistics on employee demographics related to dimensions of diversity.
• Feedback from questions related to an inclusive workplace in exit interviews and employee engagement surveys.
• Statistics on investigations related to corporate policies addressing interpersonal conduct.
• Feedback from evaluation forms at training sessions related to workplace diversity and inclusion.
• Statistics on permanent workplace accommodations related to an inclusive workplace.
• Activities and impact of Employee Resource Groups.
• Statistics on participation with activities which celebrate diversity.
• Workplace Diversity and Inclusion Committee feedback.

You can help!

We all have a part to play in helping to create an inclusive workplace.

Consider these tips:

• Understand your dimensions of diversity and their potential impact on others.
• Share information about the pieces that make up who you are and ask others about theirs.
• Consider your own biases and try to ensure they don’t negatively influence how you treat others.
• Adjust your approach so that you can work better with the style of others – remember the “Platinum Rule” to treat people the way they want to be treated.
• Avoid participating in behaviour which is hurtful to others e.g. jokes, gossip.
• Use inclusive language to avoid making assumptions. For example, say “happy holidays” unless you know the person celebrates Christmas, use the term “partner” or “spouse” until you know the gender of a co-worker’s significant other.
• Make an effort to include in activities or reach out to people whom you think are different than you.
• Ensure that people who are different than you are heard, respected and included; particularly if you are in a position of power formally or informally.
For more information on Workplace Diversity and Inclusion, visit our Team London web page or speak to any member of the Workplace Diversity and Inclusion Committee.