



Diversity and Inclusion Update

Item 4

September 9, 2020

Governance, Communications and Human Resources Committee

Report: GCHRC:2020-26

To: Governance, Communications and Human Resources Committee (“GCHRC”)

From: Vice President, Human Resources

Date: August 12, 2020

PURPOSE:

The purpose of this report is to update the GCHRC on diversity and inclusion efforts within the Human Resource division.

RECOMMENDATIONS:

It is recommended that the Committee receive this report for information.

REASONS FOR RECOMMENDATIONS:

BACKGROUND

In 2006, Toronto Community Housing Corporation (“TCHC”) commissioned a workplace diversity survey, an accompanying report and an employment systems review, which resulted in its first Workplace Diversity Plan and Policy, as well as language acknowledging the need for a diverse workforce in collective agreements and a recruitment statement acknowledging the need to have a workforce representative of its community.

In 2013, the Human Rights and Equity Unit in the Legal division was rebranded to incorporate Diversity, becoming the Office of Diversity, Fairness and Human Rights. Subsequently, diversity and inclusion language was added to collective agreements and the Recruitment Policy.

In 2016, the Office of Diversity, Fairness and Human Rights updated the 2006 Workplace Diversity policy and created a draft Diversity Framework, which established three overall goals: 1) Build a diverse workplace, 2) Foster an inclusive workplace and, 3) Sustain a diverse workplace. The office was disbanded in 2017.

In 2018, TCHC included identity questions as part of its employee engagement survey. The survey results, with a 77% response rate, are included as Attachment 1.

WORKFORCE DIVERSITY AND INCLUSION PLAN

In the fall of 2019, TCHC engaged KPMG to assist with the implementation of the diversity and inclusion framework. Key milestones include:

- Review of TCHC's talent processes including job postings and job descriptions using inclusive language and providing leading practice recommendations on inclusive language for future job postings; recruitment channels to target individuals from under-represented groups; review of TCHC's interview documentation including the interview guide; interview training through a diversity and inclusion lens; and provide recommendations and feedback based on leading practice and research.
- Self-identification questions added to TCHC's Applicant Tracking System (ATS); an introductory statement that advises candidates that TCHC is collecting data; a library of self-identification questions; and leading practice recommendations on governing the collection of this data.
- Recommendations for inclusive HR programs based on various inputs including focus groups and leading practice research, and including recommendations for various talent processes to support

the development of an inclusive recruitment framework, employee branding strategy, succession planning inclusion framework, and learning and development inclusion framework.

- Management diversity survey surveyed People Managers at the Supervisor, Manager, Director and Executive level using the Slido diversity survey to better understand the demographics of this group. The survey was distributed to 280 employees with a 56% response rate. The survey contained demographic questions, as well as questions regarding one's position within the organization.
- Succession planning pipeline analysis. The results of the Management Diversity Questionnaire will be leveraged, as well as leading practices to inform and advise TCHC on how best to build a strong succession planning program, with an emphasis on diversity and inclusion.
- Increasing gender equity in front line jobs. TCHC has identified a gender disparity of women in front line jobs. Working in conjunction with CUPE Local 416, and leveraging leading practice and subject matter expertise, TCHC is developing strategies to break down barriers for women in front line positions. This includes a review of talent processes and programs, and focus groups to gather insights and understand the challenges women face at TCHC. These sessions will emphasize the 'lived experiences' of women and identify ways in which they can be better supported.
- Leveraging self-identification data. Since the implementation of TCHC's self-identification questionnaire at the application stage, thousands of data points have been collected. Leading practice and data governance best practice is being reviewed to inform and gain insight into next steps on TCHC's journey to using this data to build an organization where diversity is embraced in an inclusive culture.
- Leveraging policy to ensure a diverse workforce. TCHC is currently reviewing policies to determine the feasibility of implementation of hiring targets for underrepresented groups.

ADDITIONAL ACTIVITIES

- TCHC's Culture Model. In 2019 TCHC introduced its tenant focused culture model. The model, and accompanying cultural behavioural competencies, are included as Attachments 2 and 3. These competencies are included in the annual performance review program and are the cornerstone of the Leadership Development Program ("LDP") that commenced last fall and is mandatory for all people managers. As well, these competencies will be the foundation of the mandatory training program that will commence in Q4 for all front line staff.
- Surveys. TCHC is in the process of surveying CSU Special Constables on gender and ethnic/cultural identity. TCHC will be including diversity/inclusion questions as part of its 2021 employee engagement survey.
- Affinity Groups. TCHC currently actively supports three affinity groups: Black Staff Caucus, Pride Network and Women's Inclusion Network. All are at differing levels of maturity and are supported by an Executive Sponsor. TCHC has and will continue to leverage the knowledge of its Affinity Groups to further its diversity and inclusion initiatives.
- Senior Consultant, Diversity and Inclusion. Since the disbandment of the Office of Diversity, Fairness and Human Rights in 2017, TCHC has not had a dedicated diversity and inclusion resource. In order to rectify this gap, TCHC is in the process of recruiting a diversity and inclusion consultant who will be responsible for implementing the above noted programs and ensuring a diversity and inclusion lens.

IMPLICATIONS AND RISKS:

The benefits of a diverse and inclusive workforce to an organization are well documented. From a human resources perspective, a diverse and inclusive workplace supports employees feeling accepted and valued. When employees feel accepted and valued, their overall level of

engagement will increase. Conversely, employees who do not feel accepted and valued will have lower levels of engagement, resulting in poor employee morale and higher levels of turnover.

SIGNATURE:

“Cathy Barker”

Cathy Barker
Vice President, Human Resources

ATTACHMENT:

1. Select 2018 Survey Results
2. TCHC Core Cultural Competencies
3. TCHC Culture Model

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Attachment 1

	<u>Yes First Nations</u>	<u>Yes Inuit</u>	<u>Yes Metis</u>
According to Statistics Canada, Indigenous People are Inuit, Metis or First Nations. Do you consider yourself to be Indigenous?	3%	0%	1%

According to Statistics Canada, Visible Minorities are persons non-white in colour/race, regardless of place of birth (other than indigenous persons, as previously defined). Do you consider yourself to be one of the visible minorities identified below?

Arab	1.0%
Black	14.0%
Chinese	4.5%
Filipino	12.5%
Japanese	0.5%
Korean	0.5%
Latin American	4.0%
Mixed Race (e.g. Biracial or Multiracial)	5.0%
South Asian origins (e.g. East Indian, Pakistani, Sri Lankan, etc.)	8.0%
Southeast Asian Origins (Cambodian, Malaysian, Vietnamese, etc.)	1.0%
West Asian origins (e.g. Afghan, Iranian, etc.)	1.0%

Attachment 1

A person with a disability has a long term or recurring physical, mental, sensory, developmental or learning impairment that may impact daily functioning. This definition also includes persons whose functional imitations owing to their impairment have been accommodated in their current job or workplace. Do you consider yourself a person with a disability?

Hearing	3.0%
Mobility	2.0%
Chronic Illness	3.0%
Developmental	1.0%
Seeing	2.5%
Agility	1.0%
Learning	3.0%
Psychological (Mental Health such as anxiety, depression)	7.0%
Speech	1.5%
Pain	7.0%
Memory	2.0%

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Attachment 2

TCHC Core Cultural Competencies

Tenant-Focused:

“Tenants are why we work here. When tenants succeed, we succeed.”

- Design and deliver services with the tenant experience top of mind.
- Keep tenants at the front and center of all our discussions and in everything we do – with the following overarching objectives:
 - ❖ Positive Tenant Experience
 - ❖ Quality Homes
 - ❖ Vibrant Communities

Proactive

“Don’t wait... anticipate. Make good things happen.”

- Invest time in upfront planning to intentionally achieve goals and objectives rather than responding only to things that have happened.
- Take the time to find solutions that meet organizational quality standards and follow appropriate processes.
- Look for ways to anticipate problems before they arise and work to resolve them or reduce any negative impact.

Solution-Driven

“Search for answers to problems and solutions to complaints.”

- Actively look to find answers to problems rather than dwelling on problems or challenges faced in the workplace.
- Be service-oriented: prioritize and take action on the needs of both internal clients and tenants.
- Learn from mistakes without blaming others.

Accountable

“Take ownership of your work, and do what you said you would do.”

- Take responsibility for all action. Follow through on commitments and implement decisions that have been agreed upon.
- Maintain confidentiality with sensitive information.

Attachment 2

- Contribute to the organization by understanding and aligning actions with TCHC's goals, mission, vision, and values.

Respectful

“Consider the rights and needs of others, mindful of their feeling and values”

- Consider the rights, needs, feelings, and perspectives of others.
- Involve others in decisions that will affect them and support others in their difficult situations.
- Promote inclusion and be mindful of unconscious bias based on citizenship, race, place of origin, ethnic origin, colour, ancestry, religion, language, disability, age, sex, social or economic status, gender identity/gender expression, family status, marital status or sexual orientation.

Fair

“Bring an open mind to decisions, without bias or favouritism.”

- Act in a manner that results in positive business outcomes, while maintaining strong relationships with others.
- Work to be impartial and honest as well as free from self-interest, prejudice, or favoritism in relationships.

Collaborative

“Work together with others to produce the best possible results.”

- Work with others both as part of a team and cross-functionally to achieve individual, team, departmental and/or organizational goals.
- Recognize that working with others and valuing diverse perspectives as the way to achieve the best possible outcomes and fulfill TCHC's mission.

Your culture. Your TCHC.



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 torontohousing.ca  **416-981-5500**  help@torontohousing.ca