

DIVERSITY AND INCLUSION INITIATIVE



Diversity and Inclusion
THE CORPORATION OF THE CITY OF WINDSOR



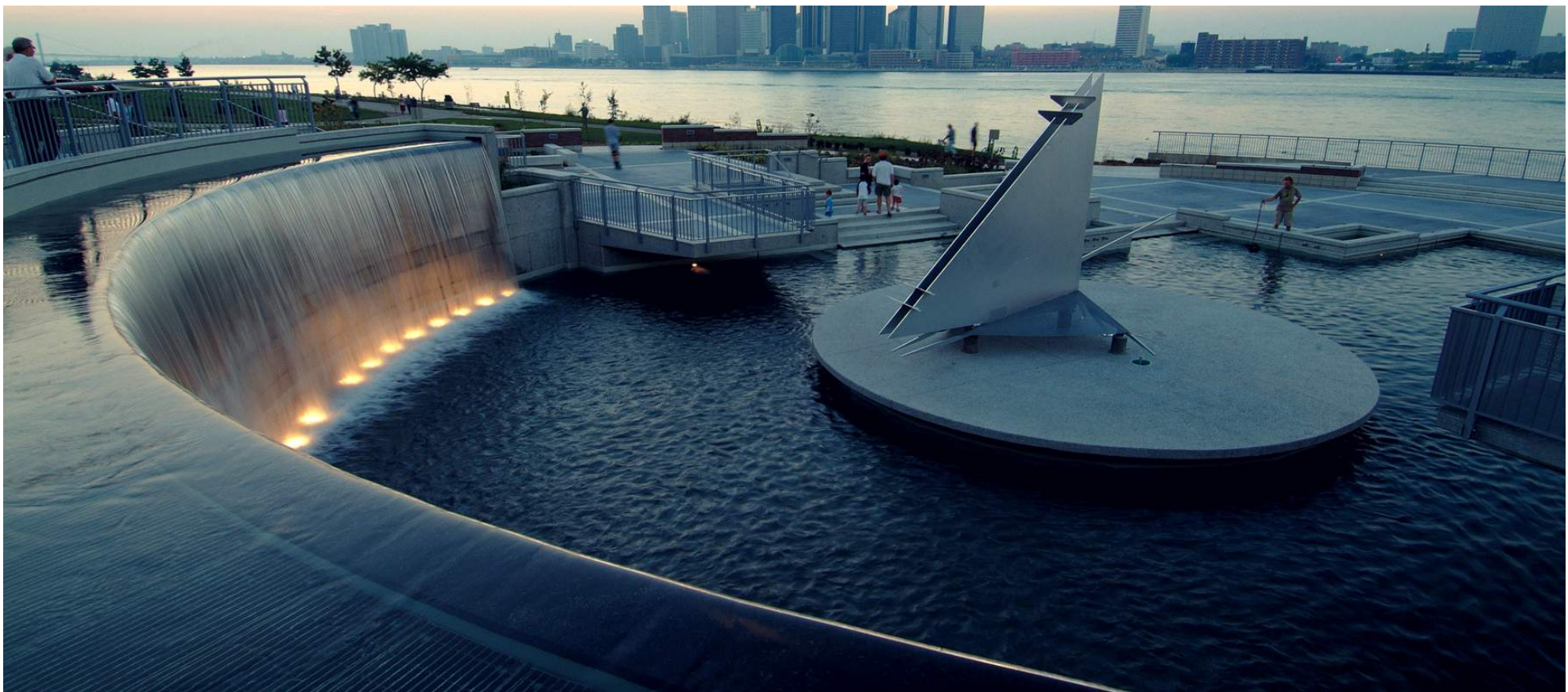
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Executive Summary

- Diversity and Inclusion Initiative
- Another term for Diversity and Inclusion Action Plan
- Corporate wide effort to more effectively understand diverse needs
- A planning and consultation process
- Next proactive step for measureable goals
- Create an environment to enhance diversity and inclusion
- Two phases: first in progress, second in 2020
- Build on what is in progress
- Corporate and Community Approach





Initial Diversity and Inclusion Framework and Implementation Strategy

Definitions and Diversity Statistics

DEFINITIONS

- Diversity
- Inclusion
- Intersectional
- Organizational Culture
- Barrier and Barrier-Free
- Marginalized Groups
- Non-Permanent Resident, Immigrant, Non-Immigrant, Refugee Claimant
- Culture Competency
- Diversity Competency
- Diversity and Inclusion Lens
- Community Based Lens

DIVERSITY STATISTICS

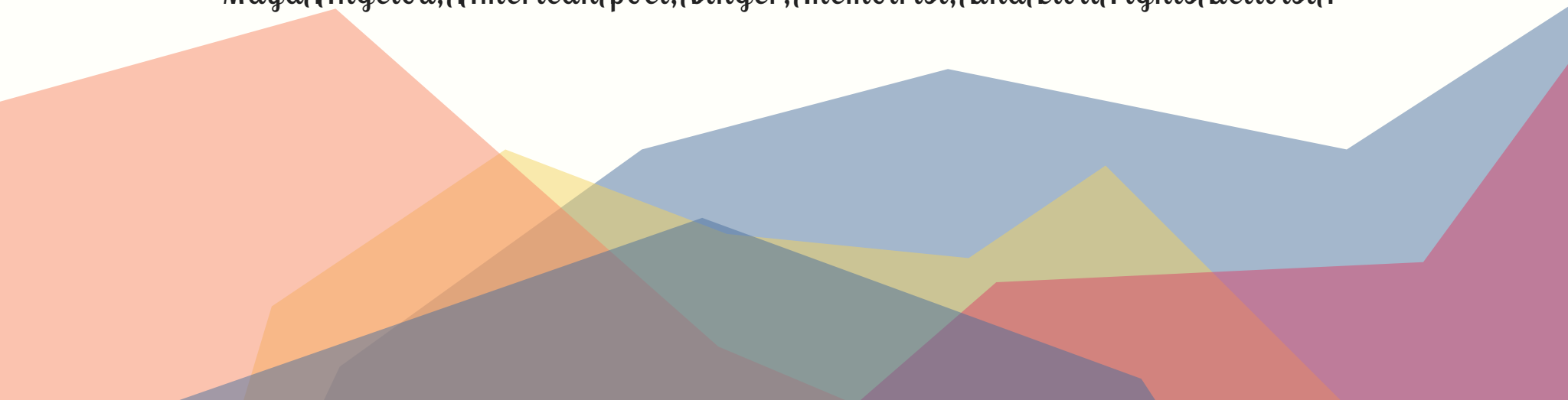
- Before 1981, immigrants were mainly from Europe but this **has shifted to Asia**
- **Top Five Visible Minorities:** Arab, Black, South Asian, Chinese, and Southeast Asian
- **Half of Windsor's Aboriginal population are First Nations** and the majority are under 45 years of age
- For those whose mother tongue is not an official language of Canada, there is a **significant population who do not know either official language**



Quote

"It is time for parents to teach young people early on that in diversity there is beauty and there is strength."

Maya Angelou, American poet, singer, memoirist, and civil rights activist



The Four Goals

**1. HAVE A DIVERSE,
TALENTED
WORKFORCE THAT IS
REFLECTIVE OF OUR
COMMUNITY**

**2. STRENGTHEN THE
CORPORATION'S
CAPACITY TO WORK
WITH DIVERSE
COMMUNITIES**

**3. IDENTIFY AND
ADDRESS SYSTEMATIC
BARRIERS WITHIN THE
CORPORATION**

**4. ENSURE OUR
PROGRAMS AND
SERVICES MEET THE
NEEDS OF EVERYONE**

Together these goals create...



***A Corporation that meets the needs of
everyone living, working, and playing
within its borders***

Goal 1: Have a diverse, talented workforce that is reflective of our community



Objective 1.1: Recruit and retain skilled diverse employees in nature and reflect the City of Windsor.

Action Item 1.1.1: Review current Human Resources hiring policies and job postings to see if there are any matters that could unknowingly be barriers to qualified diverse applicants.

Action Item 1.1.2: Build upon success of past placements with settlement agencies and agencies assisting individuals with disabilities to further expand volunteer placement opportunities across the Corporation.

Action Item 1.1.3: Build upon success of our program to provide paid employment placements to persons with disabilities by further expanding the program to add additional placements across the Corporation.

Action Item 1.1.4: Promote the City of Windsor as the employer choice for all.

Objective 1.2: Measure, monitor, and address Diversity and Inclusion issues in the workplace.

Action Item 1.2.1: Explore opportunities to create Employee Resource Groups that will expand possibilities for diverse employees to have the opportunity to be valued and to be heard, engaged, and included.

Action Item 1.2.2: Expand ongoing internal education and communications regarding corporate policies, procedures, and complaint processes currently in place that focus on diversity, accessibility, and Human Rights.

Action Item 1.2.3: Conduct ongoing employee demographic surveys.

Objective 1.3: Ensure Senior Management Team, Managers, and Unions are committed to diversity.

Action Item 1.3.1: Provide the Senior Management Team and Human Resources with the tools and training they need to be effective change agents of diversity and inclusion.

Action Item 1.3.2: Garner endorsement and strategic input from Senior Management Team to ensure the leaders of this Corporation support and are advocates for the Diversity and Inclusion Initiative.

Action Item 1.3.3: Garner endorsement and strategic input from unions and associations and their leaders in Phase Two of the Initiative.

Action Item 1.3.4: Work with unions and associations to find creative solutions where seniority issues have been identified as an issue in responding to requests for reasonable accommodation and to promotion for current employees who belong to designated groups.

Goal 2: Strengthen the Corporation's capacity to work with diverse communities



Objective 2.1: Increase our capacity to become a more culturally competent organization.

Action Item 2.1.1: Provide enhanced diversity training and cultural awareness support for staff.

Action Item 2.1.2: Plan, encourage, and support events that promote and celebrate understanding and diversity.

Action Item 2.1.3: Create and distribute a Corporate Diversity Calendar that recognizes key dates, celebrations, and holy days of all religions and faiths.

Objective 2.2: Ensure that City services are accessible, inclusive, and equitably provided.

Action Item 2.2.1: Explore communication options that appeal to people of diverse backgrounds.

Action Item 2.2.2: Reinforce the availability of the Language Line as interpreters for City information.

Action Item 2.2.3: Build upon the success of our current interpreting efforts and explore possibilities for implementing video remote interpreting systems at primary Customer Service areas across the Corporation.

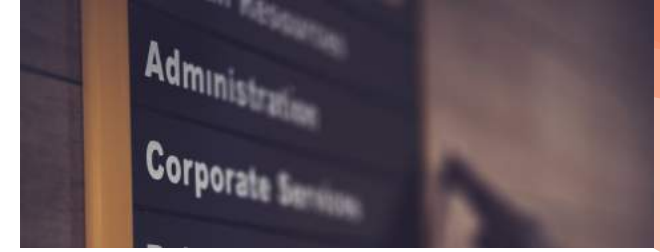
Action Item 2.2.4: Follow the example of the Fire and Social Services departments and raise awareness of the ability to produce key documents in languages other than English, upon request.

Objective 2.3: Strengthen social and economic development through diverse partnerships.

Action Item 2.3.1: Identify opportunities for partnerships with local service providers and faith organizations to explore ways of reducing barriers faced by diverse communities.

Action Item 2.3.2: Partner with organizations involved in addressing the needs of foreign trained candidates with foreign credentials to assist in meeting our employment needs.

Goal 3: Identify and address systematic barriers within the Corporation



Objective 3.1: Identify and address barriers to providing and accessing programs and services to support inclusivity and accessibility for all citizens.

Action Item 3.1.1: Develop and implement a diversity and inclusion lens tool to help staff identify and address barriers in all aspects of City work.

Action Item 3.1.2: Educate employees on applying knowledge and skills to working in an inclusive and respectful manner and identify and address barriers to inclusion.

Action Item 3.1.3: Explore implementing additional internal supports to assist with eliminating barriers for individuals facing poverty, mental health, abuse, and addictions to help them find pathways to be successful.

Objective 3.2: Remove barriers that exclude participation of under-represented groups of employees in succession planning.

Action Item 3.2.1: Work to identify systemic barriers facing under-represented groups within the Corporation and research best practices to effectively address and remove these potential barriers to success.

Action Item 3.2.2: Identify barriers to engagement of marginalized groups.

Action Item 3.2.3: Identify and work to strengthen a culture of inclusion and address barriers to career advancement.

Objective 3.3: Address barriers faced by employees from under-represented groups.

Action Item 3.3.1: Review policies and processes to determine if there are barriers to recruiting, developing, advancing, and retaining persons with disabilities, First Nations peoples, visible minorities, and LGBTQ+ individuals within the Corporation.

Action Item 3.3.2: Enhance current efforts to promote and expand mentoring opportunities internally and externally.

Action Item 3.3.3: Review policies and processes to determine if there are barriers to women and visible minorities attaining leadership and key community-facing roles.

Goal 4: Ensure our programs and services meet the needs of everyone



Objective 4.1: Improve Access to information and services.

Action Item 4.1.1: Ensure existing and new information available to the public is up-to-date, in plain language, and in an accessible format.

Action Item 4.1.2: Reinforce the availability of the Language Line as interpreters for City information.

Action Item 4.1.3: Enhance external communication to increase awareness of programs and services.

Action Item 4.1.4: Research and consider implementation of translation tools to increase the ability of those whose mother tongue is not English to access the City's website and key documents.

Objective 4.2: Create programs that engage the diverse community.

Action Item 4.2.1: Begin efforts to engage community to determine if current programs, services, and facilities are meeting the needs of the population.

Action Item 4.2.2: Advertise in various formats and at various venues to reach intended audience.

Objective 4.3: Identify possible ways diversity and inclusion can positively affect programs and services provided.

Action Item 4.3.1: Analyze the preexisting programs that attract diverse persons to understand what components work.

Action Item 4.3.2: Take proactive steps to reach out to departments throughout the Corporation to better understand their unique working environments and mentor and assist departments in identifying how diversity and inclusion can positively address challenges.

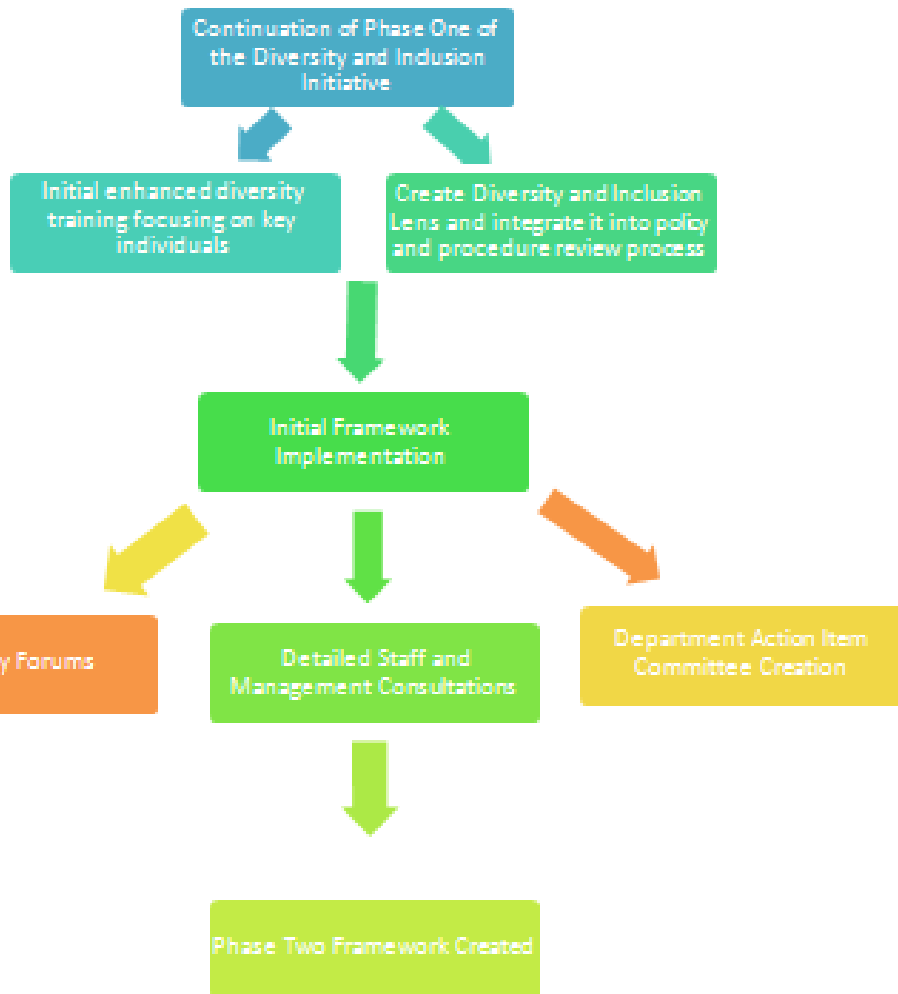
Action Item 4.3.3: Work with departments to demonstrate how diversity and inclusion can positively affect their business objectives.

Action Item 4.3.4: Work with departments across the Corporation to identify specific departmental action items to assist with promoting inclusion and reducing barriers to success.



Implementation Strategy

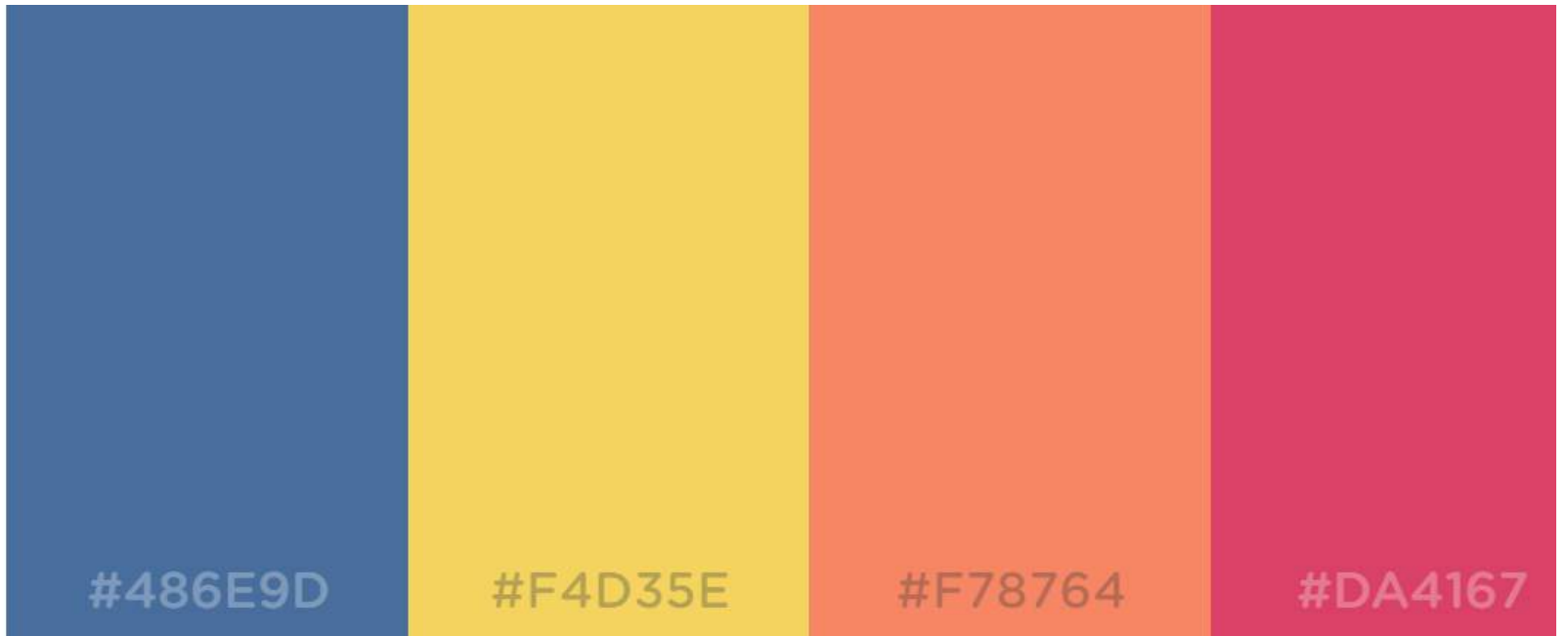
High Level Implementation Strategy



Branding

Diversity and Inclusion

THE CORPORATION OF THE CITY OF WINDSOR



#FFFFFF

#486E9D

#F4D35E

#F78764

#DA4167

Branding



Diversity and Inclusion
THE CORPORATION OF THE CITY OF WINDSOR

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Diversity and Inclusion
THE CORPORATION OF THE CITY OF WINDSOR

Page Option #1

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Body Text

Name

Job Title

The Corporation of the City of Windsor

Department Name

City Address

Windsor, ON Postal Code

Phone: Number

Email: Address

Enhanced Training

- **Cornerstone** of any successful Diversity and Inclusion Initiative
- The **right training gives the right foundation**
- **General training programs** for the Corporation in Phase One and Phase Two
- **Niche training programs** for specific departments in Phase Two
- **Best practice** to demonstrate the City is providing Diversity Training





Effective Communication

- Communication to **Corporation and Employees in Years 1 (2018) and 2 (2019)**
- **Public Outreach in Year 3 (2020)**
- **Translations of key documents** and others upon request
- Video Remote Interpreting through **LanguageLine InSight** at primary Customer Service counters
- Communication Strategy conducted through **Canva.com, MailChimp, and Buffer**

Leveraging Technology

- Technology will bring the Diversity and Inclusion Initiative to all of Windsor
- Purchase **Textio** to enhance job postings
- **Textio** analyzes documents to assist with **building stronger communication** and **attracting the right candidates** for open positions.
- Effective time and project management conducted through **Trello Business Class**



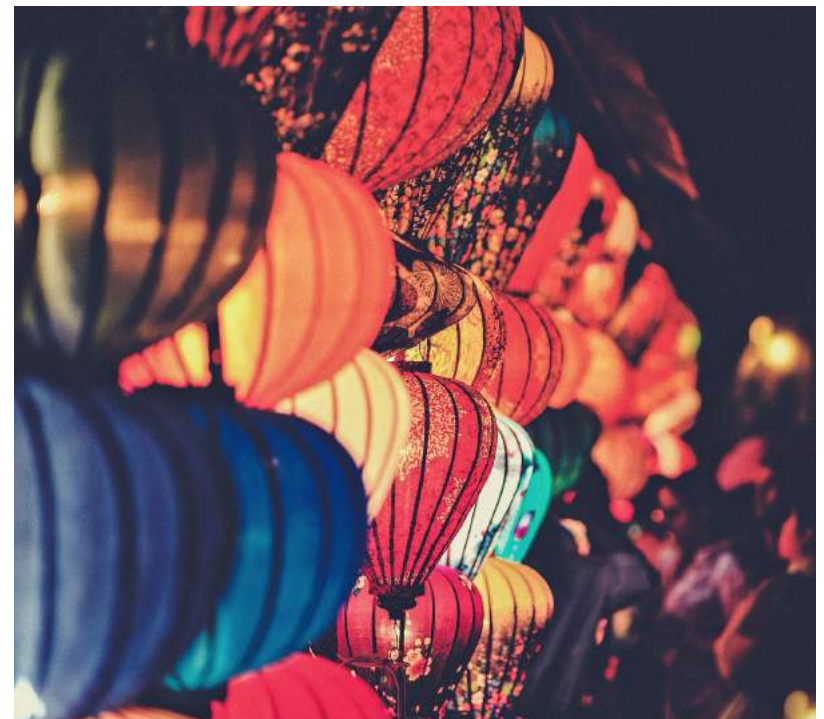


Employee Engagement

- Implement Employee Resource Groups
- Bring together employees who **share a common identity, characteristic, and/or set of interests**
- LGBTQ+ & Allies
- Intergenerational
- Persons with Disabilities
- Visible Minorities
- Working Families
- Cultural Celebration
- Strategizing to Assist with Mental Health
- First Nations

Inclusion Campaign

- **Keynote Speaker:** Diversity leader to engage the Corporation (Year 1 [2018])
- **Monthly Awareness Banners:** Celebrating different holy days, cultural awareness events, and month-long celebrations
- **Various Diversity Activities:** Art events, film events, and a diversity book club/reading list
- **Holiday, Holy Day, Cultural Day, Awareness Day, etc. Celebrations:** Highlight the important dates and dedicate time to these events for education
- **Diversity Calendar:** Yearly diversity calendar highlight celebratory activities





Initial Benchmarking

- Need to **benchmark** the Corporation
- Assists with **developing long-term strategies and goals** for Phase Two and beyond
- Done through a **Workforce Census**
- Data to be analyzed by **Custom Analytics Consulting**
- Custom Analytics Consulting will **compare the Corporation to the 2016 Census data**



Tailored Departmental Approach

- A Corporate Diversity Committee will be formed: **Department Action Item Committee (DAIC)**
- The DAIC will **assist with creating action items for Phase Two** of the Initiative
- Be comprised of customer facing departments
- **Internal partner** for diversity and inclusion
- **Crucial to the successful implementation** to ensure all departments are aware of the plan and policies and procedures





THANK YOU!

Questions, comments, or concerns?