



Diversity & Inclusion in Hiring



GOALS OF THE DIVERSITY AND INCLUSION INITIATIVE

Goal One

Have a diverse and talented workforce that is reflective of our community.

Goal Two

Strengthen the Corporation's capacity to work with diverse communities.

Goal Three

Identify and address systematic barriers within the Corporation.

Goal Four

Ensure our programs and services meet the needs of everyone.

These goals work together to create...

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

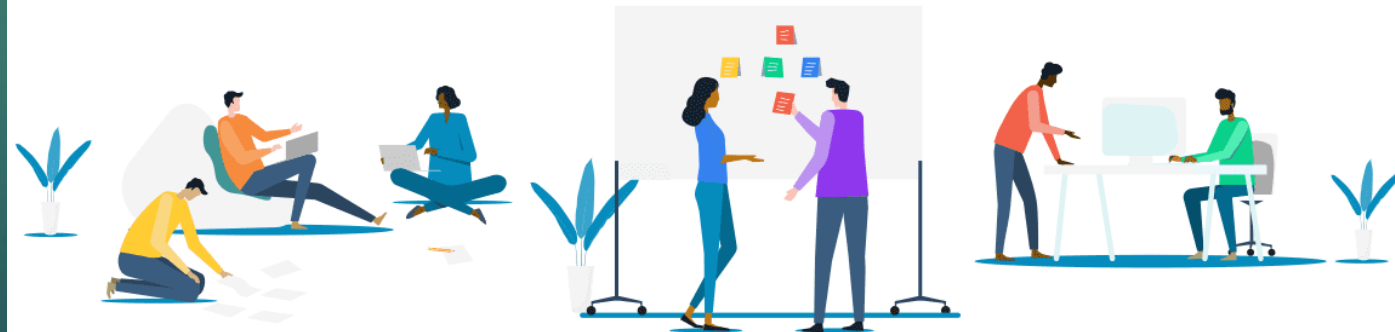
Have a diverse, talented workforce that is reflective of our community

Goal One

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.

People, processes, and technology can all be entry points for hiring bias.





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.

Employment Policy



- ▶ The City of Windsor Employment Policy has been developed in accordance with the *Municipal Act*, Section 270 (1) which requires municipalities to adopt policies on the hiring of its employees; the manner in which the municipality will try to ensure that it is accountable to the public for its action.
- ▶ This policy applies to individuals, inclusive of, but not limited to, non-paid work placements, volunteers and employment applicants.

“The Corporation of the City of Windsor is committed to recruiting and maintaining a competent, qualified and diverse workforce that enhances the Corporate vision and culture of our organization”.

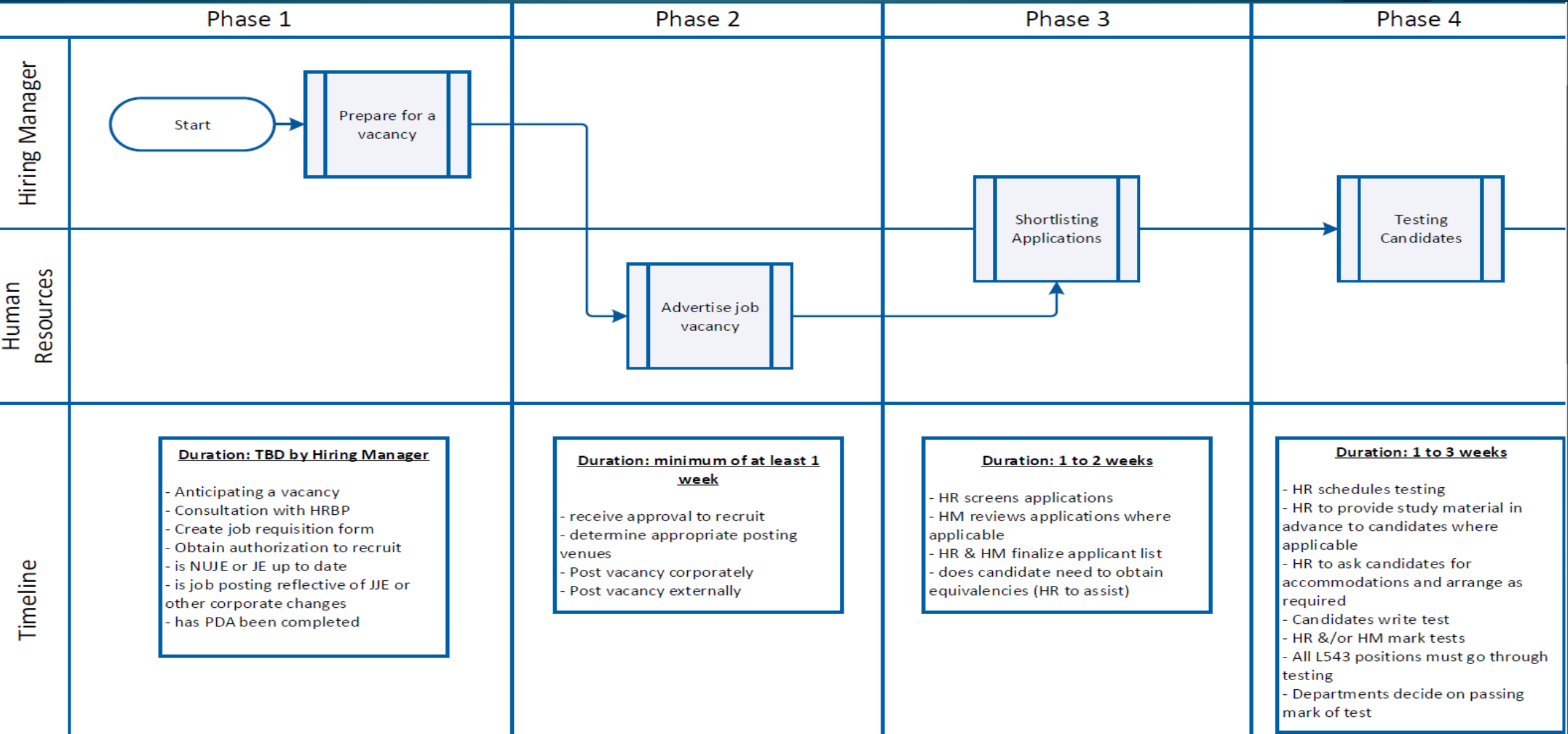
Respectful Workplace Policy



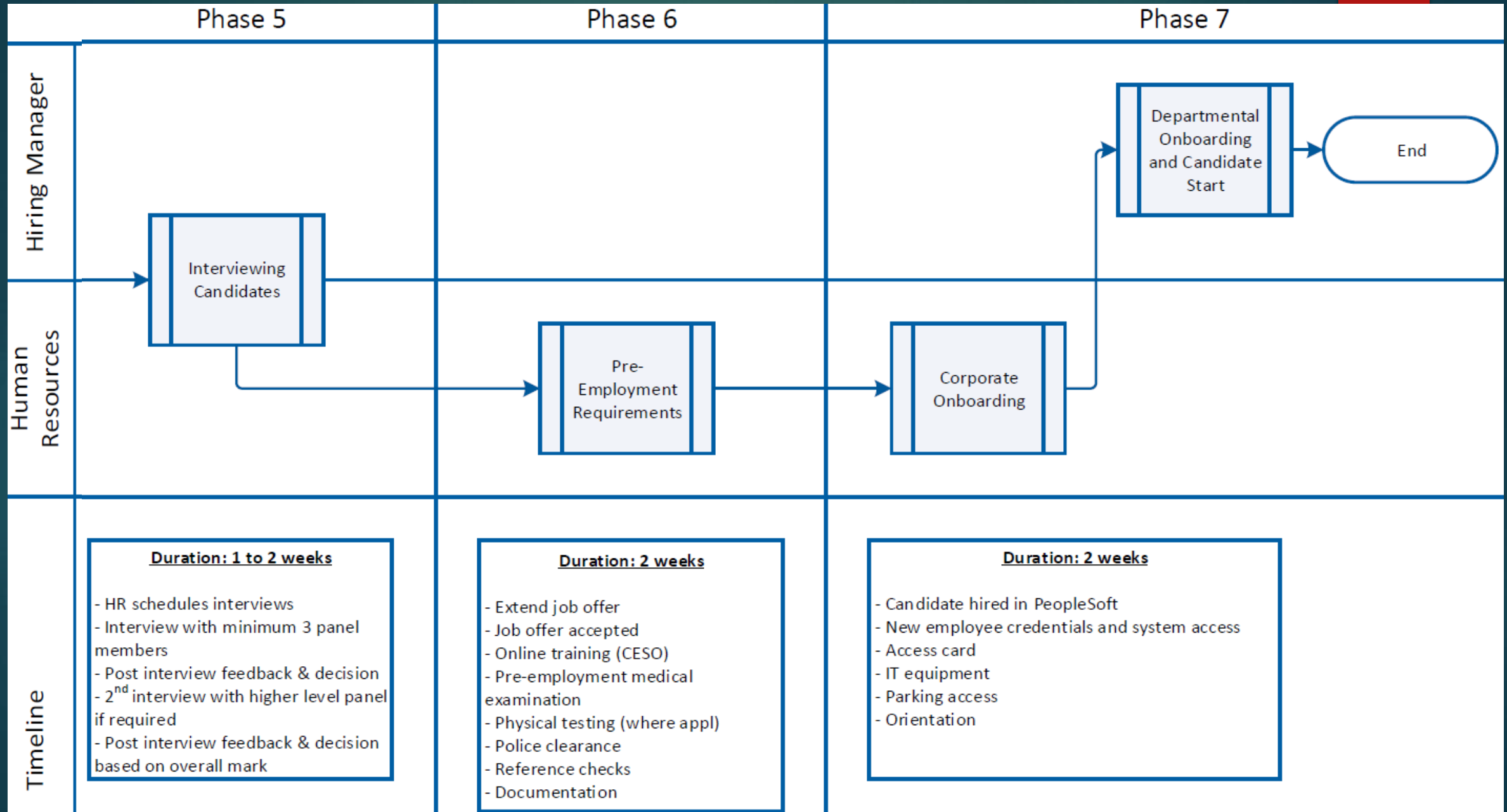
The Corporation is dedicated to providing a workplace and service environment that is conducive to creating a climate of mutual respect that fosters equality and inclusion, reinforces opportunity, and allows for each person to contribute fully to the development and well being of the Corporation.

The Corporation is committed to proactive policies and procedures that are diverse and inclusive in nature. The Corporation will use best efforts to conduct internal consultation and review with an aim of identifying visible and invisible systematic and attitudinal barriers in policies, practices, and procedures.

Recruitment Process



Recruitment Process



Reviewing Recruitment

The recruitment process is made up of many different steps and processes. Reviewing the hiring process for inclusive practices requires attention to the various steps of the process:

1. Benchmarking
2. Community outreach
3. Job posting
4. Shortlisting
5. Candidate testing
6. Interviews
7. Hiring and onboarding
8. Retention and ongoing education



It is important to note that we are obligated to adhere to the job evaluation process, the Pay Equity Act, OHRC, OHS&A, and various collective agreements. Furthermore, some positions have specific requirements that must be adhered to.

Benchmarking

Is our Corporation representative of the community?

What we have done

- Workforce Census
- Data analyzed by external consultant
- Reported to Diversity Committee and Council
- Communicated to staff, managers, supervisors, and unions
- Preparations for second Workforce Census

Opportunities for the future

- Use and analyze data on an ongoing basis
- Accountability for census results over time
- Ongoing benchmarking

Employee Demographics Over Time

Employees Hired	Racialized Persons
More than 30 years ago	2.94%
1-5 years ago	11.06%
Less than 1 year ago	16.49%

Workforce Census Information

Action Item 1.2.3: Conduct ongoing employee demographic surveys of the Diversity and Inclusion Initiative.

This asked demographic questions of the Corporation and gave us the opportunity to understand barriers to inclusion and engagement.

Read the full report at: <http://bit.ly/ccworkforcecensus2018>

Entire Corporation								
Category	Less Than One Year	1-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	26-30 Years	30+ Years
Women	67%	59%	56%	66%	57%	67%	62%	65%
Racialized Persons	16%	17%	15%	12%	9%	6%	9%	3%
People with Disabilities	15%	7%	15%	17%	18%	30%	15%	13%
LGBTQ+	13%	7%	9%	3%	3%	2%	2%	4%
Indigenous	3%	3%	7%	7%	4%	6%	5%	15%



52% of staff provide dependent care
8% provide care for more than one category of dependents

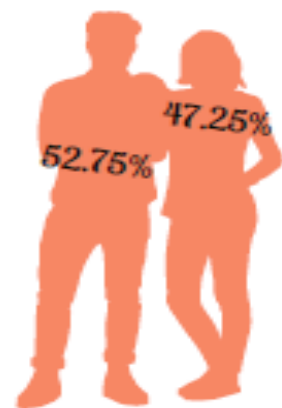
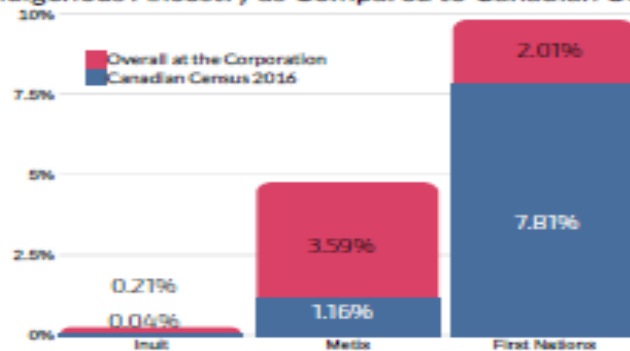
15% of staff identified having a disability TOP 10 DISABILITIES

01. Chronic Illness
02. Pain
03. Mental Health
04. Reduced Physical Capacity
05. Hard of Hearing/Deaf/deaf
06. Mobility Impairment
07. Learning Difficulties
08. Progressive Conditions
09. Visual Impairment
10. Eating Disorder/Disordered Eating



5.19% of staff are on the LGBTQ+ spectrum
46% are not "out" at work

Indigenous Ancestry as Compared to Canadian Census

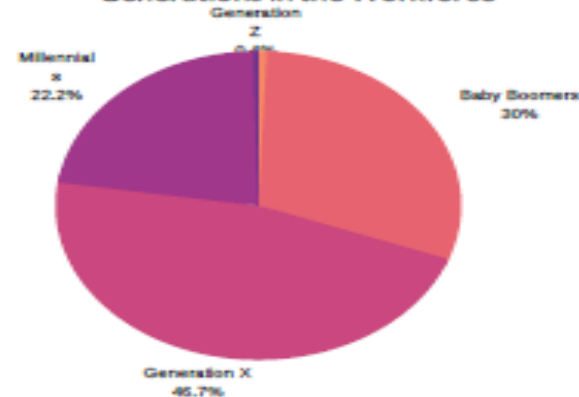


52.75%
47.25%
in managerial positions at the Corporation

OVER
30%

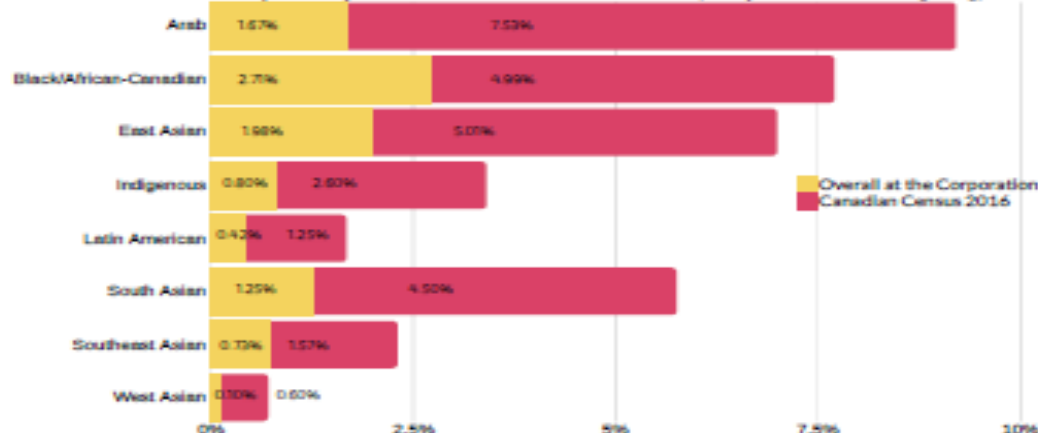
OF THE WORKFORCE IS AT LEAST BILINGUAL

Generations in the Workforce



11% of staff identified as being diagnosed with a mental health condition
55% OF AFFECTED STAFF HAVE BEEN PREVENTED FROM WORKING

Racial Identity Compared to Canadian Census (City of Windsor [CY])



Community Outreach

Are our postings being distributed in a manner that maximizes our opportunities for diverse candidates to see postings and apply?

What have we done

- Enhanced outreach efforts
- Social media plan to attract diverse applicants
- Distribution of postings to different agencies, community groups
- Internal mentoring program
- Inclusion Action Network, employment subcommittee, and employee resources groups

Opportunities for the future

- Active recruiting
- Continue to broaden outreach in the community
- Expand mentorship and internship opportunities for diverse candidates and new Canadians
- Accountability for leaders



Community Outreach

Step

2



- African Community Organization of Windsor
- Almohajer Aljadeed
- Assisted Living Southwestern Ontario
- Can Am Indian Friendship Centre
- Canadian Mental Health Association
- CNIB
- Coachworx
- Community Living Windsor
- Discovery Ability Network
- EnWin

- Essex County Chinese Association
- Handi Transit
- Hungarian Cultural Centre
- Jewish Community Centre
- Learning Disabilities Association
- Multicultural Council
- New Beginnings
- New Canadians Centre of Excellence
- Ontario March of Dimes
- St. Clair College

- St. Clair College Employment Centre
- Transit Windsor
- Unemployed Help Centre
- United Way
- University of Windsor
- University of Windsor - jobs
- Windsor Public Library
- WEST
- Windsor Star
- WWWWIW
- YMCA



Community Outreach

Internships and Work Placement Programs

The City of Windsor participates in:

- Student placements
- Co-op placements
- Paid and unpaid placements
- Job-shadowing experiences
- Council approved an annual funding commitment of \$150,000 to stabilize our participation in Workplace Initiatives for Persons with Disabilities





Community Outreach Work Placements

Unpaid Placement Programs

- Greater Essex County District School Board - Secondary School Co-operative Education
- Windsor Essex Catholic District School Board - Secondary School Co-operative Education
- Take Our Kids to Work Day (1 day event)
- University of Windsor
- St. Clair College of Applied Arts & Technology
- Northern College
- Women's Enterprise Skills Training

Paid Placement Programs

- Post-Secondary - Co-operative Education
- Summer Student Lottery Program
- Service Canada's Young Canada Works in Heritage Organization Program
- Service Canada's Canada Summer Jobs Program
- Canadian Parks and Recreation Association Summer Work Experience Green Jobs Initiative
- Community Living – Service Canada's Opportunities Fund
- YMCA – Service Canada's Opportunities Fund
- Law Society of Upper Canada – Articling Students
- St. Clair College – Landscape – Horticulture Technician
- Windsor Sculpture Park Maintenance Project
- St. Clair College – Award of Excellence

Community Outreach Employment Lotteries

Summer Student Lottery Program

- Provides students the opportunity to gain meaningful employment experience
- To keep the hiring of students fair and equitable, hiring is based on a lottery system
- A computer program randomly draws applications



Caretaker Pool Employment Lottery, Arena Skate Patrol Student Lottery and Arena Attendant Employment Lottery

- To give everyone an equal opportunity, the shortlisting is done by a random computer lottery
- Randomly chosen candidates proceed to the interview stage

Community Outreach

- Efforts have been made to rebrand and promote the Corporation as an employer of choice through attending job fairs and networking events
- Focus on broadening recruitment efforts
- Diversity and inclusion topics are easily and quickly located on the organization's internal and external websites.

Working here is more than just a job: it's a career you can be proud of.

The City of Windsor is a progressive and inclusive employer that offers rewarding career opportunities across a wide variety of work areas. All of our positions provide a collaborative and collegial work environment that supports and promotes advancement.

If you're an ambitious, dedicated and service-oriented person, you can find [City job postings](#) as they arise, or you can also call us at 519-255-6515 or 311.



Community Outreach

Women on Fire

- This event is meant to help bridge the gaps that many females encounter in the physical testing portion of emergency services recruitments
- Solution to boosting the number of women working in emergency services in Windsor-Essex.
- Postponed due to COVID-19



#WomenOnFire
Mentoring, Networking, Physical Testing

Job Postings

Are the postings attracting candidates of diverse backgrounds to apply?

What have we done

- Reviewed accessibility of job postings
- New accessible format developed and in testing
- Developing tool to revise current job postings for inclusive wording
- Alternative qualifications for education and experience for non-union positions
- Researched other municipalities and organizations



Opportunities for the future

- Further expand alternative qualification criteria to unionized positions
- Simplify language in job postings
- Include more assets in posting that promote diversity
- Include diverse skills such as speaking a second language as an asset
- Review educational requirements to determine if they are unnecessarily restrictive for some positions

Job Postings

Job listings with gender-neutral wording get **42%** more responses



More qualified people will apply:

We are an **Equal Opportunity** employer **committed** to a **diverse workforce**. We **do not discriminate** on the basis of race, religion, color, national origin, gender, sexual orientation, age, marital status, veteran status, or disability.

Fewer qualified people will apply:

We are an EEO and Affirmative Action employer. Women, racial, and other minority **candidates** are invited to apply. **Successful applicants** will need to **comply with** a background check of criminal records.



WHERE **EMPLOYMENT**
EQUALS **OPPORTUNITY**

The City of Windsor is a progressive and inclusive employer that offers rewarding career opportunities across a wide variety of work areas. All of our positions provide a collaborative environment that supports and promotes advancement.

For information or to apply, visit our website, call 519-255-6515, or call 311.



TTY:1-866-488-9311
www.citywindsor.ca



Shortlisting

Is the review method increasing or decreasing bias in the system?

What have we done

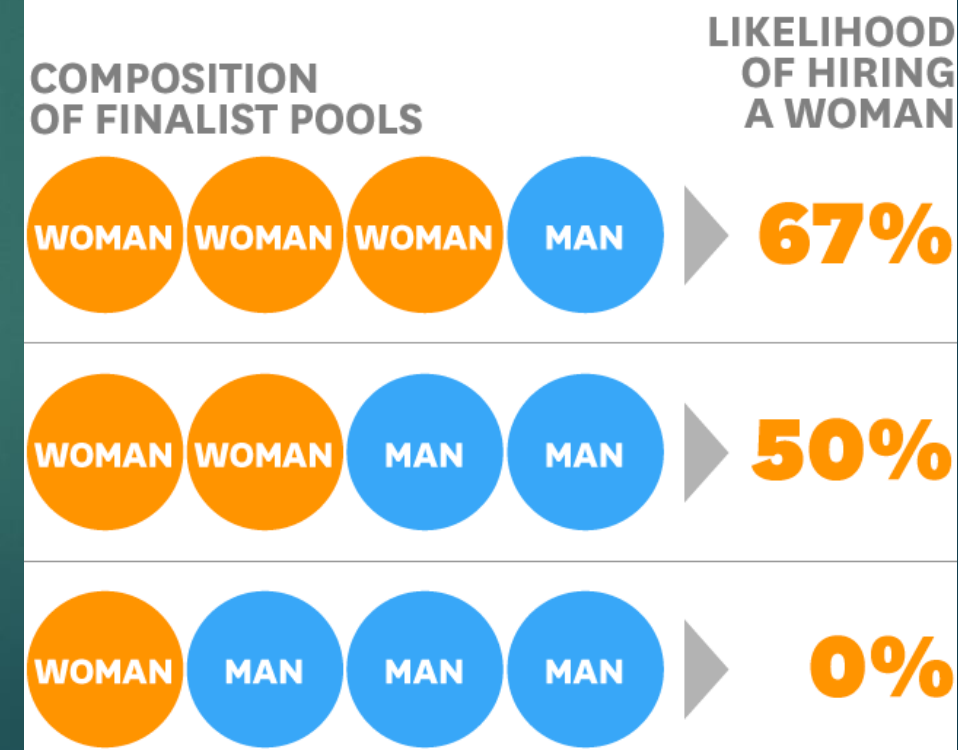
- Applicant tracking system to reduce possibilities of bias
- Intelligent shortlisting using JazzHR
- Consider applicants whether their education or experience took place inside or outside of Canada
- HR and hiring department work together to ensure no qualified candidates are missed

Opportunities for the future

- Blind recruitment
- Review best practices utilized by other municipalities
- Explore options to increase diverse candidates to progress to interviewing stage

The Relationship Between Finalist Pools and Actual Hiring Decisions

According to one study of 598 finalists for university teaching positions.



Candidate Testing

What have we done

- Test results withheld from the interview panel
- Tools available to assist applicants in writing tests with individualized accommodations available
- Language Line interpreter on wheels is available in HR to be used for testing and interviewing
- Study material is provided to prepare for testing

Opportunities for the future

- Review if the testing essential or if it is creating unnecessary barriers
- Consider if a different type of testing needed



Interviews

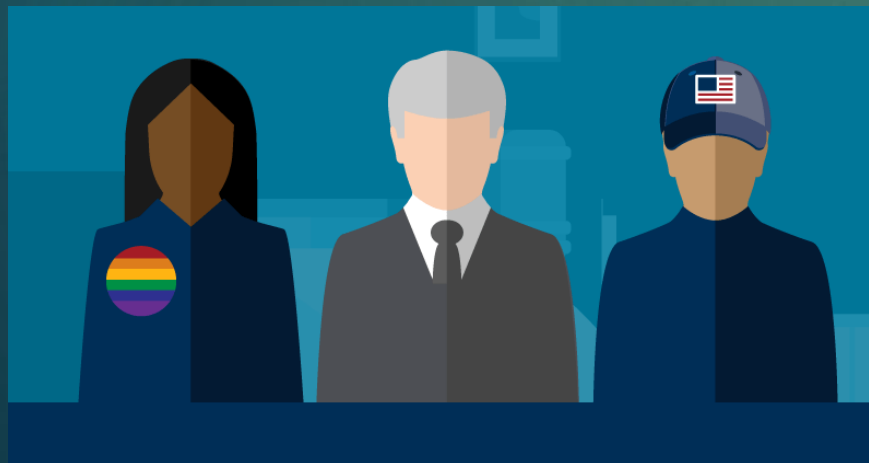
Are interviews in the best format to encourage diversity/inclusion and eliminate barriers?

What have we done

- Credit may be given for speaking another language
- Structured interviews
- Managers must take Ontario Human Rights training

Opportunities for the future

- Include questions relevant to diversity and inclusion
- Increase diversity on interview panels
- Review format of interviews and questions
- Mandatory unconscious bias/diversity and inclusion training for hiring managers



Interviews

Structured Interviews



Advantages of using structured interviews...

- Produces comparable and quantifiable data
- Suitable for simple, straightforward, factual information
- Less interviewer bias as more formal
- As structure is the same, it gives good reliability
- Less time consuming (than unstructured) so can use a larger sample = more representativeness

Fairness

Asking the same questions of every candidate ensures each person has an equal opportunity to provide information – and that each is evaluated fairly only on information that is relevant to job success. This also greatly improves the candidate experience.

Legal Protection

Structured interviews are based on job analyses and subject matter expert interviews to gather critical incidents, which feed into the content of the interview questions. Documenting this process keeps companies out of legal trouble and reduces the likelihood of legal complaints.

Hiring and Onboarding

What have we done

- Assist applicants who are internationally trained to have their education assessed for the Canadian equivalent
- Hired applicants on temporary visas and awaiting permanent status
- All employees must take Respectful Workplace training/AODA training

Opportunities for the future

- Review international credentials
- Provide information to new employees regarding the Diversity and Inclusion Initiative and employee resource groups
- Review pre-employment requirements



Retention

Opportunities for Advancement

What have we done

- Education reimbursement
- Employees encouraged to consider development opportunities and positions outside their current area
- Internal Job postings offer opportunities for internal promotions and advancement

Opportunities for the future

- Additional coaching and mentoring for high-potential talent from backgrounds not represented in a balanced way across the Corporation
- Provide opportunities for high potential diverse staff to become involved in projects where skills and accomplishments can become known and recognized
- Provide more opportunities for networking within Corporation



Retention

Employee Mentoring Program

- Opportunity for staff to improve skills and build careers through mentor/protégé relationships.
- The program has brought together very successful partnerships since its official launch in November 2006.
- The program has had 183 unique participants to date.
- Opportunities for increasing mentorship of current diverse staff so that they have greater opportunities for advancement.



Retention

Inclusive Action Network (IAN) and Employee Resource Groups

- Employee lead mentorship
- IAN and the ERGs will expand possibilities for diverse employees to be valued and to be heard, engaged, and included.



Retention Learning and Mentorship Opportunities

- Succession Planning
 - Increase the interest and capability of employees to fill supervisory and management positions
- Talent Management Program
 - Provides clear and effective procedures for managing talent within the Corporation
 - Available to all employees regardless of employment status.
- Corporate Coaching
 - Provides a broad context of leadership skills intended to provide structure and opportunity.
- Performance and Learning Month
 - Various schools and agencies are brought in to do presentations and offer information to employees who are looking to pursue learning and advancement opportunities

Retention

Ongoing Education

What have we done

- Increased diversity, sensitivity and awareness training
- Partnership with Canadian Centre for Diversity and Inclusion (CCDI)
- Upcoming training in Unconscious Bias, Fundamentals of Diversity and Inclusion, and Managing Bias in Hiring
- Call it out Racism course which will be mandatory for all employees

Opportunities for the future

- Provide managers, supervisors, and HR with the tools and training they need to be effective agents of diversity and inclusion.
- Increase representation of management in ERGs and Inclusive Action Network
- Ongoing education of leaders and employees so they have a high level of diversity and inclusion competence.
- Mandatory training for hiring managers on the impact of unconscious bias.
- Expand communications regarding corporate policies and procedures that focus on diversity, accessibility, and Human Rights.



Education

2019 Training Courses and Inclusive Learning Events



**Professional
Development**

**THE CITY OF
WINDSOR**
ONTARIO, CANADA



- Unconscious Bias
- Aphasia Training
- Newcomer Inclusion
- Religious Inclusion Webinar
- Transitions in the Workplace
- Unlocking the Power of Diversity and Inclusion
- Language Line Video Remote Interpreting Services training
- Artificial Intelligence's Role in Diversity and Inclusion
- Ramadan Information Sessions
- Respect in the Workplace
- Herstory Film Festival
- Out in Windsor Film Festival
- Brain Injury Awareness month
- Canada Day Trivia Event
- Intergenerational Trivia
- ERG Diversity Summit
- Invisible Disabilities Panel Discussion
- The LGBTQ2+ Experience and How Colleagues Can Support
- Accessibility: Navigating a World Filled with Barriers
- Black History Month Film Festival
- Blind Date with a Diversity Book
- Indigenous History Month film festival
- International Day for the elimination of Racial Discrimination

Education

2020 Training Courses and Inclusive Learning Events

- Accommodations: The Ultimate Checklist
- Ageism and Age Discrimination
- Allyship: Your Role in Supporting Minorities
- Leveraging Cultural Difference at Work
- Circle for Reconciliation: Best Practices
- Emotional Intelligence for Leaders
- Black History Month Film Festival
- Unconscious Bias to Conscious Open-Mindedness
- Respectful Ways to Celebrate Inclusive Holidays
- Coffee Break for Mental Health
- Managing Micro-Aggressions
- Combatting Tokenism
- Respect in the Workplace
- Gender Diversity

Upcoming

- Call It out: Racism, Racial Discrimination & Human Rights
- Unconscious Bias
- Diversity and Inclusion fundamentals
- Managing Bias in Hiring



Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion