



GOVERNANCE SPC REPORT

Title Standing Resolution Annual Update: Creating a Diverse & Inclusive Workforce

Meeting Date November 23, 2023

Submitted By Councillor Crowson, Chair – Governance Standing Policy Committee

Recommendation from Governance Standing Policy Committee:

BE IT RESOLVED THAT City Council

1. Rescind the below annual standing resolution from Official Business Resolution 6.2 'Creating a Diverse and Inclusive Workforce for the City of Lethbridge', adopted March 9, 2021:

The City Manager report annually on efforts and achievements related to creating a workforce that reflects the community; and

2. Direct Administration to continue efforts in building and operationalizing the IDEA (Inclusion, Diversity, Equity and Accessibility) Corporate Plan.

Vote:

In Favour: 4-0 (Unanimous)

Public Speakers at the Meeting: None

Public Submissions: None

Submitted By Kim Schaaf, Talent Development Manager &
Chris Witkowski, IDEA Project Manager

Summary

The City of Lethbridge is committed to creating and sustaining an inclusive work environment where employees feel a sense of belonging and value in the workplace. In addition to ensuring we have programs, practices, and supports in place for the safety, health, and wellness of employees, we will value and respect employees for their unique experiences, perspectives, talents, and contributions.

Since 2021, one of our goals for diversity was centered around comparing demographic data between our employees and the community as per OBR 6.2 'Creating a Diverse and Inclusive Workforce for the City of Lethbridge'. In November 2022, People & Culture presented this data

in partnership with the Prentice Institute, University of Lethbridge. The summary report showed the extent of representation within the City of Lethbridge workforce across four demographic indicators of equity, diversity, and inclusion – age, gender, ethnicity, and disability. The results showed that the demographic representation of employees does not correspond proportionally to representation of the community population. Some demographic groups (e.g., persons aged 35-44 and 45-54, men, Caucasians, and persons with disabilities) are substantially more represented in the City's workforce than others.

However, the report noted limitations with the data including: outdated data on disability, differences in the age range of the City of Lethbridge survey sample to that of the Census sample, and a lack of longitudinal data (data that is collected through a series of repeated observations of the same subjects over some extended time frame) on the overall labor force in Lethbridge. As such, it was recommended that the City collect several years of demographic employee data to measure the progress of proportional representation in our workforce to the community.

The Prentice Institute also observed the demographic data from the survey only captured certain characteristics of diversity. Municipalities like the City of Calgary currently define diversity to include visible and non-visible characteristics such as diversity of thought and gender identity. However, other non-visible characteristics of diversity can include socio-economic experiences, political or religious beliefs, education, and more, which are not currently captured or reported through census data.

Through this evolution, we recognize the processes, activities and events necessary to become inclusive, diverse and equitable do not occur quickly and **significant changes cannot be captured in an annual report**. Creating an inclusive workplace at the City is a journey that takes many years, with commitment to resourcing, strategic planning and thoughtful actions in collaboration with employees and community partners.

Related efforts & achievements in 2023 include:

- *Establishing a foundation for IDEA in the workplace:*
 - Creating a new **Strategic IDEA Corporate Plan** (Inclusion, Diversity, Equity and Accessibility) providing a 10-year roadmap and action plan to implement a DEI lens to recruitment, learning, and development of staff;
 - **Term secondment** to lead the development of the Strategic IDEA Corporate Plan; and
 - Hired **Talent Development Partner with DEI** experience and expertise focused on applying a DEI lens to workplace practices and programs.

- *Events & Engagement:* Raising awareness and facilitating voluntary participation in events tied to Human Rights, Equity and Inclusion including:
 - **Art of Leadership for Women** event that connected women from different departments and enabled opportunities to share experiences, exchange ideas, forge new connections and expand their professional networks; and
 - Staff participation in the **2023 Lethbridge Pride Parade**.

- Collaboration with the Indigenous Relations Office to encourage participation in Indigenous Awareness events and activities such as **Orange Shirt Day**
- *Learning & Development:* Ongoing development and delivery of training and awareness to support skill-building in diversity, equity and inclusion:
 - **Allyship in the Workplace** training launched. Participants reported learnings were meaningful in building inclusive workplaces and improving our interactions with the public;
 - Delivery of three **Unconscious Bias** training sessions with new recruits in Fire & EMS and the Fire & EMS Hiring Committee; and
 - Delivery of two sessions focused on **leadership and DEI** with 40 functional managers.
- *Partnership and Programs:*
 - Welcomed **University of Lethbridge Applied Studies Program** student, researching best practices to update our recruiting and onboarding practices with an IDEA lens, and to broaden our potential talent pool;
 - In the spirit of Truth and Reconciliation, developing **partnerships with the Indigenous Relations team** to support awareness of training such as the KAIROS Blanket Exercise, resources, and internal employee orientation to Indigenous Relations; and
 - The City of Lethbridge is part of the **National Diversity & Inclusion Network**, a national municipal network of IDEA subject matter experts that meet monthly to knowledge-share and discuss timely IDEA-related topics and initiatives.

Recommendation(s)

That the Governance Standing Policy Committee recommends that City Council:

- Rescind the below annual standing resolution from Official Business Resolution 6.2 'Creating a Diverse and Inclusive Workforce for the City of Lethbridge', adopted March 9, 2021:

The City Manager report annually on efforts and achievements related to creating a workforce that reflects the community; and

- Direct Administration to continue efforts in building and operationalizing the IDEA (Inclusion, Diversity, Equity and Accessibility) Corporate Plan.

Financial

As new programs and initiatives are created to meet identified needs, financial plans are designed to support implementation, and funded through the Talent Management program budget.

Background and Prior Decisions

In March 2021, City Council approved Official Business Resolution 6.2 'Creating a Diverse and Inclusive Workforce for the City of Lethbridge', which directed the City Manager to work towards the creation of a municipal workforce broadly reflective of the citizens and communities it serves, and to report annually on efforts and achievements.

Through 2021-2022, City Administration:

- Developed a draft DEI (Diversity, Equity and Inclusion) Strategic Framework
- Received Council approval for one permanent FTE position to promote DEI efforts
- Built Talent Management resources & programs, dedicating the FTE to applying a DEI lens in the recruitment, learning & development and employee performance programs
- Delivered training to employees on DEI basics, Unconscious Bias, and others
- Embedded Respect in the Workplace Training in the Corporation, along with procedures and resources to handle concerns and complaints related to Bullying, Abuse, Harassment, and Discrimination (BAHD)
- Built new network of community partners to support DEI success

Engagement

Engaging with all members of the City workforce is critical to identifying the right supports for employees to meet corporate objectives through inclusive practices. Engagement plans will focus on assessing current inclusion efforts, gathering employee needs, researching best practices, and exploring future opportunities. Future ongoing employee engagement surveys and activities will continue to inform decision making and assess the progress of diversity and inclusion initiatives.

Recommendation and Option(s) Analysis

That the Governance Standing Policy Committee recommends that City Council direct Administration to:

1. Rescind the below annual standing resolution from Official Business Resolution 6.2 'Creating a Diverse and Inclusive Workforce for the City of Lethbridge' adopted March 9, 2021:
 - The City Manager report annually on efforts and achievements related to creating a workforce that reflects the community; and

Continue efforts in building and operationalizing the IDEA (Inclusion, Diversity, Equity and Accessibility) Corporate Plan.

Attachment(s)

1. Status of Council Resolutions – 6.2 Creating a Diverse and Inclusive Workforce at the City of Lethbridge

Link(s)

1. City of Calgary <https://www.calgary.ca/employees/inclusion.html>

Approvals

A/Department Tracey Rice

Director:

A/City Manager: Darrell Mathews