

Diversity

PEOPLE. PRACTICES. COMMUNITY.

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Background

The Conference Board of Canada reports that labour demand is predicted to exceed labour supply by 2014 with a shortfall of workers that increases year by year after that to 2030. In the 2011 [Local Labour Market Plan](#) for Waterloo/Wellington/Dufferin, the Workforce Planning Board reports that although the population in Guelph is on the rise, our labour force is already shrinking “dramatically”. Between 2010 and 2011 the population in Guelph grew by 1,400 people while the labour force shrank by 7,200 people or 8.5%.

To address labour market challenges and anticipated skills shortages, the Ontario government recognizes the need to increase labour force participation of older workers, immigrants, women and youth. In addition, the Accessibility for Ontarians with Disabilities Act has enacted an [Employment Standard](#) to address labour force participation and unemployment rates of persons with disabilities, another under represented group in the labour force.

Valuing Diversity is a Business Necessity

In an environment of labour market and skills shortages, many organizations including top employers have recognized the importance of valuing diversity as a strategic component of their workforce development plans to help ensure resilience and efficiency in attracting and retaining top talent.

Introduction

The City of Guelph Diversity Strategy has been developed as an action item within the People Practices Strategy, which serves as the framework that supports The City of Guelph’s goal of becoming recognized as a top employer within the community.

Diversity within this strategy is not defined just by race or gender. It also encompasses the whole human experience — age, culture, education, personality, skills and life experiences. Research shows that organizations require flexibility, creativity and imagination to thrive in the current economy. These are things that can be achieved by nurturing a diversity of viewpoints bringing different voices and perspectives to the table.



The City of Guelph provides over 300 different services to residents, visitors and businesses each day. It is important that these services are developed and delivered in a way that demonstrates respect for the community as interests change over time. This is

called being **reflective** of our community and their expectations and needs. This ability, to be reflective both literally and cognitively is fundamental to realizing the Diversity Strategy.

Diversity and the People Practices Strategy

The City of Guelph People Practices Strategy was developed in 2008 as one of the ways that would support our organization in being recognized as a top employer in this community. The People Practices Strategy proposed that a Diversity Strategy be developed as one of the measures that would support the creation of a Well Workplace. As work on the strategy commenced, it became clear that aside from the perceptions of both our current and potential employees, a well executed strategy would also need to support the demonstration of Business and Service Excellence.



Mission and Guiding Principles

The mission of the Diversity Strategy is to support a well workplace, where a respect for diversity contributes to positive employment experiences and the creation and delivery of services that are reflective of the community we serve.

Guiding Principles

The following guiding principles have been adopted in order to enable the success of the Diversity Strategy. Each of these principles will be explained in more detail on the following pages.

1. A Well Workplace Leads to Business and Service Excellence
2. Diversity supports Organizational Performance
3. A Respect for Diversity supports our Corporate Values

A Well Workplace Leads to Business and Service Excellence

In our organization’s efforts to achieve the mission and strategic goals set by Council, the experience of our current staff is our greatest asset. Top employers understand that team performance increases when staff enjoys a positive or “well” workplace. In creating this positive experience, top employers incorporate a respect for diversity into the very nature and delivery of their employment systems. When employees experience a workplace culture that is respectful of diversity they can become great ambassadors for the goals of the organization itself, influencing the public’s perception of our organization as a “top employer”, and ultimately our ability to attract top talent.

The diagram below illustrates this point and also the impact that attracting top talent has on the ability to develop and deliver quality, innovative services. Research shows that environments that allow for and respect differing voices and viewpoints increase their ability to be creative and innovative. This type of environment will further enable the City to achieve its mission of *providing quality, innovative and valued services* toward improved customer satisfaction overall.



Diversity Supports Organizational Performance

The Diversity Strategy has been developed to support other City initiatives where possible. Aside from the People Practices Strategy, the Diversity Strategy will compliment the following corporate strategies and initiatives:



The Mission Statement

To be recognized as a top employer within the community is part of the Mission statement for the City of Guelph. This is to be achieved in part *“by treating employees with the same level of respect and commitment which they are expected to deliver to the community”*. Recognizing that our community is diverse we would expect our employees to engage with the community in such a way that respects their diversity. To meet the mission statement, the City as an employer also commits to treating staff with the same level of respect for the diversity that they bring to our workforce.

Service Excellence Strategy

The City of Guelph’s customer service vision is, *“to be an efficient and effective service provider, delivering quality services to residents and stakeholders through a wide range of channels”*. The Diversity Strategy will support the achievement of our service excellence strategy goals by developing skills within our workforce to deliver excellence in service to a diverse and changing local population. Measures of customer satisfaction, participation and engagement will reveal the extent to which we are representing our community’s interests. These measures will help to inform future goals for both the Service Excellence and Diversity Strategies.

Community Wellbeing Initiative

This initiative aims to create a *“shared vision for individual and community wide ‘wellbeing’ in Guelph as a catalyst for action. This shared vision has the potential to affect change in the community and has the weight to influence partners, decision makers, service providers and policy makers at the provincial and federal levels of government.”* The Community

Wellbeing Initiative and the Diversity Strategy are aligned in the direct relationship they draw between staff competency and quality of service design and delivery. The Diversity Strategy will support our staff to develop greater skills in accessing and understanding the interests of our diverse community. Within the Diversity Strategy itself, there are performance measures assigned directly to engagement activities, as one of the means of determining our effectiveness with developing services and programming that is reflective of the community's interests. The timing for the Diversity Strategy activities has been developed in consultation with the timelines assigned to activities in the Community Wellbeing Initiative to further support the success of our teams.

Prosperity 2020

Our City's Economic Development and Tourism Strategy recognizes that diversification is of strategic importance to the health of our local economy. One area of priority, across all development activities, is the underlying knowledge that the demographic composition of our residents and business owners is changing. Of particular interest are the national trends of an ageing population, and a population that is increasingly dependent upon immigration as a source of growth; including labour market growth. Prosperity 2020 recognizes that *"Guelph needs to become a destination both compelling and welcoming to migrating talent"*. The Diversity Strategy will support our staff in developing their understanding of the impacts and opportunities that can be realized with these changing demographics. With this understanding, staff will be encouraged to plan and deliver services that meet the evolving needs of our community stakeholders. The Diversity Strategy will also support staff to contribute to local labour market initiatives such as the Workforce Development Committee of the Chamber of Commerce, the Career Education Council and the Workforce Planning Board of Waterloo, Wellington, Dufferin.

Local Immigration Partnership

The Local Immigration Partnership (LIP) Project is a community driven activity that is sponsored by the City of Guelph. The vision for the project, *"a caring, equitable community where everyone thrives"* is consistent with the strategic plan goals of the City of Guelph, and the values that our staff use to guide their daily work activities. As an employer, the City of Guelph is an active participant on the LIP leadership team and in the action team associated with promoting greater newcomer participation in our local labour market. The Diversity Strategy will support the LIP through the skills and knowledge development of our staff as they relate to newcomer engagement and workforce participation. The Human Resources team will be participating in a thorough review of the City of Guelph's employment practices, for the purpose of ensuring that the systems are free of bias, and support the attraction, development and retention of the full breadth of talented people

available to our teams. The Diversity Strategy will also be supporting service development and programming in a manner that helps to promote participation from our community members, and visitors. The activities will all support equity in our community, and position ourselves as an employer that is demonstrating leadership in this area.

Corporate Communications Plan

Our Corporate Communications strategy places emphasis on the development of *“two-way communications”* with stakeholders in our workplace and community. The Diversity Strategy will help to develop skills for staff in engaging in this two way communication with our various community stakeholders. Of particular focus will be the skills associated with recognizing diversity and effectively communicating across different forms of diversity.

Wellness Strategy

The Wellness Strategy works to *“address the physical, social and psychosocial needs of employees, and maintains and enhances the current commitment to employee health, safety and wellness.”* The Diversity strategy will compliment the Wellness Strategy with a focus on ensuring access and opportunity for all staff to realize the benefits of our Corporate Wellness Strategy.

A Respect for Diversity supports our Corporate Values

Recognition of the value of diversity is inherent in our Corporate Values of ***Integrity, Excellence and Wellness***. The Diversity Strategy will provide us with constructive processes and tools to help us execute on our values more effectively.



The Goals

The Diversity Strategy is centred around the three goals and goal statements below. The goals of the Diversity Strategy begin and end with a workforce that is *reflective* of the community. As the City seeks to attract, recruit, develop and retain a workforce that is reflective of the community it serves, it can expect to plan and deliver services that are reflective of the interests of the community.



Together, these goals focus on the development of organizational commitment and competency towards fully enabling our Diversity Strategy. This is the foundation upon which the success of this initiative lies. The intention behind these goals is to integrate the value of diversity deep within our employment systems, as well as service design, response and delivery. When organizations take this step, they position themselves well to realize gains in the form of innovation, customer satisfaction and efficiency in service delivery.

The following pages provide a summary of each goal, as well as a list of the objectives that have been identified to support them.

Goal 1 Support a Workforce that is Reflective of the Community we Serve

“As an employer, we are committed to developing opportunities that promote the attraction, recruitment, development and retention of staff in a manner that will support a workforce that is reflective of our community.”

This will include consultation with various stakeholders within our organization, as well as a focus on enhancing our networks and relationships with external stakeholders through our professional alliances and community-based actions.

Objective 1-A	Implement activities to attract a broader, more diverse talent pool
Objective1-B	Ensure recruitment methods support building a workforce that is reflective of the community
Objective 1-C	Provide employee development activities that support diversity
Objective 1-D	Develop opportunities to measure employee satisfaction and promote the retention of staff
Objective 1-E	Demonstrate a positive impact on the HR scorecard

Goal 2 Ensure Equity in our Employment Systems

“As an employer, we are committed to creating a fair and equitable workplace with employment systems that allow everyone to participate fully and with respect for their diversity.”

This will include conducting a Workforce Census to determine the extent to which our current workforce reflects our community including local labour force participation. The census will provide context for a complete review of all employment systems. The Employment Systems Review will help the organization understand current practices that may be creating barriers for people to participate more fully in employment with the City of Guelph.

The work from these projects may also be used to support and participate in local labour market development activities such as the Local Immigration Partnership project, or other initiatives developed through Prosperity 2020 and/or our Local Chamber of Commerce.

Objective 2-A	Conduct a Workforce Census
Objective 2-B	Conduct an Employment Systems Review
Objective 2-C	Develop an Employment Systems Action Plan (ESAP)
Objective 2-D	Implement and sustain employment systems improvements

Goal 3 Plan and Deliver Services that are Reflective of our Community’s Interests

“As a City, we are committed to achieving excellence in our service delivery, and to engaging with the community to provide quality, innovative services that are valued by our stakeholders.”

The strategy is built upon a belief that the perception of quality and relevancy of our services impacts the workplace experience of our employees and therefore affects our ability to attract top talent to this organization. This goal helps to integrate the vision of the diversity strategy into the service planning and evaluation tools that are used to inform the manner in which services are planned and delivered at the City of Guelph.

Objective 3-A	Encourage and enhance diverse participation in public engagement activities
Objective 3-B	Demonstrate service enhancement through the Diversity Strategy Goals

Developing the Strategy

Developing the Diversity Strategy required extensive research as well as consultation both internally and externally. The following is a summary of these efforts.

Internal Stakeholder Consultation: Staff Engagement

- Received employee input during focus groups (as part of The People Practices Strategy development)
- Recruited Steering Committee members to help inform the Diversity Strategy
- Consulted critical internal resources to integrate where possible with other corporate initiatives including:
 - Corporate Manager, Strategic Planning Initiatives
 - Human Resources Professionals
 - Executive Team
 - Administrator, Disability Services
 - General Manager, Community Engagement
- Consulted with associations for input and support including:
 - CUPE Executive Members
 - ATU 1189 Executive Members
 - OPSEU and Fire Executive Members
- Identified opportunities related to talent attraction practices as part of Workforce Planning consultations with departments

Research

- Reviewed municipal & private sector models
- Participated in international networks of diversity practitioners
- Conducted literature reviews of published academic articles

External Stakeholder Consultation Community Engagement

- Increased HR engagement with community stakeholders (employment service agencies, academic institutions and community service providers)
- Reviewed local activities in support of local and sectoral workforce planning efforts

Implementing the Strategy

The following are considered critical components to the implementation of the Diversity Strategy:

Communications Planning An effective communications plan will include tools to help our various stakeholders understand the reason why a strategy such as this is important, the types of changes they can expect, the support available in navigating the process of change, and opportunities to recognize or celebrate the achievement of the strategy goals and actions once completed.

Training Specialized training and support to leaders and staff will be essential to help the strategy move forward effectively.

Also key to implementation are the roles and responsibilities of various stakeholders. The following pages highlight the various roles that people will play in supporting the success of this initiative.

Roles and Responsibilities

The Role of Council

As a key leadership group within the City, the support of Council will be required to succeed in achieving the Diversity Strategy objectives. As Councillors who are elected to represent the diverse interests of their constituents, Council will be asked to approve the Diversity Strategy, to support the initiatives identified within the Strategy, and to recognize the value that the strategy offers toward achieving the mission and strategic priorities of the City.

The Role of Leaders

From the Executive Team, through to front line supervisors, our leadership will be expected to build awareness about the Diversity Strategy. This awareness will include how the strategy may support them in the effectiveness of their team development and service delivery excellence. Leaders will be encouraged to share existing skills, incorporate new skills, or grow current skills, to help realize further benefits associated with diversity in their teams. Leaders will be provided with specific training and developmental support to help them with these efforts.

As internal champions and leaders in our community, our executive leadership support will be particularly important in helping to promote the strategy as one of the ways we demonstrate top employer characteristics in this community.

The Role of Individual Employees & Volunteers

All employees and volunteers in the organization receive training and development support in recognition of our corporate values, and specific behaviours that serve to promote respect in the workplace. Our employees and volunteers will participate in further training, and be supported in sharing the success that they experience with recognizing and valuing diversity. The competencies associated with both Customer Service and Team Work skills will include recognition of diversity and its value as essential for strong employee performance.

The Role of the Diversity Steering Committee

Diversity Committee members were selected based on skill sets which include an interest and ability to participate in and identify activities that will help the City develop and retain a workforce reflective of the community. Supported by the Executive Team, the committee works to:

- Develop and deliver workplace diversity policies and strategies that help build respectful workplace practices
- Create a forum for building a shared awareness about diversity
- Create opportunities to be further realized through implementation of the diversity strategy
- Make recommendations to the Executive Team on diversity initiatives
- Provide input to employment practices, such as outreach, advertising, recruitment, selection, engagement programming, development and internal communications strategies
- Identify appropriate tools to help with success in the resulting initiatives
- Be available to be speakers / provide testimonial to others on topics related to diversity

The Role of Internal Stakeholders

Several objectives within the Diversity Strategy relate to functions within the City that focus on community engagement, employee engagement and service performance measurement. Staff in these areas will continue to be consulted throughout the implementation of the strategy.

- Corporate Manager, Strategic Planning Initiatives
- Administrator, Disability Services
- General Manager, Community Engagement
- Manager, Administration and Customer Service
- Union Association Executive Members
- Human Resources Staff

The Role of Community Stakeholders

The experience and input of a broad section of community stakeholder agencies and organizations have been accessed in the development of the strategy. As the strategy itself is officially launched, efforts will continue to access, engage and reflect upon the knowledge generated through various engagement opportunities.

Measuring Success

The success of the strategy will be measured across three areas which are directly aligned to the three goals: Our People, Our Employment Systems and Our Community. The following illustrates how success of the strategy will be measured in each of these areas.



Contact Information

For more information on the Diversity Strategy, please contact:

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Appendix A: Objectives & Action Items

Goal 1: Support a Workforce that is Reflective of the Community we Serve

<p>Objective 1-A <i>Implement activities to attract a broader, more diverse talent pool</i></p>	<p>Increase the promotion of Careers at Guelph at various community events / celebrations such as:</p> <ul style="list-style-type: none"> • Guelph Multicultural Festival • Accessibility Awareness Week • Guelph PRIDE activities • Chinese New Year • Senior's Month • Religious Observances (Christmas, Eid, Divali, Vaisakha etc.) • New Year (Georgian Calendar) 	2011
	<p>Develop a Religious Accommodation Policy in support of employee and volunteer attraction and retention. Activities associated with the policy introduction will include:</p> <ul style="list-style-type: none"> • promotion of best practices to support opportunities for participation in activities • maintenance of a corporate calendar that includes dates of religious observance 	2012
	<p>Update the City of Guelph Careers site with information related to our Diversity Strategy.</p>	2012
	<p>Update the City of Guelph Web Site to display diversity information more prominently i.e., the Living in Guelph section and the Careers section in particular. Some features might include:</p> <ul style="list-style-type: none"> • an inventory of religious and cultural groups • accessibility information related to people with disabilities • elder care facilities, child care facilities • services for people who are immigrating to Canada • doctors that are taking patients • community safety information • community prosperity information • community wellness information • testimonials 	2013
	<p>Develop an inventory of professional memberships, and nature of staff participation, to better understand potential for talent attraction, staff development and community engagement.</p>	2013
	<p>Utilize applicant tracking methods to inform outreach activities that will support attracting talent that is reflective of the community.</p>	2014
<p>Objective 1-B <i>Ensure recruitment methods support building a workforce that is reflective of the community</i></p>	<p>Post our positions more broadly within the community.</p> <p>For example:</p> <ul style="list-style-type: none"> • send postings to Employment Services agencies in Guelph • send postings to campus groups such as the Aboriginal Students Associations, and Intercultural Students Associations in addition to career offices on campus • use technology more effectively (social media, Skype, etc.) 	2011

<p>Develop greater competence with recruitment in areas such as:</p> <ul style="list-style-type: none"> • cross cultural interviewing • use of social media and emerging technologies • identification and removal of any potential bias or barriers in job postings and interview questions • integrate requirements of the AODA Integrated Standards specifically for communications and employment 	2012
<p>Continue to pursue internships, job shadows, co-op and other targeted employment initiatives as one means of broadening the talent pool for the City of Guelph. Some examples include:</p> <ul style="list-style-type: none"> • internships for internationally trained professionals • participation in targeted initiatives for older workers • supporting aboriginal employment programs • participation in co-op programming through local colleges / universities • partnering with employment service agencies with a focus on youth and people with disabilities 	2012
<p>Ensure policies are in place to best support the recruitment of a workforce that is reflective of the community. Policies will include:</p> <ul style="list-style-type: none"> • accommodation of people with disabilities policy • religious accommodation policy • a learning policy 	2012
<p>Develop an outreach plan to support a connection with alumni staff. (i.e., retirees, former contract employees, former full time and part time staff who have resigned.)</p>	2014

Objective 1-C
Provide employee development activities that support diversity

<p>Review Workplace Emergency Response activities to include requirements outlined under the AODA Employment Standards.</p>	2011
<p>Provide training to staff and volunteers on software features that accommodate some disabilities. Examples of standard MS office features include:</p> <ul style="list-style-type: none"> • accessibility checker (to help communicate in plain language) • alternative text descriptions for those with visual impairments • use of the Digital Accessible Information System (DAISY) format • video / audio features • accessible PDF's 	2011
<p>Provide training/communication to all leaders, staff and volunteers with respect to the AODA Employment Standard.</p>	2012
<p>Provide competency development opportunities for leaders to improve ability to manage and benefit from diversity. Development programs may include:</p> <ul style="list-style-type: none"> • supporting employee development across cultures • managing generations in the work team • benefiting from our workplace behavioural styles in teams (using 	2012

DISC)	
Offer sustainable training programs in the following areas:	2012
<ul style="list-style-type: none"> • Respectful workplace training • Cross cultural communications • Diversity awareness training • Recognizing and respectfully addressing forms of discrimination • Empathic listening skills training • Understanding how to request accommodation (disability or religious) 	
Update on boarding and orientation information to ensure employees are aware of policies and tools that support awareness of diversity.	2012
Establish employee resource groups for the purposes of creating opportunities for shared learning, development and service enhancement.	2012
Some expected outcomes of the resource groups will be: <ul style="list-style-type: none"> • enhanced wellness through social connection of people who have shared experience (women, single-parents, workers under 30, workers over 50, specific language groups etc.) • opportunities for staff to network and advise on topics and activities relevant to members of their resource group • act as a source of information related to service improvement suggestions or programming design considerations (e.g. – translation, cultural programming, services to people with disabilities, customer service skills) • identify opportunities to improve our talent attraction activities through networking and engagement with our community 	
Provide best practices in Accessible Communications training for our staff and volunteers.	2013
Enhance online and classroom based training programs, meetings and other corporate activities to increase accessibility.	2013
Some examples include: <ul style="list-style-type: none"> • ability to request accommodation as a feature of program promotion • material availability in advance of the event to help accommodate staff as requested, • independent-study or assisted study can be accommodated 	
Increase partnerships with external stakeholders to offer more specialized career services to staff.	2013
<ul style="list-style-type: none"> • English Language skills for adult learners of English • Learning at Work Tips and Support for People with Learning Disabilities • Literacy training 	
Promote secondments, job shadows, mentorships and other learning programs to support diversity skill development.	2013
Provide Human Resources materials, programs and tools in formats that can accommodate staff with disabilities including:	2013

- human resource communication broadcasts and reports
- wellness, recognition, joint health and safety, and diversity programming
- compensation and benefits materials
- performance development planning tools
- career services
- application forms and testing
- collective agreements

Develop a web based and print optional “our local government” package detailing the role and function of a local government, the importance and role of citizen engagement and current priorities that can be used to support orientation training for those new to the sector and community engagement . The resource should be available in languages that are common in Guelph, audio and large font format. 2013

Develop a recruitment process for internal committee membership to encourage diversified participation among staff. (i.e., wellness committee, recognition committee, job evaluation committee, etc.) 2014

Objective 1-D

Develop opportunities to measure employee satisfaction and promote the retention of staff

Conduct a formal employee satisfaction survey for all staff that includes an assessment of perceptions of both our working relationships and career development opportunities and featuring an analysis of data along different dimensions of diversity. (e.g. - age, service level, roles, departments, gender, etc.) 2012

Share the report of the satisfaction survey with staff, and develop actions related to the results of the survey. 2012

Actively promote the Diversity Steering Committee as a resource to corporate committees in their event and program planning. 2012

Develop a written process for the development of documented Individual Accommodation Plans for employees with disabilities. (AODA Employment Standards). 2012

Ensure that changes to any corporate policies are communicated in a manner that is accessible for staff with disabilities. (AODA) 2013

Objective 1-E

Demonstrate a positive impact on the HR scorecard

Pursue “top employer” recognition / designation that considers staff perceptions related to diversity. 2012

Review Employee participation in human resource programming to understand participation patterns or trends, and identify future programming opportunities. 2013

Highlight areas where the diversity strategy has influenced employee engagement in the HR scorecard and annual report. (i.e., absenteeism, internal promotion, grievances, career development participation, performance review results etc.) 2015

Goal 2: Ensure Equity in our Employment Systems

<p>Objective 2-A <i>Conduct a Workforce Census</i></p>	<p>Complete a Workforce Census for all employees based on criteria established by, but not limited to, those set out by Employment Equity.</p>	2012
	<p>Analyze the census data to help identify the extent to which the workforce is reflective of the diversity within the community and with local labour market participation rates. This analysis will help to identify areas where barriers might exist within our employment systems.</p>	2012
	<p>Present the results of this initiative to the Diversity Steering Committee, Executive Committee and Council as well as other internal stakeholder groups.</p>	2012
	<p>Develop a method for the collection and maintenance of employee workforce census information to ensure continuity of data collection and maintenance for census related activities.</p>	2012
	<p>Integrate census information into the HR Annual Report.</p>	2013
	<p>Utilize census data to determine how the City of Guelph Human Resources department can support local workforce development initiatives.</p> <p>Some examples may include:</p> <ul style="list-style-type: none"> • participating in mentorship programs • promoting City of Guelph human resource practices to other employers in the community • continued participation in locally sponsored workforce development programs (i.e., Career Education Council, Local Immigration Partnership, Chamber of Commerce, etc.) 	2013
<p>Objective 2-B <i>Conduct an Employment Systems Review</i></p>	<p>Conduct an employment systems review to identify any adverse impacts and barriers related to diversity as well as current strengths and areas of promise throughout all stages of employment.</p> <p>The review will cover formal and informal employment systems, including, but not limited to the following areas:</p> <ul style="list-style-type: none"> • Recruitment • Selection • Hiring • Training • Development • Promotion • Retention • Accommodation • Termination 	2013
	<p>Present the results of the review to the Diversity Steering Committee, Executive Committee and Council as well as other internal stakeholder groups.</p>	2013
<p>Objective 2-C</p>	<p>Use various communication activities to help staff understand the</p>	2012

<i>Develop an Employment Systems Action Plan (ESAP)</i>	results of the review, the action plan and their role in helping to move the action items forward.	
	Develop a prioritized list of projects (Employment Systems Action Plan) to help support and maintain greater success in supporting a workforce that is reflective of the community we serve.	2013

Objective 2-D <i>Implement and sustain employment systems improvements</i>	Develop performance measures related to the ESAP in coordination with census data.	2014
	Develop a process to review new employment systems.	2014
	Develop an ongoing audit process to help ensure continued enhancement of employee systems.	2015

Goal 3: Plan and Deliver Services that are Reflective of our Community's Interests

Objective 3-A <i>Encourage and enhance diverse participation in public engagement activities</i>	Actively promote the Diversity Steering Committee as a resource to departments in their event, program and public engagement planning.	2012
	Enhance internal and external communications to better promote public engagement activities. Some enhancements will include: <ul style="list-style-type: none"> • updated pictures and other visual images to create a visual representation that is more reflective of: <ul style="list-style-type: none"> - the diversity of staff and volunteers, - the community, - City of Guelph services and - community engagement activities • Introduce accessibility features on the web and in print that support the requirements of the Integrated Service Standards of the AODA. 	2012
	Enhance outreach to help ensure that the organization is attracting volunteers that are reflective of our community's interests to serve on advisory committees.	2013
	Ensure that engagement features participation in a manner that represents the diversity of our community. The methods for this will support the goals of the Community Wellbeing Initiative.	2014

Objective 3-B <i>Demonstrate service enhancement through the Diversity Strategy Goals</i>	Report on strategy status and achievements in the HR Annual Report.	2012
	Provide staff with additional tools to provide excellence in customer service. Some examples include: <ul style="list-style-type: none"> • access to translation services • access to interpretation services • development opportunities such as empathic listening skills, understanding personal bias & reframing, asking questions 	2012

City of Guelph staff will participate in customer service and service delivery training that supports the goals of the Integrated Service Standard. (AODA)	2013
Conduct a needs assessment and provide recommendations associated with the provision of web based translation services for content found on guelph.ca.	2014
<p>Collect and measure customer satisfaction with our skills related to valuing diversity. The information will be gathered using the framework of the service excellence strategy:</p> <ul style="list-style-type: none"> • fair treatment • knowledgeable and competent staff • going the extra mile • timeliness • completeness of service 	2014
<p>Integrate related performance measures into Corporate reporting and planning (e.g. - HR, IT, Finance, Communications, Strategic Planning) to support the diversity strategy goals.</p> <p>Some of the measures may include:</p> <ul style="list-style-type: none"> • analysis of use of accommodation features on web • analysis of use of language translation and interpretation services • tracking of accommodation requests during recruitment and performance development activities 	2015
<p>Integrate Diversity related performance measures into Service Planning, program evaluation and measurement to support excellence in customer service.</p> <p>Some of the measures will include:</p> <ul style="list-style-type: none"> • demographics of participants in recreational programming • demographics of participants in community engagement activities • Feedback from the public related to satisfaction with efforts made to develop programming appropriate to their interests and needs (adapted living programming, culturally based programming, youth programming, etc.) 	2015