

Inputs - Workforce Census and Courageous Conversations Series

Overall Themes - The following themes are foundational to all outcome areas: Organizational Culture, Psychological Health & Safety, and Accountability

Focus Areas - Recommendations are divided into five focus areas over three phases of implementation:

- Inclusive and Respectful Workplace
- Career Advancement and Promotions Processes
- Employee Education
- Recruitment
- Employee Engagement

PHASE ONE - 2021		
1.0 Inclusive and Respectful Workplace: Targeted review of existing policies, processes, and practices as they relate to marginalized groups.		
Outcome/Objective	Recommendations	Impact Benefit
1.1 Ensure reporting mechanisms for discrimination and harassment are in place	<ul style="list-style-type: none"> • Launch communication & marketing campaign to increase awareness about available reporting channels • Review current policies and practices from a DEI perspective to ensure employees feel comfortable and safe to report incidents of discrimination and harassment • Clearly define People-Leader role regarding practices and expectations in response to incidents of discrimination and 	<ul style="list-style-type: none"> • Increased employee safety • Increased trust and confidence in the organization

	<ul style="list-style-type: none"> harassment Review and modify the current investigations process for claims of discrimination and harassment to increase ease and transparency Create an Anti-Racism and Equity policy to accompany the Respectful Workplace Program 	
1.5 Improve Communication and access to information	<ul style="list-style-type: none"> Communications strategy to increase employee awareness and access to existing policies Define expectations for people-leaders to ensure fair, equitable and consistent application of policies and practices 	<ul style="list-style-type: none"> Equitable practices Trust and confidence across the organization Feeling supported in the organization Strengthens organization's commitment to diversity and inclusion
1.6 Identify and address systemic barriers within existing policies, processes, and practices	<ul style="list-style-type: none"> Create a DEI Employee Task Force (representative of all levels) focused on driving DEI progress and advancing recommendations 	<ul style="list-style-type: none"> Equitable practices Trust and confidence across the organization Demonstrate accountability for DEI focused plans/actions
2.0 Career Advancement and Promotion Processes: Review existing career advancement and promotion processes with explicit focus on marginalized and/or disadvantaged groups experiencing a lack of support.		
Outcome/Objective	Recommendations	Impact Benefit
2.2 Address systemic barriers within existing policies, processes	<ul style="list-style-type: none"> Human Resources to participate in all job competitions to mitigate bias in hiring Implement a diversity principle whereby diverse candidates will be selected when there are multiple candidates that are equally	<ul style="list-style-type: none"> Transparency in competition processes Trust and confidence in the organization

and practices related to career advancement and promotion	qualified for a role. Amend corporate policy for Position vacancies , and other policies related to Requesting and Recruiting Staff.	<ul style="list-style-type: none"> Greater workforce diversity at all levels
2.4 Leverage Performance Management Program to define advancement goals	<ul style="list-style-type: none"> Ensure People leaders prioritize career development as part of Performance Management Program (peelregion.ca) Encourage open communication and collaboration among employees and people-leaders related to development opportunities, special projects, short-term acting assignments, and mentorship 	<ul style="list-style-type: none"> Increased understanding of expectations Strengthen existing performance management processes (PMP, bargaining agreements)
3.0 Employee Education: Opportunities to learn and deepen diversity, equity, and inclusion (DEI) knowledge and skills.		
Outcome/Objective	Recommendation	Impact Benefit
3.1 Create and deliver a DEI learning framework that supports DEI across the organization	<ul style="list-style-type: none"> Launch campaign to promote Corporate Accessibility Re-training (AODA Training) to increase awareness and education of accessible and inclusive practices 	<ul style="list-style-type: none"> Build knowledge, skills, and capacity of workforce Strengthens organization's commitment to diversity and inclusion Greater understanding of, and accountability for, inclusive behaviour
4.0 Recruitment: Create and implement a diversity recruitment strategy.		
Outcome/Objective	Recommendations	Impact Benefit
4.1 Address	<ul style="list-style-type: none"> Implement a diversity principle whereby diverse candidates will be 	<ul style="list-style-type: none"> Transparency in competition

systemic barriers within existing policies, processes, and practices	selected when there are multiple candidates that are equally qualified for a role. Amend corporate policy for Position vacancies , and other policies related to Requesting and Recruiting Staff.	<p>processes</p> <ul style="list-style-type: none"> • Trust and confidence in the organization • Greater workforce diversity at all levels
4.4 Attract and retain diverse talent to the Region of Peel	<ul style="list-style-type: none"> • Review existing branding and marketing strategies to ensure Regional Values and priorities are reflected in all postings and on the external website (i.e. creating a diverse workforce) • Ensure marketing is “inviting” to diverse populations 	<ul style="list-style-type: none"> • Attract diverse talent to the organization • Greater workforce diversity at all levels
5.0 Employee Engagement: Create opportunities to support, share and acknowledge diversity within the organization.		
Outcome/Objective	Recommendations	Impact Benefit
5.1 Create a safe space for employees to share and learn about diversity; create a sense of belonging; empower employees to lead and collaborate on DEI initiatives	<ul style="list-style-type: none"> • Create Employee Resource Groups to support engagement, awareness, knowledge building and continued conversations throughout the organization about DEI related topics *Previously approved, resourcing needed to implement • Develop an approach that enables employees to participate and acknowledge events and observances in meaningful ways, including: <ul style="list-style-type: none"> ○ Employee led activities ○ 2-way platform for communication (e.g. Yammer and potentially other technology-based solutions) 	<ul style="list-style-type: none"> • Greater employee engagement • Increased feelings of collaboration and ownership • Feelings of belonging • Increased understanding of diverse workforce

PHASE TWO - 2022 to 2023

1.0 Inclusive and Respectful Workplace:

Targeted review of existing policies, process, and practices as they relate to marginalized groups from a DEI perspective.

Outcome/Objective	Recommendations	Impact Benefit
1.2 Improve psychological health and well-being for employees	<ul style="list-style-type: none"> Work in partnership with Human Resources to action and promote recommendations identified in the Psychological Health & Safety workplan, specifically related to the following goals: <ul style="list-style-type: none"> ME - Empower employees to understand and take action in support of their personal well-being WE - Build organizational resiliency and capacity for improved mental well-being 	<ul style="list-style-type: none"> Employee psychological well-being Improved mental health Feeling supported by the organization
1.3 Infrastructure that supports diversity and inclusion	<ul style="list-style-type: none"> Work in partnership with Real Property & Asset Management to ensure a DEI lens is applied to infrastructure requirements including new developments and retrofitting existing of spaces. Examples include: <ul style="list-style-type: none"> Recommend all-gender washroom facilities at all sites Increase awareness of existing all-gender washrooms at ROP facilities Recommend prayer rooms at various facilities across the organization 	<ul style="list-style-type: none"> Modernization and relevance D&I Best Practice Benefits the community and workforce
1.4 Inclusive health coverage/benefits that support employee diversity	<ul style="list-style-type: none"> Review existing policies and programs with a DEI lens Develop practices to support gender-transitioning employees Increase awareness of existing benefits, such as benefits available to same-sex partners 	<ul style="list-style-type: none"> Support for diverse individual needs and family structures D&I Best Practice
1.6 Identify and address systemic barriers within	<ul style="list-style-type: none"> Proceed with the planned Employment Systems Review (scope to include policies related to hiring, pay and promotion) *work was planned and delayed due to resourcing to support MVP 	<ul style="list-style-type: none"> Equitable practices Trust and confidence across the organization

existing policies, processes, and practices	<ul style="list-style-type: none"> Establish a process for regular review of all policies with a DEI lens (i.e.: 3-5 years) 	<ul style="list-style-type: none"> Demonstrate accountability for DEI focused plans/actions
2.0 Career Advancement and Promotion Processes: Review existing career advancement and promotion processes with explicit focus on marginalized and/or disadvantaged groups experiencing a lack of support.		
Outcome/Objective	Recommendations	Impact Benefit
2.1 Ensure marginalized and disadvantaged groups have equitable opportunities for advancement	<ul style="list-style-type: none"> Develop a campaign to increase awareness about available learning opportunities, practices, and policies Review training and development practices and policies to ensure equitable access for all employees Enforce mandatory employee development plan for all employees (existing requirement in Performance Management Program) 	<ul style="list-style-type: none"> Equitable access and opportunity Employee development Talent Retention
2.2 Address systemic barriers within existing policies, processes and practices related to career advancement and promotion	<ul style="list-style-type: none"> Review existing recruitment practices and policies to determine requirements/criteria (are they preferences or bona fide requirements of the job) Review competition process, including increasing transparency of process from start to finish 	<ul style="list-style-type: none"> Transparency in competition processes Trust and confidence in the organization Greater workforce diversity at all levels
2.3 Succession Planning	<ul style="list-style-type: none"> Define organization's diversity objectives and incorporate into succession planning Develop a succession planning process/plan and embed diversity objectives Share "nine-box" placement with individuals for greater transparency Implement assessment/evaluation tool to identify high-potential employees at the non-people-leader level 	<ul style="list-style-type: none"> Trust and confidence in the organization Greater workforce diversity at all levels Talent retention Equitable practices and access to opportunities

	<ul style="list-style-type: none"> Enforce mandatory employee development plan for all employees 	
3.0 Employee Education: Opportunities to learn and deepen diversity, equity, and inclusion (DEI) knowledge and skills.		
Outcome/Objective	Recommendations	Impact Benefit
3.1 Create a DEI learning framework that supports DEI across the organization	<ul style="list-style-type: none"> Work in collaboration with Organizational Development & Learning to continue development of a DEI Learning Framework including a variety of diversity training topics, determine vendors, various learning platforms and channels *Work was under way and paused due to resourcing allocated to MVP Ensure that all departments have budget allocated for DEI learning/training Review training opportunities (including delivery methods and timing) to ensure access to all employees is identified as a priority 	<ul style="list-style-type: none"> Build knowledge, skills, and capacity of workforce Strengthens organization's commitment to diversity and inclusion Greater understanding of, and accountability for, inclusive behaviour
3.2 Increase DEI knowledge and build skills of employees	<ul style="list-style-type: none"> Build capacity to support diversity in the organization and community (i.e.: increased focus on employee and leader competencies, greater accountability for inclusive behaviours and creating a safe environment, use of gender pronouns) 	<ul style="list-style-type: none"> Build knowledge, skills, and capacity of workforce Greater understanding of, and accountability for, inclusive behaviour
3.3 Address systemic barriers related to ACCESS to learning opportunities	<ul style="list-style-type: none"> Review policies and practices, applying a DEI lens, to ensure equity for all employees as they relate to access to learning 	<ul style="list-style-type: none"> Equitable access to learning opportunities
4.0 Recruitment: Create and implement a diversity recruitment strategy.		

Outcome/Objective	Recommendations	Impact Benefit
4.1 Address systemic barriers within existing policies, processes, and practices	<ul style="list-style-type: none"> • Create and implement a diversity recruitment strategy (internal and external) • Review recruitment policies and processes (via Employment Systems Review or external vendor) to identify and remove barriers that may lead to inequities, particularly for marginalized or under-represented groups • Review criteria for job postings (are they preferences or bona fide requirements) • Ensure competition process is transparent, easy to navigate and inclusive 	<ul style="list-style-type: none"> • Transparency in competition processes • Trust and confidence in the organization • Greater workforce diversity at all levels
4.2 Build a diverse workforce at all levels of the organization that reflects the diversity of our community	<ul style="list-style-type: none"> • Review existing recruitment practices (including methods of marketing/outreach) to ensure a DEI lens is applied to all postings • Continue to collect data about diversity in the organization via the workforce census <ul style="list-style-type: none"> ◦ Compare data year over year to determine progress • Define and set diversity objectives • Assign resources to diversity recruitment, including the creation of a role to focus on diversity recruitment 	<ul style="list-style-type: none"> • Attract diverse talent to the organization • Greater workforce diversity at all levels • Informed decision-making • Measurement, evaluation, and tracking progress

PHASE THREE - 2024 to 2025

2.0 Career Advancement and Promotion Processes:

Review existing career advancement and promotion processes with explicit focus on marginalized and/or disadvantaged groups experiencing a lack of support.

Outcome/Objective	Recommendation	Impact Benefit
2.4 Leverage Performance Management Program to define advancement goals	<ul style="list-style-type: none"> Continue plans to roll out PMP to unionized environment 	<ul style="list-style-type: none"> Increased understanding of expectations Strengthen existing performance mgmt. processes (PMP, bargaining agreements)