
City of Winnipeg

ACTION PLAN *for CREATING A
DYNAMIC AND DIVERSE WORKFORCE.....*

Revised March 2005



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Foreword

■ **Message from the Chief Administrative Officer**

More now than ever, diversity is playing a major role at the City of Winnipeg. As an employer, we know that the future depends on our ability to attract and retain qualified employees who are committed to delivering excellent service to the community of Winnipeg. We also know having a workforce that reflects the community will allow us to better understand the needs of the community which in turn will result in more responsive, affordable and innovative services.

As the CAO, I am very passionate about the work that is occurring to help create a workplace that embraces diversity. Implementing diversity within the City of Winnipeg requires an approach that clearly defines what respecting and managing diversity means on a day to day basis. Respecting diversity means that the City must look to improve the quality of relationships between people. This is motivated by the commitment to understand all the ways in which people are different within each employee's work unit. It is focused on understanding the cultural similarities and differences of people within the organization. Managing diversity means the City must improve the way in which it values employees and create an environment that will allow all employees to reach their full potential in pursuit of organizational goals. This is motivated by each supervisor's commitment to provide excellent service to the community of Winnipeg. Creating a respectful working environment will open the organization to change, to better serve the diverse population of the community.

As City staff, we embraced Council's strategic document, First Steps: Municipal Aboriginal Pathways that was adopted in September 2003. We are very proud of the projects and activities that have been implemented this past year. They include: the Youth in Community Services Program, Aboriginal Awareness training, Aboriginal internships and building stronger partnerships with the Aboriginal community. Other projects helping change our workplace are Bias Free Selection Training and Universal Design

City staff are committed to creating a more diverse workforce that better reflects the citizens that we serve. We look forward to working with the Citizen Equity Committee to make that vision a reality.

Annitta Stenning, Chief Administrative Officer

Note: The City of Winnipeg produces an annual Diversity Report Card that reflects the progress made related to the Action Plan .

<http://www.winnipeg.ca/csinter/HRPlanningServices/shared/equityDiversitymain.stm>

Action Plan

One of the main challenges for the future will be to create a workplace of choice. It is important to foster a positive environment which is capable of recruiting and retaining competent employees. The Action Plan for creating a diverse workplace guides the City to ensure its future workforce is representative of the community it serves. The objectives and key activities identified in the plan lay the foundation for creating organizational commitment and accountability. The plan also addresses those occupations where there are gaps for members of the designated groups. Maximizing all opportunities to incorporate diversity into all human resource processes requires support at all levels in the organization.

The process used in developing the Action Plan for diversity included the use of a consultant to conduct a Workforce Analysis, the review of human resource directives/practices and interviews with senior management, human resources staff and union officials. This material served as a basis for creating this report.

The Action Plan outlines “Six Steps to Success” to creating a dynamic and diverse workforce. These commitments also respond directly or indirectly to recommendations made in the Mayor’s Task Force on Diversity - <http://www.citizenequity.org/aboutus.html>

1 – Organizational Support

2 – Increased representation

3 – Accountability

4 –Promote a respectful environment

5 – Diversity as a Core Competency

6 - Bias free recruitment and inclusive selection process

Action Plan – Organizational support....

Objectives	Responsibility
<ul style="list-style-type: none"> • Strategic: Organizational support for creating a diverse workforce. • Tactical: Develop a corporate/departmental business case for diversity based upon the vision, mission, values and Human Resource Strategic Plan (HRSP). 	<ul style="list-style-type: none"> • Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Chief of Human Resources and Corporate Services (CHR/CSD), Department Heads
Key Activities	Timing
<ul style="list-style-type: none"> • Endorsement of action plan and business need for diversity by Senior Management Team. • Accurately define the reasons for and the benefits of creating a diverse workforce and include in business plans. 	<ul style="list-style-type: none"> • Short term
<ul style="list-style-type: none"> • Leadership commitment to supporting diversity that is relevant to the organization . Examples of such issues are hiring and recruitment practices that are fair; internships for designated group members; and managing conflict.. • Develop a communication plan to ensure all employees understand the reasons for needing a diverse workforce. • Ensure employee recognition for all City employees by highlighting the importance of diversity of employees within the feedback process. • In the CAO’s annual report to Council include recognition for the contribution of employees and also include how the diversity of employees enhances the City’s capacity to address Council priorities. 	<ul style="list-style-type: none"> • Medium term (some will be ongoing)
	Linkages
<ul style="list-style-type: none"> • Increased number of employees who understand the benefits of creating and maintaining a diverse workforce. • Diversity is clearly aligned with corporate and business goals. • Diversity is part of the corporate culture. 	<ul style="list-style-type: none"> • Organizational Goals in Corporate Plan <ul style="list-style-type: none"> - maximize efficiency, skilled productive workforce & high citizen satisfaction) • Human Resource Strategic Plan <ul style="list-style-type: none"> • All four priorities: Training & Development; Performance Management; HR Planning; Classification & Compensation
Desired Outcomes	Resources
<ul style="list-style-type: none"> • Increased number of employees who understand the benefits of creating and maintaining a diverse workforce. • Diversity is clearly aligned with corporate and business goals. • Diversity is part of the corporate culture. 	<ul style="list-style-type: none"> • Department HR and Corporate Services Department (CSD) staff • Civic Pulse Newsletter
	Challenges
	<ul style="list-style-type: none"> • Acceptance by all employees.

Action Plan –Increase representation of specific groups....

Objectives	Responsibility	
<ul style="list-style-type: none"> • Strategic: Increased representation of specific designated groups. • Tactical: Develop and recognize effective outreach recruitment programs and initiatives that target members of designated groups. 	<ul style="list-style-type: none"> • Primary: Managers and Department HR staff • Secondary: CSD 	
Key Activities	Timing	
<ul style="list-style-type: none"> • Report annually on all efforts and initiatives aimed at encouraging specific designated groups to seek employment within the organization • Encourage agencies whose clients have been successful in getting hired to continue their efforts and investigate why and work with those agencies whose clients have not been successful. 	<ul style="list-style-type: none"> • Short term 	
<ul style="list-style-type: none"> • Partner with the other levels of government to develop a professional immigrant internship program. • Commit to regular Pulse articles acknowledging departmental best practices for outreach efforts that have been effective in increasing the diversity of applicant pools. • Meet annually with Departments and seek commitment to develop and implement outreach recruitment where there are gaps of designated group members and applicant pools are not diverse. • All succession plans will address diversity. • Develop a Mentorship Program (potential and existing employees) 	<ul style="list-style-type: none"> • Medium and long term 	
<th data-bbox="79 1005 1031 1068">Desired Outcomes</th>	Desired Outcomes	Linkages
	<ul style="list-style-type: none"> • HRSP Priority – HR Planning 	
	Resources	
<ul style="list-style-type: none"> • Outreach occurs where designated group members are significantly under-represented • Outreach results in a diverse pool of applicants • Outreach material/activities reflect diversity (e.g. ethno-cultural; newspapers, diversity in illustrations or photography) 	<ul style="list-style-type: none"> • Department Managers • Departmental and Corporate HR staff • Equity & Diversity Branch • Civic Pulse • Intranet/Internet 	
	Challenges	

Action Plan – Accountability....

Objectives	Responsibility
<ul style="list-style-type: none"> • Strategic: Accountability for diversity and clearly identified linkages between diversity issues and other organizational initiatives and business concerns. • Tactical: Develop an administrative directive on Diversity with clearly identified roles and responsibilities for creating a diverse workforce. 	<ul style="list-style-type: none"> • CAO, CHR/CSD, Department Heads
Key Activities	Timing
<ul style="list-style-type: none"> • Improve the reporting system to allow Departments to monitor progress semi-annually. • The CAO will report annually in March to the Citizen Equity Committee and Council on the City’s progress related to the Action Plan on Diversity and the Mayor’s Task Force on Diversity recommendations 	<ul style="list-style-type: none"> • Short term
<ul style="list-style-type: none"> • Develop a Staffing Directive that incorporates diversity into all aspects of HR recruitment, hiring and promotion. • Improve our ability to analyze designated group representation, eg. increase the number of applicants and new hires that complete the voluntary declaration. • Corporate Services Branch will continue to provide assistance to departments in locating and accessing the diversity-related training that is required in order to demonstrate accountability. 	<ul style="list-style-type: none"> • Medium term (some will be ongoing)
	Linkages
	<ul style="list-style-type: none"> • HRSP Priorities <ul style="list-style-type: none"> • HR Planning • Performance Management • Mayor’s Task Force on Diversity
Desired Outcomes	Resources
<ul style="list-style-type: none"> • Clear alignment between corporate goals and department goals. • Diversity efforts are pursued as a major priority. 	<ul style="list-style-type: none"> • Senior Management, Department and CSD HR staff
	Challenges
	<ul style="list-style-type: none"> • Making accountability “real”

Action Plan – Creating a Diversity friendly environment....

Objectives	Responsibility
<ul style="list-style-type: none"> • Strategic: Promote an environment focused on improving the full use of all human resources in the organization. • Tactical: Develop administrative directives that support diversity as a corporate value. Eg. Reasonable Accommodation, Respectful Workplace, Attendance Management, Diversity 	<ul style="list-style-type: none"> • CAO, CFO, CHR/CSD, Department Heads
Key Activities	Timing
<ul style="list-style-type: none"> • Work with unions to find creative solutions where seniority/jurisdictional issues have been identified as an issue in responding to requests for reasonable accommodation. • Respond to requests for accommodation by ensuring that all qualifications/job requirements are bona fide. • Provide training and support to managers and HR staff regarding universal design and reasonable accommodation. 	<ul style="list-style-type: none"> • Short term
<ul style="list-style-type: none"> • HR staff and supervisors will identify and remove systemic barriers. • Continue to improve the quality of relationships through respectful workplace training to maximize the understanding of cultural similarities and the differences within the organization. • Develop and implement more flexible work hours/arrangements. • Continue to support the Aboriginal Employee Networking group. • Celebrate diversity in the workplace (e.g. National Aboriginal Day) 	<ul style="list-style-type: none"> • Medium term (some will be ongoing)
	Linkages
	<ul style="list-style-type: none"> • HRSP • Respectful Workplace Directive • Cultural Research Survey
Desired Outcomes	Resources
<ul style="list-style-type: none"> • An environment that capitalizes on employee differences allowing all participants to reach their full potential. 	<ul style="list-style-type: none"> • Departmental HR Staff and CSD staff
	Challenges

Action Plan – Diversity as a Core Competency....

Objectives	Responsibility
<ul style="list-style-type: none"> • Strategic: Respecting diversity is a core competency for all employees. • Tactical: Include within the Employee Work Planning and Performance Feedback system diversity as a core competency. 	<ul style="list-style-type: none"> • Primary: Department Heads and Managers • Secondary: Department HR Staff
Key Activities	Timing
<ul style="list-style-type: none"> • Ensure that employees who value diversity are recognized for their contribution towards creating a diverse workforce and acknowledge how this is linked to Performance Management within the organization. • Review job descriptions and include respecting diversity as a core competency. • CSD will assist departments locating and accessing the diversity training they require. • CSD will develop a list of behaviours/activities that demonstrate competency in diversity. 	<ul style="list-style-type: none"> • Short/medium term
<ul style="list-style-type: none"> • Managers, supervisors and HR staff will develop plans to acquire the competencies needed (awareness, knowledge, skills) to demonstrate they are competent in the area of diversity. 	<ul style="list-style-type: none"> • Medium term and ongoing
	Linkages
	<ul style="list-style-type: none"> • HRSP Priorities – all four
	Resources
<ul style="list-style-type: none"> • A diverse workforce. 	<ul style="list-style-type: none"> • CSD staff
	Challenges
	<ul style="list-style-type: none"> • Acceptance by all employees.

Action Plan – Bias-free recruitment and inclusive selection process....

Objectives	Responsibility	
<ul style="list-style-type: none"> • Strategic: Bias-free recruitment and inclusive selection process (potential employees and promotions for current employees). • Tactical: Develop an administrative directive on Staffing that values and supports diversity as a priority. 	<ul style="list-style-type: none"> • Primary: CHR/CS, Managers, Departmental HR and CSD staff 	
Key Activities	Timing	
<ul style="list-style-type: none"> • Work with unions, particularly CUPE and UFFW to find creative solutions where seniority has been identified as a barrier to promotion for current employees who belong to designated groups. • Develop guidelines for non-biased job descriptions and ads (e.g. unless a credential is required by law, include the phrase – or equivalent combination of training and experience). 	Medium term	
<ul style="list-style-type: none"> • Train managers, supervisor and HR staff in bias-free selection. • Explore with provincial representatives and relevant associations a process for evaluating foreign credentials to determine equivalent training/experience. 	Long term	
<th data-bbox="79 1003 1029 1068">Desired Outcomes</th>	Desired Outcomes	Linkages
	-HRSP Priorities – Training & Development; Classification & Compensation; Human Resource Planning	
	Resources	
<ul style="list-style-type: none"> • Results in increased representation of designated group members (more designated group members hired and promoted). 	<ul style="list-style-type: none"> • Departmental HR Staff and CSD staff 	
	Challenges	