



2006-2007
Diversity Report Card

Copies of this document and other related documents are available on the Web at the following address:

www.winnipeg.ca/csinter/HRPlanningServices/shared/equityDiversitymain.stm

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Message from Alex Robinson – Acting Chief Administrative Officer

Our Mayor and City Council are working to make Winnipeg a city remarkable for the opportunities it offers, a city where people of every background feel at home. As public servants, we have an active role to play in supporting this work – by managing resources well, by providing quality services, and by meeting citizens' needs. Like the people of our City, the people of our public service come from many backgrounds and we value this diversity. We believe it makes us a stronger, more effective public service.

In 2006 and 2007, we worked hard to be an employer whose outreach and recruitment put opportunity first. We strengthened our career information programs for youth, we began working with the Province of Manitoba's Department of Labour and Immigration to improve our recruitment programs for the Winnipeg Police Service and Winnipeg Transit, and we increased the number of women, Aboriginal people, and visible minorities entering employment with the City.

I would like to thank the Citizen Equity Committee, and all the employees who are working to make our public service a diverse, welcoming, and effective one. We will continue our efforts to make Council's vision for diversity a reality.

Alex Robinson
Acting Chief Administrative Officer

Executive Summary: A Report Card on the City's Diversity Efforts

This report card examines the activities of 2006 -2007 and reports on the progress of designated group representation in the City's workforce.

Key points in the year-end review include:

- The Action Plan for Creating A Diverse Workplace is working well but some areas for improvement are identified, in particular, the need for all departments to participate in creating internships, and the need to identify and remove barriers to attracting and hiring persons with disabilities.
- Overall representation of designated groups has remained stable.
- In 2006, the City's rate or share of hires exceeded the labour market for all the designated groups except persons with disabilities, who remain under-represented in the applicant and hiring pools.
- Outreach efforts have increased, with particular emphasis on informing youth about the types of careers available at the City of Winnipeg.
- While most Departments participate in diversity-related training, the number of employees attending has so far been low. In response, the CAO requested that all Departments create a detailed training plan for diversity, with measurable outcomes for 2007 and 2008.
- The 2006 operating budget required a management staff reduction. A total of 33 positions were eliminated in the functional areas of management /supervisor, human resources, finance, information technology, and other internal areas (legal, research, records management). Any reductions in the staffing levels generally have an impact on the City's ability to increase the diversity of the workforce.
- Key issues in the coming years include: the changing demographics of the labour market (an aging workforce, more immigrants and more Aboriginal people seeking employment); the likelihood that the workforce will continue to get smaller; and the challenge of providing diversity-related training in the face of other competing training needs such as changing technology, etc.

Action Plan for Creating a Diverse Workforce

Senior Management endorsed the Action Plan for Creating a Diverse Workforce in September 2002. It was developed following an employment systems review that included a workforce analysis to identify under-representation of designated group members. It was revised in March 2005.

“Respecting Diversity” is one of five core competencies that all employees must demonstrate. The City defines diversity as recognizing that people are different in many ways (race, gender, family status, sexual orientation, education, age, etc.). The Action Plan is a living document which reflects initiatives that address how the City will effectively value and manage diversity.

The Action Plan outlines “Six Steps to Success” to creating a dynamic and diverse workforce.

- ✓ **Organizational Support**
- ✓ **Increased representation of designated groups**
- ✓ **Accountability**
- ✓ **Promote a respectful environment**
- ✓ **Diversity as a Core Competency**
- ✓ **Bias free recruitment and inclusive selection process**

This document is a report card of the activities that the City of Winnipeg has accomplished in 2006 as well as a report card on the progress made with respect to designated group representation (Workforce Profile).

HR VISION

**A dynamic and diverse workforce of highly skilled people working together
to deliver excellent service to the community of Winnipeg.**



**... So that we achieve our mission of being
responsive, affordable and innovative.**

Defining Parameters

For the purposes of this report, the following terms have been defined:

Diversity

Recognizing that people are different in many ways (race, gender, family status, education, sexual orientation etc.). Diversity focuses on valuing, seeking out and capitalizing on employee differences in order to meet the organization's objectives.

Equity

Treating people fairly. In order to create equity, differences need to be recognized, respected and accommodated when reasonably possible.

Employment Equity

Organizational policies, practices and initiatives aimed at increasing employment representation of historically disadvantaged groups across the organization. Employment equity strategies are special measures taken to achieve specific goals. Once those goals have been reached, the special measures are no longer required.

Designated Groups

In Canada, four groups have been identified as having faced arbitrary and unfair employment barriers. Historically, unfair employment barriers for these groups have resulted in higher unemployment rates, lower than average pay rates, and concentration in jobs that are lower paid and have less chance of advancement.

- Women
- Aboriginal People: First Nation (includes Status, Treaty or Non-Status), Metis and Inuit
- Visible Minorities Persons (other than Aboriginal): Non-white in colour/ethnicity regardless of place of birth, i.e. Chinese, Filipino, Black, Asian, Latin American, mixed, etc.
- Persons with Disabilities: A visible or non-visible long-term or recurring physical, mental, psychiatric, sensory or learning impairment, which limits the quantity or type of work you can do in the workplace or which may be perceived as a limitation.

Workforce Profile

A workforce profile is a "big" picture at a specific point in time of the employees who work for the City of Winnipeg.

The City of Winnipeg / The City

The report will sometimes use "the City" in reference to the City of Winnipeg organization.

Representative

Determining whether or not we have achieved a representative workforce is measured by comparing the city's workforce profile against the profile of Winnipeg's labour market availability statistics.

Under-Representation

Determining the degree of under-representation by comparing the internal representation of each designated group in each occupational group in its workforce to external representation.

Labour Market Availability (LMA)

For diversity purposes, the term labour market availability refers to people in the labour market who have the necessary qualifications to occupy a particular position within a given organization. The current labour market workforce availability for women, Aboriginal peoples and visible minorities is derived from the 2001 Census and looked at the population aged 15 and over who worked anytime between January 1, 2000 and May 15, 2001. The labour market workforce data of persons with disabilities was derived from the population aged between 15 and 64 who worked anytime between 1996 and 2001. This is the most current data provided by Statistics Canada on Winnipeg's labour market. Labour market data using the 2006 Census will not be available for several years.

'Significant' Gaps

Significant under-representation exists whenever the representation gap is at 20% or higher, or where the gap, expressed in terms of actual numbers of employees, is between 30 and 50 designated group members for that occupational group. Although a gap could be small for a particular designated group, it may be significant when the overall picture is examined. For example, a gap of one person in actual terms could constitute serious under-representation of that designated group, if the representation rate within that occupational group in the employer's workforce is zero or close to zero. (Guidelines for *The Employment Equity Act and Regulations*: Guideline 5: Workforce Analysis - Part B – Determining Significant Under-Representation)

Internal Services Department

In 2007, the Corporate Services Department and Corporate Information Technology were amalgamated into one department and renamed Internal Services. The name of the new department has been substituted for those of the old where applicable.

Report Card

This report Card lists public service activities under the Action Plan “steps to success” which they support.

Organizational support...

Accomplishments in 2006	Further Activities
<p>Importance of Diversity</p> <ul style="list-style-type: none"> ▪ The Chief Administrative Officer (CAO) regularly discusses the importance of diversity when meeting with senior management. ▪ In our Human Resource Strategic Plan, we are committed to a vision of a dynamic and diverse workforce. <p>Departmental Planning</p> <ul style="list-style-type: none"> ▪ All Departments include diversity-specific commitments in their annual planning (i.e. recruitment, succession planning, training and development). Plans are reviewed annually. <p>Department Diversity Statement</p> <ul style="list-style-type: none"> ▪ Community Services developed and approved a Diversity Statement. It was printed and will be distributed to all work sites within the Department. <p>First Steps: Municipal Aboriginal Pathways (MAPS) *</p> <ul style="list-style-type: none"> ▪ Activities to support MAPS remained a priority in 2006. All items are addressed in other sections of this report. <ul style="list-style-type: none"> * Endorsed September 2, 2003, by City Council, this policy includes several measures that support the recruitment and retention of Aboriginal people in the workforce, and the building of a better future for Winnipeg’s Aboriginal citizens. <p>Memoranda of Understanding</p> <ul style="list-style-type: none"> ▪ In January 2005, Mayor Sam Katz signed a Memorandum of Understanding (MOU) with both the Manitoba Métis Federation (MMF) and the Assembly of Manitoba Chiefs (AMC). The purpose of the MOU was to formalize the City of Winnipeg’s commitment to participate with the AMC and the MMF in developing strategies regarding training, recruitment and retention of Aboriginal employees at the City of Winnipeg. ▪ Staff met regularly with both organizations in 2006. See partnership section for more detailed reporting. 	<p>Departments will continue to develop department-specific plans, and will be held accountable for implementing activities that demonstrate commitment to diversity.</p> <p>Corporate Services will share the Diversity Statement with other departments as a “best practice”.</p> <p>MAPS activities remain organizational priorities in 2007.</p> <p>Working partnerships with MMF and AMC continued in 2007.</p>

Staffing Resources for Outreach Work

- Corporate Services received approval to continue to staff the Aboriginal Outreach Coordinator position for 2006 on a temporary basis.

Universal Design (UD)

- The City’s UD Policy and Administrative Directive require Departments to incorporate universal design principles in the development and delivery of all services.
- Council approved a \$ 250,000 capital fund in 2006 to address accessibility problems in the City of Winnipeg.
- The goals of the fund are:
 - To improve accessibility of Civic buildings and outside environments, thereby improving our ability to provide comfortable and equitable services to citizens and visitors.
 - To provide a safe and accessible workplace to help attract a more diverse and representative workforce.
 - To distribute the yearly fund of \$250,000.00 as evenly and equitably across the organization as possible.

Aboriginal Scholarship and Services Awards Program

- Seven students were awarded scholarships and one student was offered summer employment in 2006.
- The program is a partnership between the Planning, Property and Development and Corporate Services Departments and the Winnipeg School Division.
- The objectives of the Aboriginal Scholarship and Service Awards program are:
 - To provide a continuing scholarship to students who exemplify leadership in school and community.
 - To provide summer employment, job shadowing, professional mentorship and other support to Aboriginal students who display interest and capacity in municipal planning and related fields.
 - To serve as a recruitment strategy to attract qualified candidates for positions with the City.

Community Relations - Winnipeg Police

- To support and build community relations with the public, the Winnipeg Police Service staffs the Community Relations Unit. The work done by the members of this unit includes exchanging ideas with Winnipeg’s multicultural communities and working with young people and educators in schools.

Departments will continue to integrate universal design principles into all services (e.g. building plans; training).

- The 2007 capital budget includes a \$ 250,000 fund for universal design.
- Training and support for UD will continue to be available through the Universal Design Coordinator.

New students were eligible to receive an award in 2007, and previous students were eligible to have their awards renewed at the end of the 2007 school year, if they continued to meet the criteria.

Deadline for 2008 applications and renewals is April 30th, 2008. Detailed information and application forms are available on the City’s web site at www.winnipeg.ca/hr/scholarship.stm

Expansion of the program to other school divisions is being explored.

Information and Support for Newcomers

- The Assembly of Manitoba Chiefs opened the Eagle Urban Transition Centre (EUTC) in December 2005. The Winnipeg Police Service is one of the partners that helped create EUTC. The primary purpose of the EUTC is to provide support for First Nation Aboriginal individuals and families moving into the City of Winnipeg.
 - In January 2006, the Winnipeg Police Service and the RCMP opened a Justice Resource Centre within the EUTC. Aboriginal people have sometimes been reluctant to seek advice from police services on legal matters. Two officers, one from the RCMP and one from the Winnipeg Police Service, assist in providing guidance and an understanding in ways of dealing with these matters within a neutral and comfortable environment.
- An information package for Aboriginal citizens and newcomers was made available on the City of Winnipeg's web site in 2006. The site contains information about City of Winnipeg Aboriginal-specific services and initiatives and civic information most relevant to Aboriginal newcomers. Go to:
www.winnipeg.ca/interhom/guide/All/
- The above site also contains information relevant to all newcomers, including information for immigrants and refugees.

Increase representation of specific groups...

Accomplishments in 2006	Further Activities
<p>Advertising and Recruitment</p> <ul style="list-style-type: none"> ▪ Individual departments use advertising monies to attract applicants for current job vacancies. ▪ Corporate outreach uses advertising monies mainly to: <ol style="list-style-type: none"> 1) inform potential applicants about commitment to diversity; 2) direct job seekers to our career page on the web site and; 3) inform youth about future career opportunities and educational requirements. ▪ With the exception of professional positions that are usually advertised in the <i>Free Press</i>, many of our jobs are only advertised on the Internet, Access 1 2 3 and Manitoba WorkinfoNET (MBWIN) Inc. All three of these methods are free and result in large pools of applicants. ▪ The Winnipeg Police Service and Winnipeg Transit continue to use a variety of recruitment and outreach methods, including community and ethnic newspapers, radio, bill boards and bus ads. ▪ Winnipeg Transit ran a major recruitment drive in October 2006 in the downtown area (City Hall). <ul style="list-style-type: none"> ○ It included posters and advertising in several community and ethnic newspapers featuring the theme “Drive Your Future”. The advertising included bus operators who belonged to the designated groups. Operators representing the designated groups were also at the recruitment drive to answer questions from applicants. ○ The selection process was conducted in an expedited manner with the hope it would result in a reduction in the number of drop-outs that occur when the process is spread out over a longer period of time. (An analysis of past recruitments identified Aboriginal people as having a larger share of drop outs compared to other groups). ▪ City Clerk’s implemented an outreach strategy for updating the City of Winnipeg’s voters list that also included recruitment for Election Officers/Workers in the 2006 Municipal Election. ▪ The Community Services Department once again conducted recruitment for summer recreation positions in the community, to make the application process more accessible to prospective job seekers. The locations were the Fort Rouge and St. John’s Leisure Centres and the Aboriginal Centre. ▪ Water & Waste continues to conduct local hiring at Shoal Lake. ▪ See Appendix A for examples of some advertising. 	<p>The Equity & Diversity Branch will continue to place ads in various community and ethnic newspapers throughout the year to:</p> <ul style="list-style-type: none"> ○ Inform the public of the Access 1 2 3 Job Line and Website where all jobs are advertised; ○ Inform the public that we are committed to diversity. <p>Similar recruitment drives were held in the spring and fall of 2007. Will analyze the drop-out rate to determine if the desired outcome of less drop-outs occurred.</p>

Applicant Pools and Effectiveness of Advertising Methods

- In 2006, various applicant pools within each department capturing a variety of occupations were analyzed. The applicant pools were found to be representative of the labour market with the exception of persons with disabilities. In some but not all cases, the number of applicants who had declared they had a disability was below the labour market availability number.
- Winnipeg Transit and the Winnipeg Police Service regularly assess the diversity of applicant pools to develop advertising plans.

Special Measures and Targeted Recruitment

- All Departments are now factoring employment equity into their summer recruitment.
- For the third year in a row, Public Works worked directly with an agency to provide seasonal employment to a person with a learning disability.
- Public Works hires Aboriginal students from the University of Manitoba's Engineering Access Program (ENGAP) for a four-month period in the summer. They also seek to hire graduates from the program as Engineers in Training (EIT's) based on available vacancies.
- Youth in Community Services Program - The Community Services Department offers this program in partnership with the Centre for Aboriginal Human Resource Development (CAHRD). It is a strategic initiative identified in the City's Municipal Aboriginal Pathways Strategy (MAPS). The program is funded by the City, CAHRD, the Winnipeg Foundation and the Winnipeg Partnership Agreement partners. It provides enhanced employment opportunities within the City of Winnipeg organization for at-risk Aboriginal youth, specifically training to become Recreation Technicians and Instructor Guards. It is a four-year initiative that began in 2004.
 - In the first intake, 20 youth were selected to participate in the Recreation Technician training and another 18 youth were selected for the Instructor Guard stream.
 - In 2006, 16 youth graduated from the Recreation program, while 3 graduates were employed in temporary positions, and the remainder were considered for summer employment.
 - In September 2006, 20 youth were selected from 64 applicants to participate in the next intake of the program.
 - In 2006, there were 8 participants remaining in the Youth Guard program. They were all hired by the City as Instructor Guards.

Continued to review/monitor applicant pools in 2007 to determine if recruitment and advertising plans resulted in diverse applicant pools.

Will consult with the agencies helping persons with disabilities obtain employment to identify issues preventing people from applying and/or declaring they have a disability.

Activities to address gaps are continuing.

<ul style="list-style-type: none"> ▪ Operated by the Community Services Department, the Community Services Worker Project (CSWP) actively recruits Aboriginal people and new immigrants. It assists individuals to gain work experience and acts as a stepping stone for future employment. In 2006, of the 69 participants, 16 (33%) were of Aboriginal descent and 6 (8%) were recent immigrants. The Department worked with the following agencies and organizations to recruit people: CAHRD, the International Centre, Employment Projects of Winnipeg, the Manitoba Metis Federation, and Partners for Careers. ▪ Deaf Services – Leader-In-Training Program - A need to have more program leaders for the Deaf Service Recreation programs resulted in the development and implementation of the Leader-In-Training program. The program involves 3 stages. Stage 1 was the recruitment of a recreation technician who is Deaf. Stage 2 involved the development of the program in cooperation with the Manitoba School for the Deaf and Deaf Centre Manitoba. ▪ The Winnipeg Police Service (WPS) partnered with Blonde Indian Productions and the Aboriginal People’s Television Network to produce an episode of “Next” (an Aboriginal youth show broadcast to urban centers and remote communities across Canada). The focus of the episode was to highlight the need for Aboriginal applicants and to provide a glimpse into the training of an actual WPS recruit. ▪ Library Services has discovered that programming designed to target designated groups is bringing people into the library who may not otherwise use the library This is increasing understanding of library services and encouraging recruitment opportunities (e.g. tours for literacy groups and the Immigrant Womens’ Employment Group; Deaf storytelling sessions). ▪ Internships for Foreign-Trained Professionals – The Public Works and Property, Planning and Development Departments once again participated in the I.E.E.Q. program (Internationally Educated Engineers Qualifications) by providing a four-month internship to two engineers trained outside Canada, who are working towards certifying their Engineering Degrees in Canada. 	<p>Stage 3 involves selecting and training potential program leaders who are Deaf. It is being undertaken in 2007.</p>
<p>Partnerships</p> <ul style="list-style-type: none"> ▪ Met regularly with MMF (Manitoba Métis Federation) and worked in partnership with the MMF, Provincial Recruitment Initiative (PRI) and Community Services, Insect Control to hire four Métis clients from PRI in the position of Technical Assistant. Also partnered with MMF to identify youth interested in summer recreation employment, and provided first aid and CPR training to those youth. 	<p>Will continue to meet with MMF and AMC to identify ways to hire Aboriginal people.</p>

- Participated with the Assembly of Manitoba Chiefs in a review of our Memorandum of Understanding concerning employment.
- Community Services Department and the Winnipeg Police Service participated in a number of activities that addressed services, supports and employment issues for new immigrants, refugees and Aboriginal people.
- Community Services is working with the Red River Library Technician work placement program to create employment and training opportunities for students from the designated groups.
- Community Services is a member of the Manitoba Settlement Group, a network consisting of immigrant settlement service providers and government representatives. The group meets regularly to facilitate networking among government and non-government groups active in immigrant settlement, and to exchange information about activities related to settlement. Information on City of Winnipeg opportunities, services and programs is shared with this group on an ongoing basis, including information on summer employment opportunities.
- Corporate Finance and Corporate Services met to discuss the Aboriginal Financial Management (AFM) Program being recognized by the City of Winnipeg for potential candidates applying for Accountant Technician positions. Individuals who complete the AFM Program are eligible for advance standing towards the Certified General Accountant (CGA) Association designation. Currently, enrollment in the CA, CGA, or CMA program is a requirement when applying for Accountant Technician positions.

Will consult with the Canadian Union of Public Employees to explore the feasibility of internships with the AFM program.

Unpaid Work Experiences and Job Shadow Requests

- Many Departments provided unpaid work and job shadow experiences for several organizations. Some examples are:
 - Community Services participated in the Winnipeg Chamber of Commerce First Jobs Program to provide 6 weeks of work at the Zoo for two students with disabilities. The students assisted with visitor service functions.
 - A high school student with a cognitive impairment was provided work experience in the Conservatory. Twice a week for 13 weeks, the student assisted staff with plant maintenance and greenhouse culture.
 - Corporate Finance hosted a one-month work experience for an immigrant student through the Business Administration program at St. Boniface College. It provided the student with the opportunity to work in an accounting-related field while using English in a professional environment.

Outreach Efforts

- The 3rd annual Summer Youth Camp for youth was held in August 2006. The camp is a partnership between the Citizen Equity Committee and the Equity & Diversity Branch of the Corporate Services Department.
 - The purpose of the 5-day camp is to expose the youth to a large variety of careers available at the City and to provide the important message of staying in school.
 - External funding from the Seven Oaks Parent Advisory Committee enabled 12 Aboriginal youth to attend in 2006.
 - Using external funding from the Summer Career Placements (CSCP) program administered by C.A.H.R.D, a summer intern from the Aboriginal community was hired to assist in the planning and delivery of the camp.
 - The youth were exposed to careers in the following departments: Community Services, Corporate Services, the Fire Paramedic Service, Planning Property & Development, Public Works, the Winnipeg Police Service and Winnipeg Transit.
- Continued to increase our participation in career fairs and presentations. See Appendix A for a list of events and the departments that participated.

Internships (supports MAPS)

- The goal of the internships is two-fold: 1) to provide students with summer work that allows them to develop skills/experience in their field of study; 2) to provide work to individuals who have academic credentials but lack experience.
- In 2006, a total of 11 paid internships varying from 2-7 months were created for both Aboriginal (8) and visible minority people (3). The Outreach Coordinator assisted 3 departments to obtain \$ 13,000 in external funding in the form of wage subsidies for 9 of the positions.
- The Departments that created internships were: City Clerk's, Community Services, Corporate Services, Planning Property & Development, Public Works, and Water & Waste.
- Several of the student interns were from the Manitoba Aboriginal Youth Internship Program and Manitoba Black Youth Internship Program.
Objectives of the program are to: 1) provide high school students of Aboriginal or African/Caribbean descent with an opportunity to be exposed to a career with the view of encouraging students to remain in school; 2) help students gain confidence, work experience and networking opportunities; 3) provide the students with a job shadow opportunity one half-day per week between March and the end of June 2006; and, 4) provide a paid summer internship.

The 4th Annual Summer Youth Camp was held in August 2007 and plans are underway to expand the camp to include more departments.

Will seek ways to create more internships through external funding sources.

Will continue to work with the Manitoba Aboriginal Youth and Black Educators Association of Manitoba Internship Programs.

Accountability...

Accomplishments in 2006	Further Activities
<p>Competencies</p> <ul style="list-style-type: none"> ▪ “<i>Respecting Diversity</i>” is a core competency and has been incorporated into job postings for all positions within the Winnipeg Association of Public Service Officers (WAPSO) and the Winnipeg Police Service. ▪ Finalized a document that lists specific behaviours that demonstrate the competency of <i>Respecting Diversity</i> at all levels of the organization. This document assists supervisors in linking behaviours that support or detract from diversity to performance feedback. <p>Role Specific Accountability</p> <ul style="list-style-type: none"> ▪ The Equity & Diversity Coordinator met with each Department’s HR Manager to review hiring and establish goals to reduce any gaps if present. ▪ Department Directors are responsible for reporting on their efforts to achieve a more diverse and respectful workplace. ▪ HR Managers are responsible for preparing annual departmental reports on diversity activities for the Department Director. ▪ All Division Managers are accountable to ensure that diversity efforts are incorporated into human resource activities, including: recruitment, succession planning, training, performance management and development. ▪ Prior to any positions being bulletined or advertised, Human Resources and the respective manager are expected to review the job description to ensure that all qualifications are bona fide and do not create barriers. 	<p>Plans include incorporating this competency into all other City positions.</p> <p>Document outlining behaviours will be incorporated into all diversity-related training.</p> <p>These activities are on-going.</p>

- The Transit Management Team viewed a presentation on issues affecting Aboriginal employees in the workplace and discussed options for enhancing awareness in the Department.
- A Transit-specific Aboriginal Employee Network was created by two Transit employees. Management met several times with the members to support and assist in the promotion of the network. The newly created group was the focus of a departmental newsletter article. The article discussed why the group was set up and encouraged employees to participate.
- Management continued to support and work with Females in Transit (FIT) in their efforts to identify and resolve workplace-related issues faced by women in the Department.

Networking

- Several Departments are members of the following groups and regularly attend meetings to network and share best practices with other organizations:
 - MEEPA (Manitoba Employment Equity Practitioners Association) - Public Works, Planning Property & Development (PPD) and Corporate Services
 - MARHS (Manitoba Aboriginal Human Resources Strategists Inc.) - Corporate Services, PPD, WPS
 - IANE (Interprovincial Association on Native Employment) – Corporate Services PPD, WPS
 - MEAA (Manitoba Employment Access Awareness) Corporate Services
- As identified in *First Steps: MAPS*, an Aboriginal Employment Network (AEN) was formed and began meeting in 2005. The AEN currently consists of individuals involved in recruitment and hiring in all the Departments.
 - The Corporate Services Outreach Coordinator communicates with this group on a regular basis, as well as with Aboriginal organizations, agencies and educational institutions, to identify and develop employment strategies to enhance the participation of Aboriginal people in the civic workforce.
 - An informal review of the AEN found that departments were most receptive to receiving electronic information about opportunities and receiving one-on one support from the Outreach Coordinator to implement strategies.
 - The Outreach Coordinator and the Equity & Diversity Coordinator attend external networking groups such as IANE and MEEPA, where they share the City's experiences.
 - Some of the accomplishments of the AEG include increasing the number of students who are provided job shadowing and summer jobs with the Manitoba Aboriginal Youth Internship Program and Manitoba Black Youth Internship Program from 3 in 2005 to 6 in 2006.

The AEN continued in 2007.

Celebrating Diversity

- The AEG organized the 4th annual celebration of National Aboriginal Day on June 21 at City Hall in the courtyard. All employees were invited and encouraged to attend. Operational issues prevent some employees from attending.
- Black History Month and Asian Heritage Month events are promoted widely in the organization, and employers are encouraged to participate.
- Departments sponsored and participated in numerous community events. They included:
 - National Aboriginal Day; Persons Day Breakfast; Aboriginal Youth Achievement Awards; Human Rights Award Luncheon; March 21 International Day for Elimination of Racial Discrimination Events.
 - During Folklorama Winnipeg Transit employees are permitted to dress in a way that reflects their culture/ethnicity.

Other Diversity-Related Activities

- Library Services partnered with the International Centre to offer seven 8-week English Conversation Circles to immigrants, using English as Additional Language (EAL) instructors at the Millennium Library and the Fort Garry Library.
- In the spring of 2006, the Zoo acquired a white buffalo calf. Since a white calf has special significance to North American Aboriginal People, a number of Elders and Aboriginal leaders were consulted. The “White Buffalo Exhibit” was blessed before the buffalo was put on display. A semi-private area was developed adjacent to the exhibit to allow Aboriginal people the opportunity to pray and conduct private ceremonies. Aboriginal people are allowed to leave prayer ribbons adjacent to the exhibit. Interpretive signs in English, French, Dene, Ojibwa, Cree and Dakota were developed to tell the natural history of the bison and describe the White Buffalo legend.

Recognition Award

- In June 2006, the Interprovincial Association on Native Employment awarded Constable Willie Ducharme the Bill Hanson Award. It is granted to individuals involved in training and employment initiatives promoting Aboriginal employment.

Diversity as a core competency...

Accomplishments in 2006	Further Activities
<p>Diversity as a competency</p> <ul style="list-style-type: none"> ▪ “Respecting Diversity” is a core competency of the City of Winnipeg. ▪ As a core competency, it is a factor in all hiring and promotion decisions. ▪ Diversity is part of the leadership stream, foremanship and foundations training. ▪ “Respecting Diversity” is part of the orientation for new employees. <p>Diversity-Related Training (Corporate)</p> <ul style="list-style-type: none"> ▪ Departments have access to a wide range of diversity-related training courses through Internal Services to assist them in developing the competency of “Respecting Diversity”. See Appendix B for a complete listing of training available. <p>Aboriginal Awareness Training</p> <ul style="list-style-type: none"> ▪ Since 2004, Aboriginal Awareness training has been offered to civic employees to increase awareness, understanding and respect for Aboriginal people. The ultimate goal is to create a workforce that values and respects Aboriginal culture and also assists in attracting, hiring and retaining Aboriginal people, while at the same time, providing municipal employees with tools to provide better service to the Aboriginal community they serve. ▪ A cross-departmental working group met twice in 2006 to review the training and make recommendations. ▪ Secured the location and completed construction of two sweatlodges at the Assiniboine Park Zoo (partnership with the Winnipeg Police Service Training Unit, the Equity & Diversity Branch, Corporate Services and Community Services (Assiniboine Park Enterprises). <ul style="list-style-type: none"> ○ The sweatlodges were built exclusively for civic employees. One is Cree and one is Objjway, with a shared fire. ○ This site was chosen as the location because it is home to “Blizzard”, the white bison. Blizzard is of great spiritual significance to First Nations peoples. ○ A member of the Winnipeg Police Service is the lodge leader. He first had to complete training, teaching and ceremonies to conduct sweatlodge ceremonies on behalf of the Winnipeg Police Service and other City of Winnipeg employees. 	<p>Departments submitted detailed diversity training plans to the CAO and began implementing the plans later in 2007. These plans include measurable outcomes.</p> <p>Respectful Workplace training will continue to be a priority.</p> <p>Aboriginal Awareness training remains a priority in 2007. Sessions will be offered corporately through the Education Calendar, where employees can register individually. Some Departments have requested training dates specifically for their managers and supervisors.</p> <p>Continuing to explore how Aboriginal Elders can help employees address work and/or personal issues.</p>

Diversity Training (Department Specific)

- Winnipeg Police Services provides Aboriginal and multicultural training to all recruits and ongoing cultural training for officers.
- New firefighter and paramedic recruits and senior officers receive one and a half days of training on diversity and respectful workplace.
- The Winnipeg Police Service offers an Aboriginal Perceptions course. This five-day session, taught by Winnipeg Police members in conjunction with members of the Aboriginal community, examines contemporary issues involving Aboriginal people.
- Planning, Property and Development held an Accessibility Simulation Exercise where employees learned through experience what it might be like to assume the role of a person with a disability.
- Community Services conducted mandatory Respectful Workplace and Diversity education sessions at in-service training days for 300 Instructor Guard summer staff.

Bias-free recruitment and inclusive selection process...

Accomplishments in 2006	Future Plans
<p>Bias-Free Selection Training</p> <ul style="list-style-type: none"> ▪ The expectation is that all departments will ensure staff involved in interviewing and hiring will take this training. ▪ Community Services and the Winnipeg Police Service are providing this training in-house with their own staff. ▪ Despite a commitment to offer the training, other Departments have struggled to provide this training mainly due to other training courses that compete for training time and resources (e.g. safety-related training related to legislated requirements). <p>Staffing Processes</p> <ul style="list-style-type: none"> ▪ The H.R. Divisions in all Departments review all job specifications prior to posting a vacancy (internal and external) to ensure the qualifications required for all positions are bonafide. ▪ Police reviewed their written examination, POPAT (physical testing) and questions used in the screening and second interview for Police Constable. ▪ Transit’s Bus operator interview questions were reviewed and revised with the intent of removing barriers that may exist for applicants where English is an additional language (EAL). ▪ Transit identified that its Public Relations test used to assess bus operator applicants’ customer service skills has also been a barrier for EAL applicants. It is a DVD with a series of scenarios followed by a multiple choice question, and the amount of time allotted to answer each question is 4 seconds. To compensate, Transit will be increasing the time to 8 seconds. <p>Immigrants and Refugees</p> <ul style="list-style-type: none"> ▪ Met with Provincial Labour and Immigration staff to explore how to attract and hire immigrants and refugees. <ul style="list-style-type: none"> ○ Created a working partnership with Immigration and Labour to hire into bus operator and police constable positions. 	<p>Departments are including Bias-Free training in the Diversity Training Plans. These plans include specific measurable outcomes for 2007 and 2008.</p> <p>Corporate Services will continue to work with each Department to find ways to offer the training in other formats besides classroom training.</p> <p>Will be holding information sessions for newcomers and providing pre-employment sessions to help newcomers become job ready.</p>

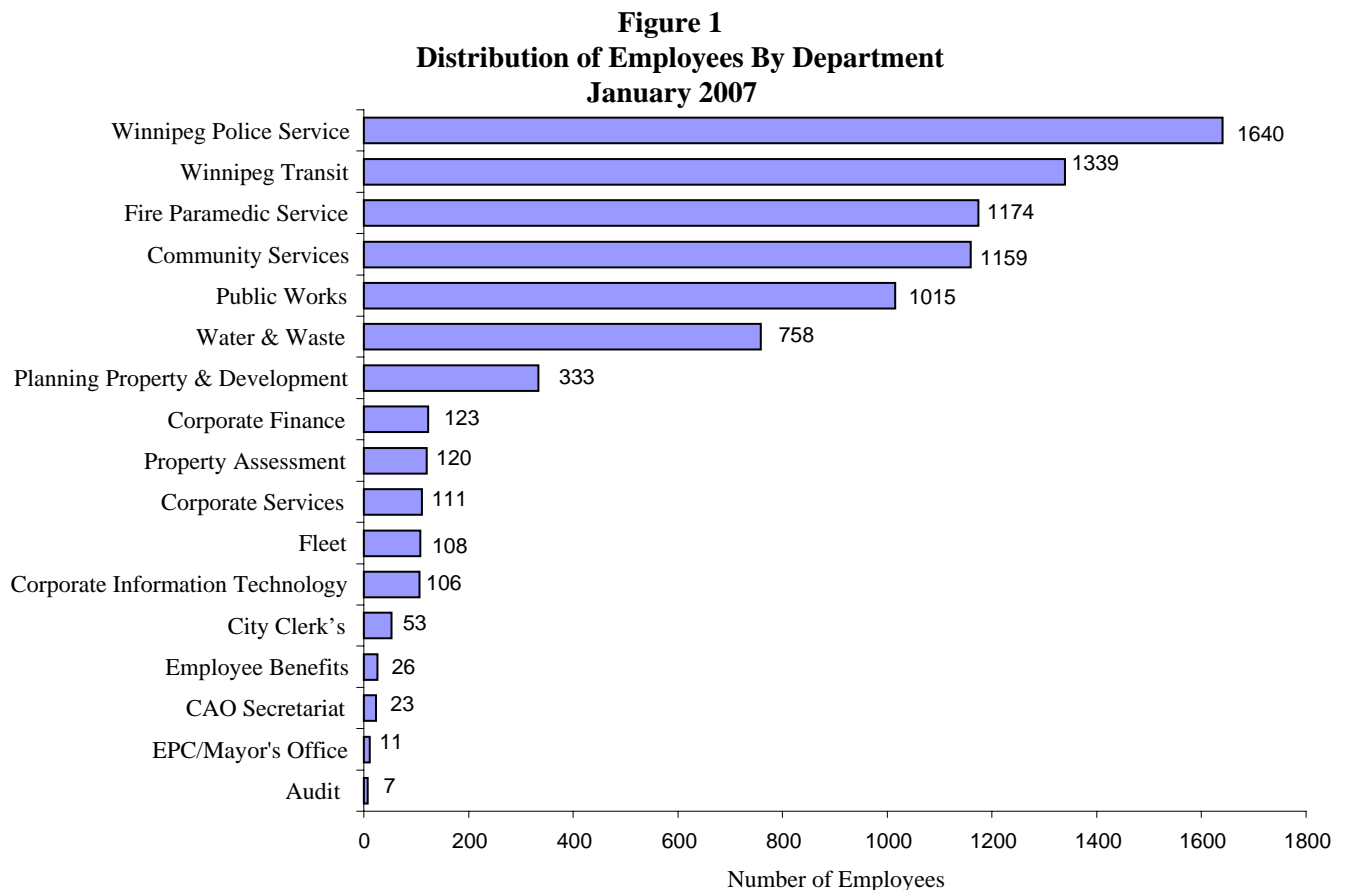
Workforce profile – January 2007

Number of Employees

The workforce profile is a snapshot of the workforce at a specific point in time. To determine if the workforce is changing, the City looks at the same specific point in time and compares it to previous years.

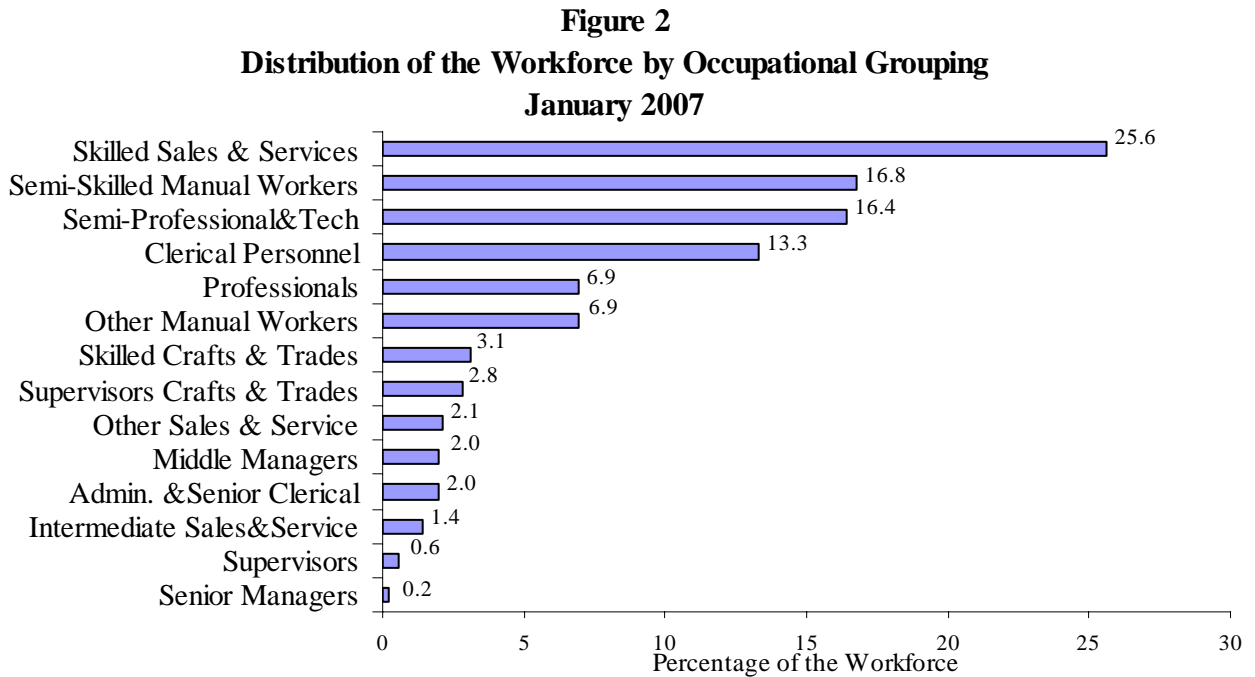
At the beginning of 2007, the City of Winnipeg had just over 8100 paid employees (includes permanent, temporary, part/time, casual and students). This is a slight decrease from the previous year. Except for a small increase in 2005, the number of employees has steadily decreased each year for the past sixteen years.

The Winnipeg Police Service is the largest department with just over 20% of the employees. Winnipeg Transit is second with 17%, the Fire Paramedic Service is third with 15%, and Community Services is fourth with 14%. Figure 1 shows the distribution of employees in each Department.



Types of Occupations

Just over 70% of the workforce is concentrated in four occupational groups (skilled sales & service; semi-skilled manual; semi-professional & technical; and clerical). This is similar to the previous year. Figure 2 shows the distribution of employees by occupational group.



Specific occupations within the four largest occupational groups include:

Skilled Sales & Service

- Police Officer; Firefighter

Semi-Skilled Manual

- Bus Operator; Equipment Operator

Semi-Professional & Technical

- Technologist; Technician; Paramedic; Recreation Technician; Instructor Guard; Library Service Assistant

Clerical Personnel.

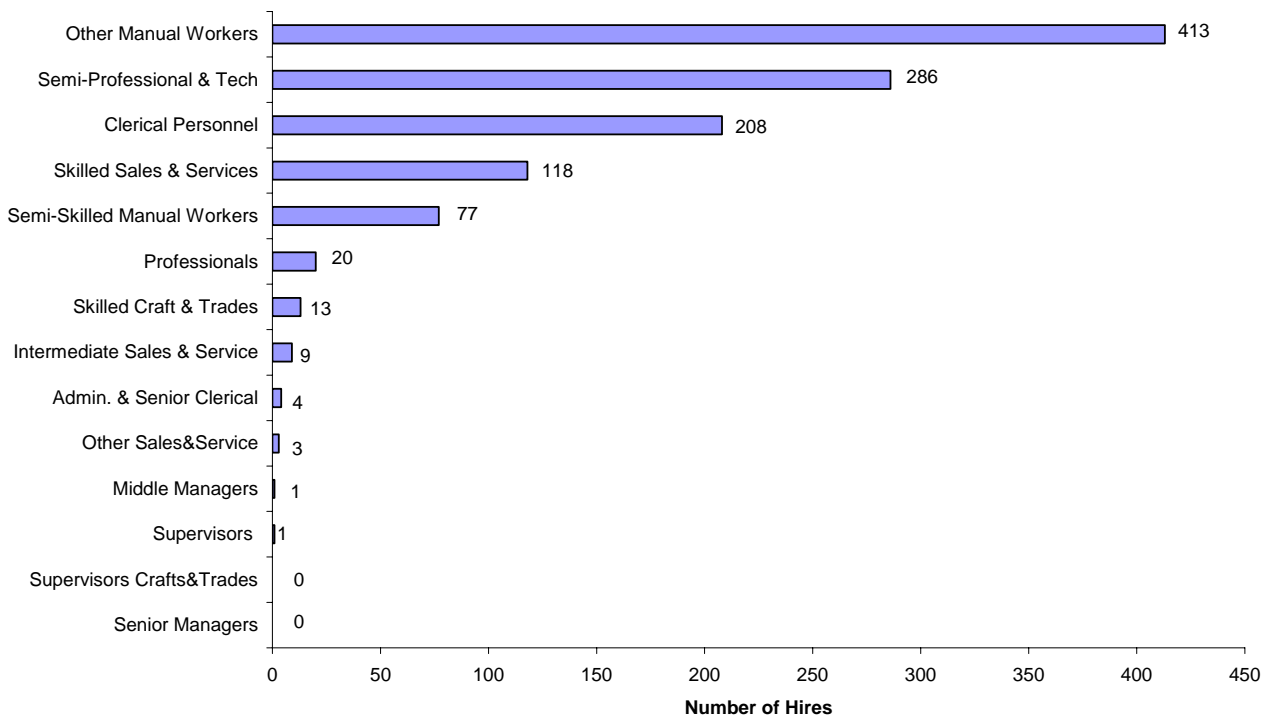
- Clerical Worker; Communication Dispatcher; Library Page; Storekeeper

Hires in 2006

There were 1153 employees hired in 2006, compared to 1349 in 2005, 1142 in 2004, and 919 in 2003. These totals do not include seasonal employees who were laid off and recalled to employment the next year. However, they do include students and others in summer or temporary employment who were rehired the following summer. Figure 3 shows the distribution of the 1153 hires across all occupational groups.

Until 2006, the number of hires had increased each year for the past several years, and it was anticipated that hiring would continue to increase slightly for the next couple of years due mainly to the aging workforce and the rising number of employees retiring. The decrease in hiring occurred mainly in the clerical (call taker positions), semi-manual (bus operator) and manual (student labourer) occupations. There was also a freeze on all hiring for much of 2006, with the exception of emergency services and transit occupations. Departments were not authorized to automatically fill positions. They needed to make a request and receive approval from the Chief of Human Resources. In addition to the freeze on hiring, there were a total of 33 permanent positions deleted in the management and professional ranks, as a result of an initiative to reduce the salary budget.

Figure 3
Distribution of Hires in 2006 By Occupational Group
(Includes Rehires but not Seasonal Layoff/Recalls)



Just over 90 % of the 2006 hires occurred in four of the occupational groups. Below are the occupations that made up the majority of the hires in 2006, along with their percentage of the overall hiring:

Occupation	Occupational Group	% or Share of Hires	Employment Type
Student Labourer	Manual	38%	Summer
Recreation Technician	Semi-Professional & Tech.	14%	Summer
Entry Level Clerk	Clerical	12%	Temporary
Police Officer	Skilled Sales & Service	6%	Permanent
Bus Operators	Semi- Skilled Manual	6%	Permanent
General Labourer	Manual	4%	Seasonal
Technician Assistant	Semi-Professional & Tech.	4%	Summer or Temp
Instructor Guard	Semi-Professional & Tech.	3%	Part-Time
Library Page	Clerical	3%	Part-Time
Student Meter Reader	Clerical	2%	Summer
Fire Fighter	Skilled Sales & Service	2%	Permanent
Paramedic	Semi-Professional & Tech.	2%	Permanent

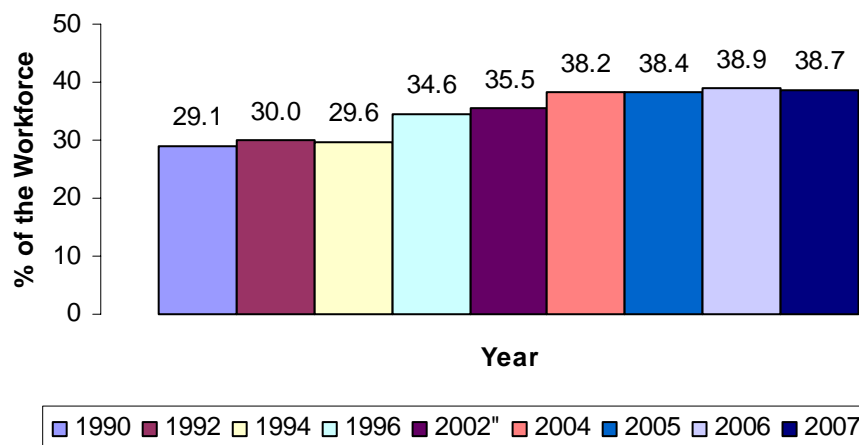
As noted above, only the Bus Operators, Police Officers, Fire Fighters and Paramedics are hired into permanent positions. Aside from summer student positions that end, most of the other positions are filled on a temporary, part time or casual basis and at the entry level. As employees gain seniority and experience, they can apply to other positions that are posted internally.

Representation of Designated Groups (as of January 2007)

Designated groups made up 38.7 percent of the civic workforce as of January 2007 (all employment types / active employees only). Since 1990, when 29.1 % of the workforce belonged to designated groups, there has been a small but steady increase most years. Figure 4 shows the progress over the years. Some years are missing because accurate statistics are not available for those years.

Figure 4

Designated Groups as a % of the Workforce



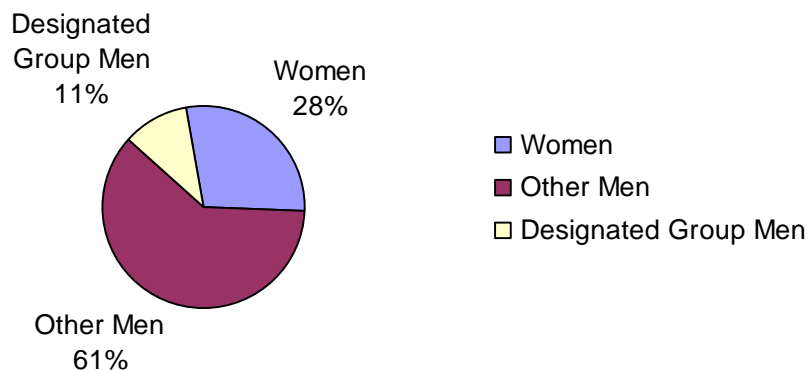
Designated group members include employees who have declared they are women, Aboriginal, belong to a visible minority, or have a disability. Employees who do not declare their ethnicity are assigned the ethnic category of Caucasian. This is a standard practice for all organizations. As of January 2007, 29.2% of active employees had chosen not to declare. This is an improvement from the previous year, when 30.8% of active employees were undeclared.

All applicants are encouraged to complete a voluntary declaration. New employees who have not completed a declaration are sent a letter providing information about why the City asks for this information, and are encouraged to complete the form. The number of applicants and new hires choosing to complete the declaration has increased over the last several years. In 2006, 17% of the new hires chose not to declare. This represented an improvement of 3 % from the previous year.

A detailed breakdown of designated group distribution and those who have not declared their ethnicity can be found in Figure 5. For the remainder of the report, employees who did not declare have been assigned the ethnic category of Caucasian.

Figure 5

**Designated Group Distribution
As of January 2007**



Men (Designated Group)

Total = 861
 Aboriginal men = 344
 Aboriginal men with a disability = 15
 Visible Minority men = 278
 Visible Minority men with a disability = 19
 Caucasian men with a disability = 140
 Undeclared ethnicity with a disability = 65

Other Men

Total = 4964
 Caucasian men = 3150
 Undeclared ethnicity = 1811

Women (Designated Group)

Total = 2292
 Aboriginal women = 130
 Aboriginal women with a disability = 9
 Visible minority women = 129
 Visible Minority with a disability = 8
 Caucasian women = 1442
 Caucasian women with a disability = 82
 Undeclared ethnicity = 466
 Undeclared ethnicity with a disability = 26

Progress of Designated Groups

This section describes and interprets statistical data on the representation, hiring and departures of the designated groups within the City of Winnipeg. 'Departures' refers to employees who left the organization for all reasons except retirement. Reasons for departing the organization may include: personal reasons, obtained employment elsewhere, and terminated for performance issues. Figures 6, 7 and 8 show the data in the form of a table.

Each year, the City of Winnipeg establishes benchmarks or goals for each of the designated groups. The benchmarks are calculated using the Federal Census labour market availability data. It is against these benchmarks that the organization measures itself each year in January, to determine if progress has been made regarding representation of the four designated groups. The benchmark is a long-term goal. Departments are expected to move towards the benchmark each year. If progress is not being made, the expectation is that any barriers preventing progress will be identified and addressed. The same benchmarks are also used as an annual performance measure in hiring. The goal, however, is to hire at or above the benchmark (labour market availability).

Women

The representation of women has steadily increased most years, rising from 24.8 % in 1990 to 28.2 % as of January 2007. This is close to our benchmark of 31.0%. However, it is a decrease of 0.2 % from the previous year. The analysis is a 'snap shot' in time and only captures employees who are actively working at that time. The largest contributor to this decrease was twice as many women on maternity/paternity leave compared to the previous year. Of the four designated groups, women as a group continue to have the largest gap.

Women accounted for 34.4% of all hires. This is above our benchmark for hiring, but represents a decrease of 1.3% from the previous year.

The retention of women is not a problem. Departures totalled 5.8% for women and another 1.6% retired for a total exit share of 7.4%. This is similar to previous years.

Aboriginal People

Our benchmark for Aboriginal representation is 7.9%. As of January 2007, 6.1% of the workforce had declared they were of Aboriginal descent. This is a 0.1 % decrease from the previous year. This is different from the last several years when there were small increases. However, the increase from 2004 to 2005 was mainly due to existing employees who attended the Aboriginal employee forum choosing to declare they were of Aboriginal descent.

Just over 35 % have declared they are First Nation, 53% have declared they are Metis, 1% Inuit and 11% did not provide any specific information.

The percentage of Aboriginal people hired was above the labour market availability in 2006. In 2006, Aboriginal people accounted for 8.9% of all hires, up from 7.8% in 2005. Despite this, the overall representation decreased by 0.1%. The main reason for this is that almost 80% of the new hires were temporary, seasonal or summer employment and therefore not reflected in the January 2007 representation totals.

Based on labour market trends, we expect our benchmark to increase significantly in the coming years due to a rapidly growing Aboriginal population and an increase in the number of Aboriginal people graduating from high school and post secondary education.

Overall retention does not appear to be a problem. The percentage of Aboriginal people leaving did not exceed their share in the workforce (5.5%). Just under 2% retired in 2006.

Visible Minorities

Visible minorities made up 5.4% of the workforce. This is an increase of 0.2 % from last year. Our goal is to be at 6.6%. Similar to the Aboriginal benchmark, we anticipate this benchmark to increase as the number of immigrants and refugees moving to Winnipeg grows.

Visible minorities accounted for 7.6% of all hires in 2006. This percentage surpassed our labour market benchmark for the last two years.

Visible minorities' share of departures rose from 7.7% in 2005 to 9.9% in 2006. Reasons for the high share of departures are not clear as 84% resigned without giving a specific reason. This requires further investigation.

Persons with Disabilities

Persons with disabilities account for 4.5 % of the workforce, and the long-term benchmark is 4.8%. This is an increase from last year (4.2%), however, is mainly due to existing employees developing disabilities.

Persons with disabilities accounted for 1.8% of all hires in 2006, which is similar to the previous year. Their share of departures rose from 3.2% to 7.1 %. The average age of our workforce is 42. With increasing age comes an increase in disabilities. The aging workforce may in part explain the increased share of departures. We will continue to watch this to see if this pattern continues.

Each year the number of existing employees with a disability that require accommodation is increasing. Some employees who have developed a long-term disability and continue to work are not reflected in these statistics, as they have not completed a voluntary declaration. Those departments who have established a process to track employees who have a chronic or long-term disability are reflected in the January 2007 statistics.

Establishing an accurate benchmark for persons with disabilities is problematic. The main reason for this is that data to establish their labour market availability is not collected through the Census. Results from a survey called the "Participation and Activity Limitation Survey" completed in 2001, were used to provide labour market availability data at a provincial level and at a broad occupational level. This is very different than the other three designated groups, where the labour market data is based on the Winnipeg labour market and specific occupations. Because the disability data is compiled at a higher level, the data and benchmarks we have established must be used with caution. In many cases, the data may not be reflective of the labour market availability. In some cases it may be set too low, and in other cases too high. However, the overall goal is to ensure that when we have the opportunity to hire new employees we have a diverse pool of qualified applicants. We will continue to use the benchmarks as guidelines to review our hiring practices and measure our overall representation.

Figure 6

Representation of Designated Group Members As of January 2007				
Designated Group	1990	2006	2007	Benchmark * (LMA)
	%	%	%	%
Women	20.3	28.4	28.2	31
Aboriginal People	1.5	6.2	6.1	7.9
Visible Minorities	3.9	5.2	5.4	6.6
Persons with Disabilities	2.7	4.2**	4.5 **	4.8

Source: PeopleSoft Systems; City of Winnipeg and “Employee Demographic Report” for 1990.

* Benchmark established using labour market availability from Statistics Canada, 2001 Census; (Adjusted to reflect only the occupations in the City of Winnipeg) and 2001 Participation and Activity Limitation Survey for Disabilities.

** Not all employees who have developed a disability are being tracked.

Figure 7

Share of Hires				
Designated Group	2004	2005	2006	Benchmark
	%	%	%	%
Women	33.2	35.8	34.4	31.0
Aboriginal People	5.5	7.8	8.9	7.9
Visible Minorities	3.6	9.7	7.6	6.6
Persons with Disabilities	0.7	1.9	1.8	4.8

The “share” is the percentage of total hires received by members of a designated group.
Note: 83.5% of the new hires completed voluntary declarations.
Source: PeopleSoft Systems

Figure 8

Share of Departures			
Designated Group	2005	2006	Benchmark
	%	%	%
Women	5.9	5.4	31.0
Aboriginal People	4.8	5.5	7.9
Visible Minorities	7.7	9.9	6.6
Persons with Disabilities	3.2	7.1	4.8

The “share” is the percentage of total departures received by members of a designated group. It does not include retirements.
Source: PeopleSoft Systems

Representation by Occupational Group

To better understand representation of the designated groups, it is necessary to look more closely at the analysis by occupational group. The City is at or above the labour market in many occupations. In most of the occupations representation gaps are small. There are only a small number of occupations where the gap could be considered significant. Note: Gaps (or shortfalls) are expressed in numbers or as percentages (% availability minus % representation).

Representation by occupation group refers to the percentage of all employees in a particular occupation who are members of a designated group. For example, if 45% of all employees in the middle manager occupation are women, their representation in that occupation is 45%.

Our workforce profile categorizes occupations into 14 occupational groups referred to as Employment Equity Occupational Groups (EEOG). These groups are related to the National Occupational Classification (NOC) that Statistics Canada uses in collecting labour force data. Within the 14 occupational groups, there are over 900 different job titles within 145 different occupational codes at the City of Winnipeg. Table 2 lists the various job titles found within each of the 14 occupational groups.

Many factors contribute to changes in the representation of designated groups in the workforce from one year to another. For example, the number of employees hired or promoted can vary from one year to another. Changes in the rate of self-identification of designated group members can also affect the statistical profile. As previously explained, as of January 2007, 29.2 percent of the workforce had not declared.

Figure 9 reflects representation of the designated groups in each of the 14 occupational groups. The table tells you if we are representative (at or above the labour market), within an acceptable range of the labour market (gap is between 1-5 %) or below the labour market (gap is greater than 5 %) within each of the broader occupational groups.

Figure 9

**Representation of Designated Group Members
All Employment Types / Active Only
As of January 2007**

Results reported as follows:

- ↑ = At or Above the Labour Market Availability (LMA)
- ↔ = Within an acceptable range of LMA (gap between 1-5 %)
- ↓ = Below LMA (greater than 5% gap)

Source: PeopleSoft Systems; 2001 Census: 2001 Participations and Activity Limitation Survey

Performance Measure	2006 Benchmark	
Percentage of Designated Group members within each Employment Equity Occupational Group	To be at or above LMA	
Employment Equity Occupational Group	Designated Group	Jan 2007 Result
Senior Managers	Women	↔
Job Titles include: Chief Administrative Officer, Chief of Police, Chief Operating Officer, Directors of Departments	Aboriginal	↑
	Visible Minority	↓
	Disabilities	↔*
Middle Managers	Women	↓
Job Titles include: Deputy Chiefs, Superintendent Police, Inspector Police, Platoon Chief, Assistant Director, Managers who report to Department Director	Aboriginal	↑
	Visible Minority	↔
	Disabilities	↔
Professionals	Women	↔
Job Titles include: Accountant, Administrator, Analyst, Consultant, Coordinator, Engineer, Librarian, Solicitor, IT Specialist, Planner	Aboriginal	↔
	Visible Minority	↑
	Disabilities	↔
Semi-Professionals & Technical	Women	↔*
Job Titles include: Paramedic, Library Service Assistant, Technician, Technologist, Tech Assistant, Recreation Technician, Instructor Guard	Aboriginal	↔*
	Visible Minority	↔
	Disabilities	↑
Supervisors	Women	↓
Job Titles include: Superintendent, Supervisor, Foremen	Aboriginal	↔
	Visible Minority	↔
	Disabilities	↔*
Craft & Trades Supervisors	Women	↔
Job Titles include: Inspector (Water & Waste, Transit), Superintendent and Supervisor of Trades and Craft positions	Aboriginal	↔
	Visible Minority	↔
	Disabilities	↔

Administrative & Senior Clerical	Women	↔
Job Titles include: Administrative Assistant, Executive Assistant, Appraiser, Assessor, Buyer, Legal Steno, Accounting Technician	Aboriginal	↔
	Visible Minority	↑
	Disabilities	↔
Skilled Sales & Service	Women	↔
Job Titles include: Police Constable, Sergeant and Detective; Captain and Firefighter	Aboriginal	↑
	Visible Minority	↑
	Disabilities	↔*
Skilled Craft & Trades	Women	↔
Job Titles include: Electrician, Carpenter, Machinist, Mechanic, Painter, Welder, Plumber	Aboriginal	↑
	Visible Minority	↓
	Disabilities	↔
Clerical	Women	↑
Job Titles include: Clerk A, B, C, Senior and Principal; Meter Reader, Library Page, Storekeeper, Call Taker, Dispatch, Communications Operator	Aboriginal	↑
	Visible Minority	↓
	Disabilities	↔
Intermediate Sales & Service	Women	↓
Job Titles include: Inspector (Building Trades, Health, Housing); By-Law Inspector, Officer Park Police, Zoo Keeper, Kennel Attendant, River Patrol Officer	Aboriginal	↓
	Visible Minority	↔
	Disabilities	↑
Semi-Skilled Manual	Women	↓
Job Titles include: Bus Operator, Truck Driver, Equipment Operator, Gardener, Operator Printing Machine	Aboriginal	↔
	Visible Minority	↑
	Disabilities	↔
Other Sales & Service	Women	↔
Job Titles include: Caretaker, Janitor, Parking Lot Attendant, Locker Room Attendant, Cashier	Aboriginal	↓
	Visible Minority	↔
	Disabilities	↑
Other Manual	Women	↓
Job Titles include: Helper, Labourer, Trades Helper, Student Labourer, Maintenance Worker, Utility Worker	Aboriginal	↓
	Visible Minority	↓
	Disabilities	↑
Overall	Women	↔
	Aboriginal	↔
	Visible Minority	↔
	Disabilities	↔

* These occupational groups have a gap of less than 5 % but the gap expressed in actual number of employees is 38-60 or representation is zero or close to zero. The expectation for these occupational groups should there be opportunity to hire new employees is to find ways to attract qualified applicants from that particular designated group.

Occupations Below Labour Market Availability (greater than 5%)

- Positions marked with a single asterisk are almost always filled internally by existing employees who require accommodation due to a disability. This limits the ability to increase diversity in this occupation unless by chance the individual belongs to a designated group.
- Positions marked with a double asterisk are almost always filled internally by existing employees due to contractual agreements. E.g., Police Officers are promoted to more senior positions based on a combination of merit and seniority; foremen are promoted based on meeting minimum threshold requirements and being most senior.

Women

- Middle Managers (Inspector / Staff Sergeant in Police**)
- Professional (Specialist/Project Leader/Coordinators in IT)
- Semi-Professional/Technical (Technician/Technologist; Inspector Housing)
- Supervisors (Finance; Payroll; Foremen positions**)
- Administrative (Officers related to Contracts, Negotiators, Real Estate, Customer Service)
- Intermediate Sales/Service (Zoo Keeper / Animal Services Officer; Officer Park Police; Inspectors in Housing/Property)
- Semi-Skilled Manual (Bus Operator; Operator Pumping Station/Treatment Plant)
- Other Sales/Service (Office Cleaner*; Parking Lot Attendant*; Farebox Handler)
- Other Manual (General Helper; Utility Worker**); Maintenance Worker)

Aboriginal People

- Professional (Planner; Traffic Analyst; Coordinators in Recreation; Research Analyst)
- Semi-Professional & Technical (Instrument Technician; Building Inspector; Paramedic; Library Service Assistant; Instructor Guard)
- Supervisors Craft & Trade (Foremen positions**)
- Skilled Craft & Trades (Body Repairer)
- Clerical (Storekeeper **)
- Intermediate Sales/Service (Zoo Keeper; Animal Services Officer; Zoning Officers, License Inspectors)
- Semi-Skilled Manual (Equipment Operator **; Building Servicer **)
- Other Sales & Service (Office Cleaner*)
- Other Manual (Maintenance Worker; Labourer; Utility Worker **)

Visible Minorities

- Senior Managers
- Middle Managers (Inspector; Staff Sergeant in Police**)
- Professional (Coordinators; Analysts; Engineers; Neighbourhood Planner; Traffic Analyst)
- Semi-Professional & Technical (Technician/Technologist; Instructor Guard)
- Supervisors Craft & Trade (Transit Inspectors)
- Skilled Craft & Trades (Mechanic; Machinist; Body Repairer; Welder)
- Clerical (Storekeeper **)
- Semi-Skilled Manual (Operator Pumping Station / Treatment Plant)
- Other Manual (Labourer; Utility Worker **)

- **Persons with Disabilities: Nil**

Representation by Employment Type or Job Status

In January 2007, 87 % of the workforce were in permanent positions and 8.7% in part-time or casual positions. Twice as many women compared to men worked in part-time or casual jobs. This is similar to 2006. This pattern holds true regardless of ethnicity.

The vast majority of designated group members who are Aboriginal, visible minority and persons with disabilities were in permanent positions. Aboriginal people and persons with disabilities occupied the highest percentage of permanent positions at 90% and 88.0% respectively, followed by 84% for visible minorities and 87.0% for Caucasians. The share of permanent positions for persons with disabilities remained stable. There was a 2 % increase in permanent positions for women, and a 1 % increase for visible minorities. Aboriginal people had the largest increase in the share of permanent positions at 5 %. Figure 10 is a breakdown of the workforce's employment type by ethnicity, gender and designated group.

Figure 10

Type of Employment / Job Status As of January, 2007

	Permanent	Temporary	Seasonal	Part Time / Casual	Other	Total
Caucasian	6252 (87%)	133	157	611	31	7184 (88.5%)
Women	1511	57	19	422	7	2016
Men	4741	76	138	189	24	5168
Aboriginal	444 (90%)	11	7	35	1	498 (6.1%)
Women	108	8	0	23		139
Men	336	3	7	12	1	359
Visible Minorities	364 (84%)	9	2	59	1	435 (5.4%)
Women	93	4	1	39		137
Men	271	5	1	20	1	298
Persons with Disabilities	319 (88%)	12	6	26	1	364 (4.5%)
Women	99	5	2	19		125
Men	220	7	4	7	1	239
Total	7060 (87%)	153 (1.9%)	166 (2.0%)	705 (8.7%)	33 (0.4%)	8117 (100%)
Women	1712	69	20	484	7	2292 (28.2%)
Men	5348	84	146	221	26	5825 (71.8%)

To avoid double counting, persons with disabilities are not reflected in the overall totals.

Other = Retired, Student and Contract

Source: PeopleSoft Systems

Hiring and Employment Type/Status

The number of employees hired into the various types of employment has seen little variation over the years. Between 60-70% of new hires each year are students and part-time. The percentage of new employees hired into permanent positions in 2006 was 18.9%. This is an increase from the previous year (16.8%). Figure 11 shows a breakdown of hiring by employment type from 2003 to 2006.

Regarding permanent positions, women made up 14.7% of the new hires in 2006. This was a decrease from 19.5% in 2005. Just under 10% of new hires in 2006 were filled by Aboriginal people. This is an increase of 3% from 2005. The percentage of visible minorities hired into permanent positions decreased from 13 % in 2005 to 9% in 2006. The percentage of persons with disabilities hired into permanent positions increased from 1% to 2%. Figure 12 shows the breakdown of the designated groups hired in 2006 by employment type.

Figure 11

Comparison of Hires by Employment Type

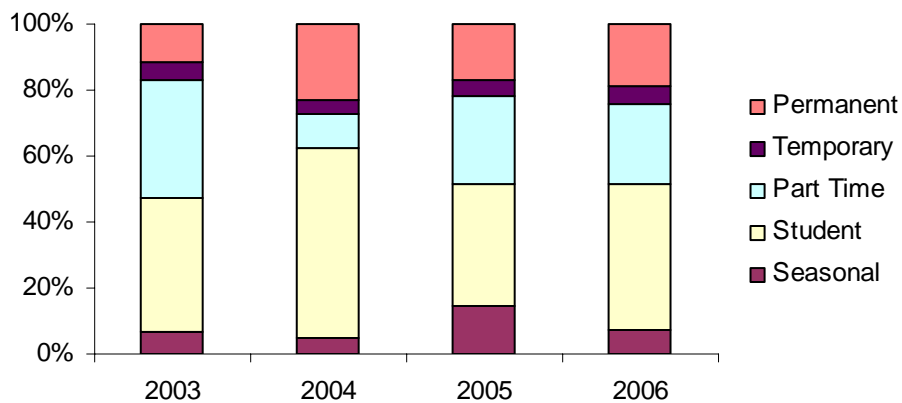
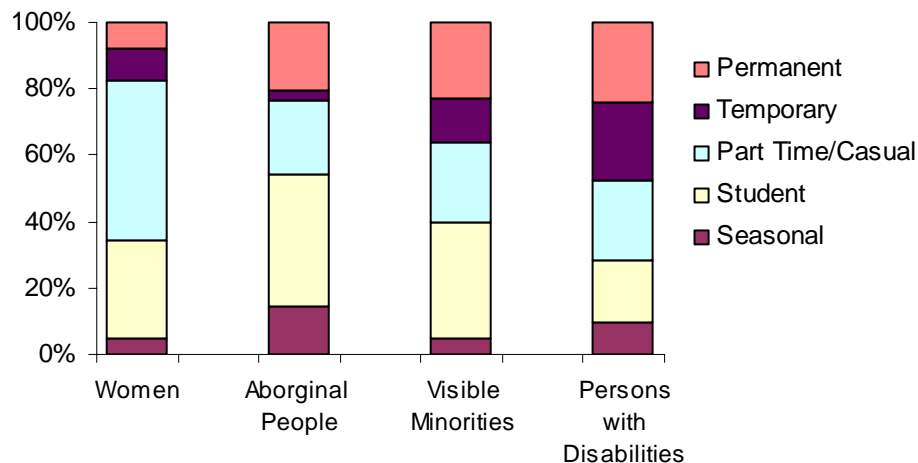


Figure 12

2006 Designated Group Hires By Employment Type



Appendix A – Recruitment and Outreach Activities in 2006

The City of Winnipeg participated in career fairs and made employment presentations to various schools and other community groups and agencies in 2006. This list may not include all fairs and presentations by other departments.

Date	Career Fair/ Event	Target Audience	Participating Departments
Jan 12	John Taylor Collegiate	Students	Winnipeg Police Service
Jan 14	Summer Jobs –hosted by Manitoba Metis Federation	Aboriginal youth and parents	Community Services, Corporate Services, Public Works, Water and Waste
Jan 14	CJOB interview	Various	Winnipeg Police Service
Jan 15	Manitoba Metis Federation – Provincial Recruitment Initiative – summer jobs	Metis youth	Community Services, Corporate Services
Jan 18	Summer Job Fair University of Manitoba (U of M)	University students	Community Services, Corporate Services
Jan 19	Summer Job Fair University of Winnipeg	University students	Community Services, Corporate Services
Jan 25	Marymount School Career Fair	Youth	Corporate Services
Jan 28	Employment Presentation - Salvadorian Resource Centre	People from Salvadorian community	Corporate Services, Winnipeg Transit
Jan	St. Boniface College Career Fair	French students	Community Services
Feb 1	Career/job booth- Healthy St. Boniface Network	Various	Citizen Equity Committee (CEC), Community Services, Corporate Services
Feb 3	Career booth at the Aboriginal Circle of Educators Conference	Teachers, administrators, community organizations	Corporate Services
Feb 6	Presentation on summer jobs and careers - Garden City Collegiate	Aboriginal youth	Corporate Services
Feb 6	Presentation on summer jobs and careers West Kildonan Collegiate	Aboriginal youth	Corporate Services
Feb 7	University of Winnipeg Career Fair	University students	Winnipeg Police Service
Feb 9	Presentation on summer jobs and careers at the U of M	Aboriginal students at the Access Program, U of M	Corporate Services
Feb 13	Presentation on summer jobs/careers at the Aboriginal People's College	Aboriginal adult students	Corporate Services
Feb 14	Presentation on summer jobs/careers at the Manitoba Youth Centre	Youth	Corporate Services
Feb 14	University College of the North – Winnipeg visit	Aboriginal students	Winnipeg Police Service
Feb 15	Presentation on summer jobs and careers at Maples Collegiate	Students	Corporate Services
Feb 20	Presentation on summer jobs and careers St. James Collegiate	Aboriginal students	Corporate Services

Feb 20	University of Manitoba Criminology Career Fair	University students	Winnipeg Police Service
Feb 22	Children of the Earth Career Fair	Aboriginal students	Corporate Services Winnipeg Police Service
Feb 23	University of Winnipeg, Criminology Dept. Info Session	University students	Winnipeg Police Service
Feb 24	West Kildonan Collegiate	Students	Winnipeg Police Service
Feb 25	Afro-Caribbean Job Fair	Afro-Caribbean community	Corporate Services, Winnipeg Transit, Winnipeg Police Service
Feb 27	Presentation on summer jobs and careers, University of Manitoba	Aboriginal engineering students	Corporate Services, Public Works
Mar 1, 2, 3	University College of the North Career Fair (The Pas)	Aboriginal students	CEC, Corporate Services Winnipeg Police Service
Mar 4	Presentation Manitoba Métis Federation	Metis students	Community Services
Mar 6	Presentation on clerical jobs – Provincial Recruitment Initiative (PRI), Manitoba Metis Federation	Metis clients of PRI	CEC , Corporate Services
Mar 6,7,8	Brandon Career Symposium	University students	Winnipeg Police Service
Mar 14	University of Manitoba Career Mentor Program Involvement	University students	Corporate Services Winnipeg Police Service
Mar 15	Red River College Career fair	Students	City Clerk's, Community Services, Corporate Services, Winnipeg Police Service
Mar 16	Employment presentations at Villa Rosa	Young mothers and mothers-to-be	Corporate Services
Mar 16	Jewish Federation of Winnipeg Job Exchange Network - Summer job fair	Young people seeking summer employment	Corporate Services
Mar 20&21	Career booth – 'Keeping Balance' Aboriginal Youth Conference	Aboriginal students Seven Oaks School Division	Corporate Services
Mar 21	West Kildonan Collegiate	Students	Winnipeg Police Service
Mar 22&23	Rotary Career Symposium	High School students across Manitoba	City Clerk's, Community Services, Corporate Services, Winnipeg Police Service, Winnipeg Transit
April 5	Winnipeg Chamber of Commerce, Aboriginal Employment Initiative Job Fair	Aboriginal people, students	City Clerk's, Corporate Services, Winnipeg Transit, Winnipeg Police Service
April 7	Presentations on Firefighter, Paramedic and Bus Operator jobs, Manitoba Métis Federation	Métis people	Fire/Paramedic Service, Winnipeg Transit
April 11	Interlake Job and Career Fair	Various	Winnipeg Police Service
April 11	Career/Employment booth, New Immigrants – St. Vital	New Immigrants	CEC, Community Services
April 11	Career/Employment Presentation, Rising Sun School	Aboriginal students	Corporate Services

April 12	Career/Employment presentation, River East Collegiate	Aboriginal students	Corporate Services
April 20	Career/Employment presentation Herzing College	Business administration students	Corporate Services
April 24	Interlake Job and Career Fair	Various	Winnipeg Police Service
April 24	CAHRD Aboriginal Center presentation	Aboriginal people	Winnipeg Police Service
April 25	Career/Employment presentation, Indian and Métis Friendship Centre	Aboriginal women	Corporate Services
April 25	Social Planning Council for Elimination of Racial Discrimination	Committee members	Winnipeg Police Service
May 4	Sisler High School career fair	Students	CEC, Corporate Services
June 6	John Taylor Collegiate	Students	Winnipeg Police Service
June 10	Winnipeg Transit Career Open House	Various	Winnipeg Transit
June 22	Long Plain Career Fair	Aboriginal students	CEC, Corporate Services
July 27	Rolling River First Nation – career fair	Aboriginal youth	CEC, Corporate Services
Sept 9	Tour of the Transit facilities and presentation on career opportunities	Elmwood Youth Experience Program.	Winnipeg Transit
Oct 4	University of Winnipeg Career Fair	Students	Community Services, Corporate Services, Winnipeg Police Service
Oct 5	Jewish Federation Job Exchange Network	Immigrants	CEC, Corporate Services
Oct 10	HMCS Chippewa Autumn Career Fair	Various	Winnipeg Police Service
Oct 10&11	“Drive Your Future” - Transit recruitment drive at City Hall	All job seekers	Winnipeg Transit
Oct 31	Manitoba Business Leadership Network Employment Fair	People with disabilities	CEC, Corporate Services
Nov 2	St. Laurent Career & Job Fair	Francophone and Métis community	CEC, Corporate Services
Nov 2	Aboriginal Career Exploration Fair, Centre for Aboriginal Human Resource Development	Aboriginal people	Community Services, Corporate Finance, Corporate Services, Water and Waste, Winnipeg Transit, Winnipeg Police Service
Nov 15	U of W Justice and Law Enforcement Students	University students	Winnipeg Police Service
Nov 27	Career/Employment presentation, Garden City Collegiate	Aboriginal students	Corporate Services
Nov 29	Career/Employment presentation, St. James Collegiate	Aboriginal students	Corporate Services
Nov 29	U of W Criminal Justice Career Fair	University students	Winnipeg Police Service

Nov	U of M – Science Fair	Students	Community Services
Dec 13	Career/Employment presentation, Kildonan East Collegiate	Aboriginal students	Corporate Services
Dec 13	Bus Operator presentation to students at Aboriginal Centre	Aboriginal students	Winnipeg Transit

Examples of advertisements/marketing materials in 2006

Working for the City of Winnipeg

Winnipeg

Careers / Carrières
winnipeg.ca/hr
984-4636
TTY: 986-3452

Embrace the Spirit • Vivez l'esprit

Travailler pour la ville de Winnipeg



The footsteps you take today
lead to the future.

Follow your dreams...
And may our paths meet.

Aboriginal Youth Scholarships
Deadline is April 30, 2006

Application form and scholarship criteria at
www.winnipeg.ca/hr/scholarship.stm

For employment information
at the City of Winnipeg
984-4636; TTY 986-3452
www.winnipeg.ca/hr

DRIVE YOUR FUTURE!

Bus Operator Recruitment



The City of Winnipeg Transit Department is recruiting highly motivated persons with a sincere desire to serve the public.

- Start at \$14.00/hr • Earn up to \$40,000.00 per year plus benefits!





Apply at: City Hall Foyer Dates: Tuesday, October 10th &
 510 Main St. Wednesday, October 11th

Time: 9:00 am - 7:30 pm

Please bring your Driver's License and Resume

Good Wages - Great Benefits - Job Stability - Guaranteed Full Time Hours
 For more information call 986-5782 or visit winnipegtransit.com

Winnipeg Police Service

CHALLENGE. CHOICE.

Applications now being accepted for the position of


Police Constable

Application closing date:
3:30 p.m. Thursday, June 29th, 2006

Phone: (204) 986-6204

APPLY NOW!

www.winnipeg.ca/police



The City of Winnipeg is an Employment Equity Employer

Appendix B – Equity & Diversity Training and Education in 2006

Workshops on a variety of topics are offered by the Equity & Diversity Branch in Internal Services. Customized workshops are also available to all Departments.

Below is a summary of the courses that employees attended in 2006 related to equity and diversity, followed by a short description of the courses. There are also a number of other courses offered through the Corporate Education Branch or individual Departments that support diversity that are not listed below (e.g. Rising Star – Job Bulletins, Resumes and Interview; Workforce Planning; and On-line learning modules - Respectful Workplace, Giving and Receiving Feedback).

Competencies have been attached to each course. Competencies are “behaviours, skills, capabilities, knowledge, attributes and attitudes that characterize excellent performance within a specific context.” Participating in the course supports the development of the identified competencies.

Each course also has a “level of learning” identified. The levels are:

Awareness – Learners gain knowledge on the topic through explanation, definition and discussion.

Skill Building – Learners participate and receive feedback through activities to develop or enhance specific behaviours, skills and knowledge, e.g. exercise, case studies, role-play etc.

Application – Learners demonstrate their understanding or proficiency of the skill, knowledge, ability through a project, presentation, case study or test.

Name of Course	# of Sessions	Length of Session	# Who Attended	Participating Departments
Aboriginal Awareness	7	Two days	109	City Clerk's Community Services Corporate Services Fire Paramedic Service Planning, Property & Development Property Assessment Public Works Water & Waste Winnipeg Police Service Winnipeg Transit
Addressing Workplace Conflict	2	Two days	35	Community Services Corporate Finance Corporate Information Tech Fire Paramedic Service Planning, Property & Development Public Works Winnipeg Transit Winnipeg Police Service
Bias-Free Selection	7	Varies 1-2 days	112	Community Services Winnipeg Police Service
Creating a Dynamic and Diverse Workforce	1	Varies ½ day / 1 day	4	Community Services Winnipeg Police Service

Name of Course	# of Sessions	Length of Session	# Who Attended	Participating Departments
Communication Skills	6	½ day	48	Fire Paramedic Service
Disability Awareness	1	½ day	15	City Clerk's Community Services Corporate Services Planning Property & Development Water & Waste Winnipeg Police Service
Diversity Action Plan and Report Card	10	Various from 1-2 hours	52	Senior Managers – Planning, Property & Development; Senior Management –Police; Employees from various levels in several departments
Diversity in the Workplace –Role of the Supervisor	2	1 day	12	Community Services Corporate Services Planning, Property & Development Winnipeg Police Service
Foundations of Supervisory Development	3	1/2 day	74	Community Services Corporate Finance Corporate Information Tech. Fire Paramedic Service Planning, Property & Development Public Works Water & Waste Winnipeg Transit
Respectful Workplace Awareness	30	Varies from 1 hr to ½ day	385	Community Services Corporate Finance Corporate Information Tech Fire Paramedic Service Planning Property&Development Public Works Water & Waste Winnipeg Police Service Winnipeg Transit
Respectful Workplace Problem Solving	7	½ day	55	Community Services Fire Paramedic Service Planning, Property & Development Public Works Winnipeg Police Service Winnipeg Transit
Tools Enhanced Accessibility	1	1 day	8	City Clerk's Public Works Planning, Property & Development
Total	77		909	

Course Descriptions

Aboriginal Awareness (2 days)

Target Audience: Employees at all levels.

Presenters: External trainers from within the Aboriginal Community

This **Awareness** course develops the competency of *Respecting Diversity*. The workshop increases awareness and understanding of Aboriginal peoples. Participants are introduced to the historical, cultural and contemporary issues faced by Aboriginal people throughout Canada. They have the opportunity to experience a smudge. Participation in the smudge is not mandatory, however.

Addressing Workplace Conflict (2 days)

Target Audience: All employees, union/association representatives.

Presenters: External trainers from Mediation Services

This **Skill Building** course develops the competencies of *Conflict Management* and *Composure*. Learn and practice the skills needed to deal with difficult situations. Learn anger intervention and conflict resolution skills. Receive coaching on intervention and resolution styles.

Bias Free Selection (1 day)

Target Audience: For those involved in the hiring process

Presenters: Staff from various departments who have received training/coaching in this area

This **Skill Building** course develops the competencies of *Hiring and Staffing* and *Respecting Diversity*. Through lecture, group discussions, exercises and videos, become more culturally aware and inclusive in recruitment and selection. Emphasis placed upon gaining self-awareness and understanding of cultural, language and disability considerations at short-listing and interviews.

Creating a Dynamic and Diverse Workforce (1/2 day to 1 day)

Target Audience: All employees, union/association representatives.

Presenters: Staff from the Equity & Diversity Branch, Internal Services Department

This **Awareness** course develops the competency of *Respecting Diversity*. It provides an overview of the City of Winnipeg's commitment to creating a diverse workforce. Through instruction, discussion and activities, participants develop an understanding of the business case for diversity and why diversity is a key component of the City's values and human resource planning; and an understanding of how recognizing, valuing, managing and leveraging diversity helps employees deliver excellent service to the citizens of Winnipeg.

Communication Skills (varies from 1/2 day - 2 days)

Target Audience: Intact work groups. Pre-requisite: Respectful Workplace

Presenter: Respectful Workplace Trainer, Internal Services Department

This **Awareness** course develops the competencies of *Composure* and *Listening* by building on the understanding and awareness developed in the Respectful Workplace training. The focus is improving communication within the work group by becoming aware of communication patterns and establishing a framework for effective and positive communication.

Disability Awareness (1/2 day)

Target Audience: All employees, union/association representatives.

Presenters: Trainer from a community agency that provides service to people with disabilities

This **Awareness** course develops the competency of *Respecting Diversity*. This workshop will give participants the opportunity to increase their understanding of disabilities, and to learn to communicate more effectively with people with disabilities in the workplace and the community.

Diversity Action Plan and Report Card (2 hours)

Target Audience: Managers, Supervisors and all Human Resources staff

Presenter: Equity & Diversity Coordinator, Internal Services Department

Offered one-on-one or to groups. Provides managers and supervisors with the opportunity to: review the Action Plan for Diversity template and the key activities within the plan; consider how the plan fits into the department's overall business plan; review what was accomplished in the previous year; and discuss future plans.

Diversity in the Workplace – Role of the Supervisor

Target Audience: For leaders with direct reports and all human resources staff

Presenters: Equity & Diversity staff

This **Skill Building** course develops the competency of *Respecting Diversity*. This workshop provides participants with an opportunity to assess what needs to be done in the workplace to manage diversity. Participants identify key activities that the supervisor can undertake to support their business needs and learn ways to measure their progress.

Diversity in the Workplace – Role of the Manager

Target Audience: For senior leaders/managers.

Presenters: Equity & Diversity staff

This **Awareness** course develops the competency of *Respecting Diversity and Business Acumen*. The workshop examines the role of manager in not only managing but leveraging diversity in the workplace. Participants examine the steps taken to capitalize on diversity to deliver excellent service to internal and external customers.

Foundations of Supervisory Development

Target Audience: Leaders with direct reports.

Presenters: Equity & Diversity staff (for the module on diversity)

This is an **Awareness** course that develops the competencies of *Functional/Technical Skills* and *Business Acumen*. This course provides an overview of the fundamental roles and responsibilities of a supervisor in the City of Winnipeg. One of the topics is the importance of diversity and the key issues involved. Some other topics covered include: Communication & Interpersonal Relationships, Understanding the City Environment and Employee Performance Management.

Reasonable Accommodation in the Workplace (1/2 day)

Target Audience: Managers, supervisors, foremen, HR staff, union/association reps

Presenters: Staff from Corporate Rehabilitation, Occupational Health and Equity & Diversity

This **Awareness** course develops the competencies of *Fairness to Direct Reports* and *Decision Quality*. Participants receive an overview of the steps to take in responding to employee who may require accommodation related to a disability, their religion, family status etc. and the hiring and employment of people who may require an accommodation. Participants learn about the Reasonable Accommodation Process and examine recent case law and legal concepts that affect compliance with the City's Reasonable Accommodation Directive and the Manitoba Human Rights Code.

Respectful Workplace Training (1/2 day)

Target Audience: Intact work groups (employees at all levels)

Presenter: Respectful Workplace Trainer, Internal Services Department

This **Awareness** course develops the competency of *Respecting Diversity*. Discuss roles, rights and responsibilities in creating and maintaining a respectful workplace. Through discussion and small group work, participants receive information on the laws, policies and directives governing behaviour in the workplace. Have the opportunity to discuss workplace issues and identify possible resolution strategies, including the role they play in building a positive and respectful work environment.

Respectful Workplace Problem Solving For Leaders (1/2 day)

Target Audience: Leaders with direct reports. Pre-requisite: Addressing Workplace Conflict.

Presenter: Respectful Workplace Trainer, Internal Services Department

This **Awareness** course develops the competencies of *Respecting Diversity* and *Conflict Management*. This course addresses the “How To” of navigating through respectful workplace issues. Participants examine the role and responsibilities of the supervisor/leader in this step-by-step guide through the problem solving process.

Tools for Enhanced Accessibility: We Can Do It! (1/2 day)

(Formerly called Universal Design Awareness)

Target Audience: All employees, union/association representatives

Presenter: Judy Redmond, Universal Design Coordinator, Planning Property & Development

This **Awareness** course develops the competencies of *Citizen & Customer Focus* and *Respecting Diversity*. Participants will develop an understanding of universal design and how it affects every employee at the City of Winnipeg. Through discussion and hands-on activities, learners will explore the application of seven universal design principles. Tools will be provided to help city employees accommodate Winnipeg’s diverse customer base while building enhanced accessibility into their plan for new programs, services and facilities in their departments.