

EQUITY AND INCLUSION POLICY

EQUITY AND INCLUSION POLICY STATEMENT

The City of Hamilton commits to ensuring that Council and all levels of corporate management embed the principles of Equity and Inclusion into the way that the City does business delivers services and programs and provides opportunities.

1.0 The Purpose

The Policy's purpose is to enhance and strengthen Council's decisions and to apply the principles of Equity, Inclusion, Diversity and Public engagement to all City of Hamilton's processes, policies, practices, programs, services, opportunities, actions, corporate strategic plans and departmental goals in ensuring beneficial outcomes and improved quality of life for all of the City's internal and external stakeholders.

Terms and Concepts

The principle of **Equity** underpins our inherent belief in the human rights of all persons.

- The City of Hamilton believes that, in Canada's highly differentiated socio-economic society, all stakeholder communities, with the groups and individuals that they include, have the right to barrier free access to resources, decision-making, expertise, experience, connections, information and opportunities through solutions that match their needs.

The principle of **Inclusion** creates a sense of belonging.

- The City of Hamilton believes that respect is due to each and every person. All persons must be valued for whom they are. They must feel a level of supportive energy and commitment from others in order to give of their best, at work and in the society at large.

The principle of **Diversity** validates the sum total of potential found in any group of people.

- The City of Hamilton recognizes the positive power and richness that exists when different communities, groups and individuals with a variety of backgrounds, orientations, expressions, identities, skills and experience participate in and contribute to, the City's workforce and to its socio-economic environments.

The principle of **Public Engagement** ensures an organization's mutually beneficial connections with one or more of its stakeholder communities.

- The City of Hamilton commits to an approach and related processes by which to engage equitably with one or more of its stakeholder communities in order to plan and implement initiatives that will achieve mutually beneficial outcomes.

2.0 The Policy's Corporate Alignment

The Policy is in corporate alignment with the City's Vision, Canadian Charter of Rights and Freedoms; the Ontario Human Rights Code; and the Employment Standards Act.

The Policy also aligned with the City's Harassment and Discrimination Prevention Policy.

3.0 Responsibility for Policy Implementation

Mayor and Council members
All levels of City management
All Staff

4.0 Policy Implementation

The Policy's implementation will enhance the City's ability to achieve its current and future business outcomes through processes and outcomes related to the inclusion and public engagement of all its diverse stakeholder communities. City management and staff will plan, monitor and evaluate the impact of implementing the Policy, and report to Council according to a two year schedule.

4.1 **Council members** will implement the Policy when they:

- Review and monitor the City's Strategic Plan.
- Review and approve recommendations related to corporate objectives, policies, programs and performance measures.
- Consider and approve recommendations regarding matters of policy and direction related to the Access and Equity Office.
- Consult with, and are advised by, the Council Advisory Committees.
- Appoint community volunteers to serve on City Agencies, Boards, Commissions and Committees that represent the community.

4.2 **All levels of Management** will implement the Policy in accordance with the City's Corporate Vision, Mission, Strategic Plan when they

- Establish departmental goals and measures and
- Operationalize their plans.

- 4.2.1 **The Senior Management Team (SMT)** includes the City Manager, General Managers and Executive Directors. The SMT will implement the Policy when they:
- Implement the Council decisions.
 - Plan, implement and evaluate the corporate objectives.

- 4.2.2 **Departmental Management** includes the following positions: Director, Senior Director, Manager, Coordinator, Supervisor, and Team Leader. Departmental managers will implement the Policy when they plan, implement and evaluate their departmental measures and outcomes.

- 4.3 **All Staff** will include measures and outcomes derived from the Policy in the performance goals they set with their managers and supervisors.

5.0 The Policy's Guiding Principles and Intended Outcomes

The following principles provide guidelines to achieve the Policy outcomes:

Principles:

- All individuals must be treated with dignity and respect.
- Governance decisions made in the interests of under-served communities enhance the outcomes of all Hamiltonians.
- All members of the City of Hamilton's communities must have equitable access to its services, programs and opportunities.
- Equity and Inclusion principles are imbedded in all City of Hamilton's education, training and professional development opportunities for all staff which is essential to creating a corporation free from racism, discrimination and harassment.
- The principles of Equity and Inclusion are embedded in the City's business processes and opportunities and in the supports that the City provides to businesses, creating a level playing field and benefiting all the City's stakeholders.
- The diversity of Hamilton's communities must be reflected in the diversity of the City's workforce.
- Hamilton's workforce diversity strengthens its competitive business edge for success both in Canada and internationally.
- Public engagement ensures that diverse communities and individuals sit at crucial decision-making tables.
- Public engagement initiatives are most effectively carried out by a highly diverse workforce.
- The City of Hamilton must be committed to finding ways to deal effectively with resistance to organizational change.
- Multi-layered, two-way communication channels are essential for effective organizational change.

- Effective socio-economic opportunities for all Hamiltonians depend on the identification and removal of systemic barriers to equitable and inclusive outcomes.
- Leadership that validates shared and individual accountability enhances the successful implementation of the Policy.

OUTCOMES:

Short-Term:

- Council makes decisions that enhance the implementation of the Equity and Inclusion Policy.
- Councillors make decisions that are informed by the advice of the Advisory Committees and lead to enhance inclusion.
- Councillors approve corporate objectives and performance measures that strengthen public engagement.
- Systemic barriers to inclusion and participation have been identified.
- A barrier-free corporate communication strategy has been established that includes the meaningful participation of representation by under-served communities.
- Procedures to address the violation of the Equity and Inclusion Policy in the workplace have been developed.
- A plan has been developed and implemented to increase Hamilton's ability to nurture and strengthen a competitive business environment within Canada and internationally.
- Agencies, Boards and Committees are reflective of community diversity.
- Staff's knowledge and skills regarding the application of equity and inclusion principles has been increased.
- System-wide training programs in applying and practicing principles of Equity and Inclusion strengthen the City's workforce capacity.
- Bias-free hiring, recruiting, selection, promotion and retention processes have been developed and implemented.
- Departmental managers make special efforts to recruit and hire members from the under-served communities in order to build a workforce that reflects the diversity of the communities served.
- Barrier-free policies, procedures and systems are approved.

Long Term:

- Principles of Equity, Inclusion, Diversity and Public Engagement inform City-wide policies, practices and programs.
- Public engagement partnerships that include members of under-served communities has been achieved.
- Hamilton's thriving business environment reflects the diversity of all its communities.
- Underserved communities are meaningfully included in civic opportunities.

- Equity, inclusion and diversity principles are embedded in all the City's programs and services.
- Employees' performances are reflective of the City of Hamilton's overall Equity and Inclusion objectives.
- Managers ensure the environment is inclusive, safe and welcoming to all members of staff and the diverse communities.
- Staff is reflective of the community we serve.
- The City of Hamilton is a healthy workplace free of discrimination and harassment.

6.0 Monitoring and Evaluation of the Policy:

- 6.1 Senior management will monitor and report on the Policy-related outcomes in accordance with a two-year monitoring and reporting cycle.
- 6.2 The Access and Equity Office will:
- Develop and provide tools and related resources to facilitate and support managers and staff in implementing the Policy;
 - Advise and support managers and staff in monitoring and evaluating related outcomes and impacts;
 - Report to Council every two years on the Policy's implementation measured against observable indicators of organizational change.
- 6.3 The first two year implementation cycle of the Policy will include the following:
- 6.3.1 The Senior Management Team will approve a Communications Strategy for the Policy that will strengthen a system-wide understanding of the need for and relevance of the Policy.
- 6.3.2 The Access and Equity Office will develop the resources and tools needed by management and staff to facilitate planning, implementing and evaluating of programs and services related to the Policy.
- 6.3.3 On completion of the first two year cycle, the Access and Equity Office will report to Council, SMT and departmental management, staff and communities.

7.0 Resources to Support Implementation

- 7.1 **The Access and Equity Office** will support management in implementing the Policy into the way the City plans, implements and evaluates programs, services and opportunities that respond to the needs of all the City's communities.

The Office encourages and supports public engagement when Council is dealing with issues that might relate to race, sex, gender, skin colour, Aboriginal/First

Nations/Metis/Inuit Peoples, disability, age, marital status, socio-economic status, culture, religion, creed, language, ethnic origin, sexual orientation, immigrant status, family status, same sex partnership, gender expression and gender identification. In doing so, the Office works closely with the Council Advisory Committees and Human Resources and meets regularly with leaders, groups and organizations from the under-served communities.

- 7.2 **The Advisory Committees to Council** provide advice and recommendations to City Councillors, management and staff in order to address the specific issues and concerns facing diverse communities. They provide advice for formulating policies, key directions and decisions intended to improve the quality of life for everyone. Council recruits and/or appoints people to these Committees who reflect the diversity of the City's communities in order to enhance public engagement in the City's business.
- 7.3 **The Access and Equity Staff Committee** assists the Access and Equity Office in identifying needs, emerging issues, trends and barriers to access and equity. The Committee also advises on effective strategic directions, opportunities and challenges that relate to the Office's current and future initiatives.
- 7.4 **Assistance, Advice and Tools for the Implementation of the Policy** will be developed and or provided by the Access and Equity Office, in conjunction with appropriate staff, in areas that will include:
- Terms and Definitions intrinsic to the Policy: How to use and apply them, including the Background Glossary related to Access and Equity.
 - How to Implement Effective Public Engagement : Application of Principles; Strategies; Essential Processes; Outcomes and Benefits.
 - The Under-served Communities: Relevant background information specific to each of the underserved communities.
 - Steps to Implement the Policy: Assistance to Management.
 - Effective Responses to Needs of Under-served Communities: Including tools based on Consultations with and feedback from under-served communities.
 - Achieving Strategic Corporate Benefits: through the Policy's Implementation and short and long term impacts.
 - Integrating the Policy in Departmental Planning and Evaluation: Ensuring corporate alignment with other policies.
 - Departmental Goal Setting: That integrates the Policy-related outcomes.
 - Techniques for establishing the Policy-related performance measures, such as the Policy-based Tracking and Monitoring Mechanisms.

- Human Resources Management
 - Equity and Inclusion-Based Processes and Outcomes related to the following: Recruitment; Hiring; Selection Interviewing; Performance Management and Review
 - Strategies for Building a Diverse Team
 - Techniques for Managing Diversity-based Conflict
- Barriers Identification, Analysis and Removal/Reduction: Tools
- Effective Internal and External Communications – Strategies; Processes and Benefits

REVISION LOG

Date	Section	Change
Feb 10, 2016	Sexual Orientation, Gender Identity and Gender Expression	Inclusion of Gender Expression