

City of Mississauga
Corporate Report



<p>Date: April 26, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer</p>	<p>Meeting date: May 12, 2021</p>

Subject

Results of the City of Mississauga's 2020 Workforce Diversity and Inclusion Survey

Recommendation

That the report entitled dated April 26, 2021 from the City Manager and Chief Administrative Officer "Results of the City of Mississauga's 2020 Employee Diversity and Inclusion Survey" be received for information.

Executive Summary

- Council and City of Mississauga (City) leadership have identified equity, diversity and inclusion as strategic priorities for the organization;
- Conducting a Diversity and Inclusion Survey (the Survey) is a best-practice and a recommendation from the City's Workforce Diversity and Inclusion Strategy (2.2);
- Overall, of the City's 7,143 employees at the time of the survey, 3,354 employees responded, representing a 47% response rate. It is important to note the Survey was conducted while the majority of part time employees were laid off as a result of facility closures due to COVID-19;
- Based on survey responses, the data should not be considered fully conclusive or representative of the workforce composition at the City. However, the data does provide a strong and reliable baseline about diversity and perceptions of inclusivity at the City;
- At a high level, the results from the survey indicate that:
 - Racialized and Indigenous employees are significantly under-represented in the City's workforce composition as a whole when compared to the proportion of non-racialized employees, and to the population make-up of Mississauga (via Statistics Canada 2016 census data).
 - Some members of equity-seeking groups (racialized, immigrants, LGTBQ+, Indigenous) are significantly under-represented in leadership positions
 - Women make up over 41% of leadership positions within the City.

- The 30-49 age cohort makes up 47% of the City's overall workforce and over 50% racialized, and 43% are women.
- The HiPo pool is comprised of 46% women, but only 28% of the HiPo pool is racialized. Women are well positioned for leadership. More work needs to be done to further diversify the HiPo program.
- Those in the 50-69 age cohort represent 41% of the workforce and 25% of the HiPo talent pool.
- Initiatives already underway as a result of this data include:
 - A needs assessment of required diversity and inclusion learning initiatives to design a comprehensive Diversity and Inclusion Learning Plan for both leaders and employees;
 - A review of the City's hiring and promotional processes for accessibility, fairness, transparency and consistency;
 - Implementing a diversity and inclusion lens on succession planning addressing any bias in succession planning processes to improve fairness;
 - Partnering with the ONYX Initiative, Achev, and Ready, Willing and Able;
 - Creating an Employee Equity Advisory Committee of employees from across the organization who will act in an advisory role to Human Resources and the City Manager's Office and operate as a space for sharing knowledge and piloting ideas/processes; and
 - Sharing monthly Equity Alerts have launched as a means to raise employee awareness on equity, diversity and inclusion (EDI) related topics.
- In addition to the above actions that are already underway, staff will utilize the Survey data in these additional internal activities:
 - Identify current gaps and areas for improvement within the Strategy where under-representation of equity-seeking groups may exist and working to develop strategies to address these gaps and barriers.
 - Review in totality EDI work to date and assess next steps, including those that may be outside of the Strategy, including further strategic partnerships
 - Build a sustainable plan for the Survey moving forward, in conjunction with the Human Resources Employee Engagement Survey plan.
 - Engage in conversations with leadership and teams throughout the corporation about what the data means.
 - Use the results to analyze the actions taken to date on the Strategy and assess what actions need to be taken in the short, medium, and long-term as a result of this data. Strategic Initiatives and Human Resources will work together to form the work plan for the next 1 to 3 years.
 - Define and refine our future goals as an organization regarding equity, diversity and inclusion.
 - Review the survey data and engage with the newly created Employee Equity Advisory Committee to seek their input, feedback, and guidance.
 - Review the Survey data with the Diversity and Inclusion Advisory Committee (DIAC) on May 12, 2021, and the Mayor's Black Caucus.

Background

Between October 15 and November 22, 2020, the City administered its first ever Employee Diversity and Inclusion Survey of employees facilitated by Metrics@Work, a vendor the City has used for multiple iterations of the Employee Engagement Survey dating back to 2005.

Participation in the Survey was voluntary, but highly encouraged by the City's leadership team. The Survey was open to all employees in the corporation, including full and part-time employees. Employees were guaranteed anonymity, assuring their responses would only be reported at an aggregate level and would not be used to identify any individual employee. Participation in the survey was promoted through the City's traditional internal communication channels. Undertaking a Survey is recommendation 2.2 from the City's 2017 Workforce Diversity and Inclusion Strategy.

The Survey questions were divided into two categories:

Demographics: Questions focused on age, gender, languages spoken, sexual orientation, Indigenous identity, racial and ethnic background, gender identity, spirituality, disability, religion, and family status. The purpose of these questions was to gain a better understanding of the demographic make-up of the corporation's workforce. The responses were matched to positions of leadership to gain a better understanding of the demographic make-up of the City's leadership.

Inclusivity: Participants were asked a series of questions regarding their perceptions about inclusion at the City of Mississauga. This was done to better understand how employees experience the City of Mississauga's corporate culture as it relates to parity in visibility, respect, support, and access for equity-seeking communities in the workplace. This data was overlaid with the demographic data to provide a clearer picture of diverse employee groups' lived experience and the extent to which the Corporation's commitments to a culture that centres equity, diversity and inclusion is being upheld.

Combined, the two sets of questions provide the City with a strong and reliable baseline to measure the diversity and inclusivity of the corporation, as well as a benchmark to measure the success and impact of future EDI activities. Appendix 1 contains the full list of questions that were asked in the Survey.

Present Status

The Survey is a snapshot in time, but an opportunity to form a baseline of results that allows the City to measure our efforts to date and how the organization compares against 2016 Canadian Census data for Mississauga. Equity, diversity and inclusion are core strategic priorities for the City and through the Survey there is a genuine desire to better understand workplace culture and whether it works well for everyone. Through the Survey, the City will have a more detailed understanding of workforce demographics as well as employees' perceptions of inclusivity; in turn, providing quantitative data not previously available on workforce make up, help identify gaps where under-representation of equity-seeking groups may exist and work to develop strategies to address these gaps and barriers.

The data collected from the Survey will be used to help identify priorities for improving workplace inclusion through policy development; recruitment, hiring, succession planning and retention; and, creating programs and initiatives, and further refining our organizational learning plans from an equity, diversity and inclusion perspective. The findings of this survey in no way comment on the quality of current employees or how dedicated they are to their jobs and to public service. The results instead force us to look at our operations, our policies, procedures and practices through a diversity and equity lens to ensure we are meeting our obligation to create a safe and inclusive environment.

To make the right decisions requires the right data. The Ontario Human Rights Commission has long recommended the use of data in equity, diversity and inclusion efforts:

“Organizations that collect such data recognize that to effectively thrive in an increasingly globalized competitive business environment, they must promote and inclusive and equitable work culture throughout the organization, take steps to attract and retain the best and brightest people available, and find innovative way to improve service delivery and programming to meet the needs and wants of an increasingly diverse population base.” (OHRC, 2009)

The Ontario Human Rights Code creates positive obligations on corporations like the City to address systemic barriers in employment. Collecting data and redressing gaps in representation is a way to meet this obligation. Collecting data and measuring the attitudes of employees about the City’s commitment to diversity and inclusion ensures the City of Mississauga is meeting its legal obligations under the Ontario Human Rights Code (OHRC) and is using best practices and data-driven approaches to advance equity across workplace policies, practices and procedures.

Comments

Important Notes About the Data

Before reviewing the Survey results, it is important to note the following important factors:

1. The Survey was initially scheduled to be conducted in March 2020, but the onset of the COVID-19 pandemic delayed commencement to October 2020.
2. During the period when the Survey was conducted, the City was under COVID-19 restrictions. A majority of employees had been working from home since March 2020. At the same time, the majority of the 2,000 part-time staff were on lay-off, mainly in the Community Services Department, due to the closure of recreation facilities and libraries. All employees, including those on lay-off, were invited to participate in the survey.
3. The data should not be considered fully conclusive or representative of the diversity at the City of Mississauga. However, the data do provide a strong baseline about diversity and perceptions of inclusivity at the City.

Definitions

For the purposes of this Survey, the following are important definitions:

Gender non-conforming: denoting or relating to a person whose behavior or appearance does not conform to prevailing cultural and social expectations about what is appropriate to their gender.

Equity-Seeking Groups: those groups that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation. For the purposes of this Survey, these include LGBTQ2S, Indigenous, women, racialized people, those with a disability, and immigrants.

Leadership: City Manager, Commissioners, Directors and Managers. Specific leadership positions were not differentiated in the survey.

HiPo: High potential employee, identified by leadership to be future leaders within the organization.

Response Rate

- Of the 7,143 employees at the City at the time of the survey, 3,354 completed the survey, for a response rate of 47% across the entire corporation.
- The response from union and non-union employees was almost the same - union employees responded 44% compared to 48% for non-unionized employees.
- The response rate for part-time employees was 20.8% compared to 69% for permanent, salaried employees. The low response rate for part time employees is likely attributable to the large number on layoff.
- Only 35.9% of employees said they were fully aware of the City's Diversity and Inclusion Strategy, with 44% saying they were somewhat familiar.
- Of the 478 leadership (managers, directors, commissioners, and City Manager) employees, 431 completed the survey for a response rate of 90%.
- Of the 264 employees identified as High Potential (HiPo), 237 responded, for an 89% response rate.

Key Takeaways From the Survey

Demographics

- Equity-seeking groups within the corporation are under-represented when compared to the available labour pool in the City of Mississauga, based on 2016 Statistics Canada Census data for Mississauga, and particularly underrepresented in positions of leadership;
- Majority groups (for example, White, heterosexual, able-bodied men) within the workplace perceive the corporation to be more committed to diversity and inclusion than members of equity-seeking groups who express a different lived experience than the majority group based on responses to the inclusion questions;

- The 30-49 age cohort makes up 47% of the City's workforce. Among employees aged 30-49, there is a higher proportion of racialized employees than other age-based cohorts in the City. This cohort is 50% racialized, and 43% are women. This suggests that the City is well situated to develop a more representative talent pipeline.
- The High Potential (HiPo) talent pool is comprised of predominantly White employees. Only 28% of the HiPo pool is racialized. Although, the majority of the HiPo employees are in the 30-49 cohort, the HiPo pool does not reflect the diversity of this cohort, which suggests there may be systemic barriers for racialized employees in gaining access to the HiPo talent pool.
- Women comprise 43% of the HiPo pool and 41% of leadership positions.
- Approximately 90% of the City's leadership and HiPo employee pool participated in the Survey. This is considered an excellent response rate for a workforce census survey, and indicates that the City's leaders are committed to engaging in and supporting efforts to advance equity, diversity and inclusion (EDI) initiatives.

Inclusivity

- While employees in the aggregate believe Mississauga is committed to diversity and inclusion, the data tells a different story when it is disaggregated by race and ethnicity, whether an employee immigrated to Canada or was born here, sexual orientation, Indigenous identity, and disability. Not every employee feels the corporation is as committed to diversity and inclusion at the same level.
- The response rate from our leadership (90.2%) and HiPo (89.8%) employees was higher than the City average, indicating affinity and support for EDI initiatives.
- Familiarity with the Strategy suggests more work needs to be done to educate and inform employees about the City's equity, diversity and inclusion efforts and the Strategy in general.

The 47% response rate compares favourably to other local municipalities who recently undertook similar surveys. The Region of Peel had a response rate of 50%, and City of Brampton had a 28% response rate. Brampton's Survey was conducted pre-pandemic (2019), while the Region's was completed during the pandemic (2020).

Demographic Responses

The first set of questions asked of respondents were demographic in nature. Respondents were asked to identify their age, gender identity, race and ethnicity, the languages they speak other than English, disclose whether they immigrated to Canada or were born here, their sexual orientation, whether they identify as Indigenous, if they identify as having a disability, whether they follow a religion, and their family status. A full list of the questions is available in Appendix 1.

Demographics	Data	Key Takeaways
Age	<ul style="list-style-type: none"> The largest cohort of employees within the organization are those aged 30-49 (47.3%). 50.8% of this age group identifies as racialized. 68% of all HiPos are in the 30-49 age group. The next largest cohort are those ages 50-69 (33.1%) This cohort is predominantly White and occupies 41% of all leadership positions and 25% of the HiPo pool 	<ul style="list-style-type: none"> 33% of the City's workforce is or is at or is approaching retirement age. These employees occupy 41% of the leadership positions within the City and they are almost entirely White As this cohort retires, there is an opportunity for workforce planning to ensure more representative leadership.
Gender Identity	<ul style="list-style-type: none"> Majority of employees surveyed identify as either man (50.2%) or woman (44.9%). Those identifying as non-binary or gender non-conforming represent 1.3% of the workforce, with an additional 3.6% of respondents choosing not to answer the question of gender. There is almost an even split between women (46%) and men (50.4%) in the HiPo talent pool. 	<ul style="list-style-type: none"> Men make up the highest percentage of leaders (55.6%) compared to women at 41.1%. Women and men are approaching parity in the HiPo pool at 46.2% and 50.4% respectively. 8% of City leaders and 13.5% of our HiPos are racialized women
Race and Ethnicity	<ul style="list-style-type: none"> 29.6% of survey respondents identified as racialized compared to Statistics Canada data that shows 57% per cent of Mississauga residents identify as racialized. The highest represented groups other than White were South Asian (13.3%), Asian (7.8%), Black (5.4%), Latin American (2.1%), West Asian/Middle Eastern (2.4%). 17% of leadership positions are held by racialized employees HiPo employees identifying as racialized comprise 28% of the HiPo talent pool. Broken down further, 69% of the HiPo pool is White, followed by 10% Indian/Pakistani/Sri Lankan, 6% Asian, 4% Black, 1% Latin American and 2% Middle Eastern 	<ul style="list-style-type: none"> Racialized employees are significantly under-represented across the workforce compared to the population at large. All ethnic groups other than White are under-represented in the City's workforce when compared to Statistics Canada census data for the City. White employees occupy the majority of the leadership positions in the City, with 76% being in leadership and 69% being in the HiPo talent pool. A significant proportion of diverse employees is available in the younger cohorts (30-49) and represents a key opportunity for leveraging this talent pool to support the City's goal of building a more representative leadership pool.

Languages Spoken	<ul style="list-style-type: none"> • 43.7% of employees surveyed speak at least one language other than English • The top 5 languages spoken other than English: French (11.7%), Hindi (11.5%), Punjabi (8.7%), Italian (7.7%), and Urdu (7.5%). 	<ul style="list-style-type: none"> • From the 2016 Canadian Census Survey, the top 5 languages spoken in Mississauga are: Chinese Languages (4.3%), Urdu (3.1%), Arabic (2.3%), Polish (2.1%), and Punjabi (1.8%)
Immigration	<ul style="list-style-type: none"> • 35.1% of respondents state that they immigrated to Canada, compared to 61.6% who state they were born in Canada. The Canadian Census data shows in Mississauga 55% of people immigrated to Canada versus 44% who were born here. • Those employees born in Canada occupy 76% of leadership positions and 68% of the HiPo positions. 	<ul style="list-style-type: none"> • Immigrants and racialized employees are under-represented in terms of leadership, especially compared to their percentage of the Mississauga population.
Sexual Orientation	<ul style="list-style-type: none"> • 8.6% of survey respondents identified as LGBTQ+ versus 79.6% identified as heterosexual. • 11% chose not to disclose their response to this question 	<ul style="list-style-type: none"> • 41.7% of respondents, selected that they do not feel comfortable disclosing their sexual identity in the workplace. There is no comparative Census data for this section.
Indigenous Identity	<ul style="list-style-type: none"> • 1.7% of respondents identify as Indigenous, compared to 93.8% who do not identify as Indigenous. 	<ul style="list-style-type: none"> • Federal Census data can under-reflect the actual representation of Indigenous Peoples in an available labour market pool due to a number of systemic issues including histories of colonial violence impacting participation and disclosure of self-identification data.
Disability	<ul style="list-style-type: none"> • 7.1% of all respondents identified as having a disability. • The most common disabilities cited were mental and emotional health (22.8%), chronic health conditions (15.9%), mobility limitations (15.1%), learning disabilities (10.6%), and vision (8%). 	<ul style="list-style-type: none"> • Individuals with disabilities were under-represented in leadership positions, where they accounted for 5.4% of respondents • 11% of respondents preferred not to identify themselves as having or not having a disability • The impact of the COVID19 pandemic on mental health will be better known when this Survey is undertaken again in the future.

<p>Religion</p>	<ul style="list-style-type: none"> • 44% of respondents identify as being affiliated with a religious or spiritual group. Of that, 75% identify as Christian, compared to 8% Muslim, 4% Sikh, 3% Hindu, and 1% Buddhist • 11% of respondents say they require accommodation for their religion 	<ul style="list-style-type: none"> • Religious accommodation is not a significant factor for employees at the City
<p>Family Status</p>	<ul style="list-style-type: none"> • 51% of respondents provide care for an elderly or child dependant. • 63% of leaders are caring for a dependant and 68% of HiPo employees are doing the same. 	<ul style="list-style-type: none"> • There may be additional pressure placed on employees due to responsibilities associated with caring for dependants. This may be exacerbated by COVID-19.

Perceptions on Diversity and Inclusion

Following the demographic questions, employees were also given a series of statements about the City’s commitment to diversity and inclusion and were asked whether they agreed or disagreed with the statements. These questions can be found in Appendix 1.

Key Takeaways: Inclusivity Survey Responses

- Overall, 77% of all respondents agreed that the City is “committed to diversity and inclusion.”
- However, for those who do not identify as heterosexual and White, these numbers decline. 82.4% of those identifying as non-racialized agree with this statement, and 69.7% of those who identify as racialized agree.
- For Black employees in particular, the number is 56%. The same is true for those identifying as LGBTQ+ (71.8%), with a disability (66.8%), gender non-conforming (53.8%), and Indigenous (53%).
- The data underscores that while members of dominant groups (such as White, heterosexual employees) may experience the workplace to be inclusive, members of equity-seeking groups are having a different experience. Black, LGBTQ+, people with disabilities, gender non-conforming, and Indigenous employees are disproportionately impacted.

Using the Survey Data

The data collected through the Survey will be used to inform the EDI work of the City moving forward. Staff have already begun implementing a number of measures based on the results from the data:

- Discussions about the data and what they mean with the City’s leadership teams
- Human Resources is currently conducting a needs assessment of required diversity and inclusion learning initiatives to design a comprehensive Diversity and Inclusion Learning Plan for both leaders and employees.

- Human Resources is conducting a review of our hiring and promotional processes for accessibility, fairness, transparency and consistency using an external consultant.
- Human Resources is developing and implementing a diversity and inclusion lens on succession planning addressing any bias in succession planning processes to improve fairness using an external consultant.
- As part of our continued outreach efforts, the City has partnered or will be partnering with the following outreach organizations:
 - ONYX Initiative (partnership confirmed) - a not for profit organization committed to expanding the Black talent pipeline by closing the systemic gap that exists in the recruitment and selection of Black college and university students for roles in corporate Canada.
 - Achev – Career Pathways for Women (partnership confirmed), which provides assistance in employment opportunities for immigrant women.
 - Ready, Willing and Able (partnership confirmed) - supports Canadian businesses to build an inclusive workplace that capitalizes on the skills and qualifications of people with an intellectual disability or Autism Spectrum Disorder (ASD).
- Strategic Initiatives is creating an Employee Equity Advisory Committee of employees from across the organization who will act in an advisory role to Human Resources and the City Manager's Office and operate as a space for sharing knowledge and piloting ideas/processes.
- Monthly Equity Alerts have launched as a means to raise employee awareness on equity, diversity and inclusion (EDI) related topics.
- Human Resources has hired a Diversity and Inclusion Consultant focused on talent management, and Strategic Initiatives has hired a Strategic Leader for Diversity and Inclusion.

While the data is a snapshot in time, it will inform the EDI work plan and strategy moving forward. Staff will undertake the following actions using the Survey data:

- Identify current gaps and areas for improvement within the Strategy where under-representation of equity-seeking groups may exist and working to develop strategies to address these gaps and barriers.
- Review in totality EDI work to date and assess next steps, including those that may be outside of the Strategy, including strategic partnerships
- Build a sustainable plan for the Survey moving forward, in conjunction with the Human Resources Employee Engagement Survey plan.
- Engage in conversations with leadership teams throughout the corporation about what the data means.

- Use the results to analyze the actions taken to date on the Strategy and assess what actions need to be taken in the short, medium, and long-term as a result of this data. Strategic Initiatives and Human Resources will work together to form the work plan for the next 1 to 3 years.
- Define our future goals as an organization regarding equity, diversity and inclusion.
- Review the survey data and engage with the newly created Employee Equity Advisory Committee to seek their input, feedback, and guidance.

Communications Rollout

The Survey data will be communicated to all staff through the City's internal communications channels. A public report (Appendix 2) has been prepared and will be hosted on the City's website, alongside the Workforce Diversity and Inclusion Strategy (2017).

The Survey data will also be reviewed with the Mayor's Black Caucus, the City's Diversity and Inclusion Advisory Committee, and the Accessibility Advisory Committee.

Strategic Plan

The Survey results support the Strategic Plan Pillars of Belong and Connect.

Financial Impact

There is no financial impact as a result of this report.

Conclusion

This is the first diversity and inclusion survey conducted by the City. It forms baseline of data against which the City's EDI actions can be compared when the survey is undertaken again. The data collected from the Survey provides greater insight into not only the demographic composition of employees, but also their perceptions of the work environment, and in particular, the commitment to diversity and inclusion.

The Survey data shows the City has an under-representation of most equity-seeking groups across the workforce and overall the composition is not representative of the community. The under representation is highest for positions of leadership. When reviewing the inclusivity data, while members of dominant groups find the workplace to be inclusive, members of equity seeming groups are having a different lived experience, with a lower percentage stating that they believe their workplace is committed to diversity and inclusion.

On a positive note, while there is still work to be done, younger employees (ages 30-49) are more representative of Mississauga's population according to the 2016 Canadian Census Survey. This represents an opportunity for fostering future leaders with competencies in equity, diversity and inclusion, to be more representative of the City.

The City is committed to doing more to achieve the vision of the Workforce Diversity and Inclusion Strategy, which is to create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce that broadly reflects the communities and citizens we serve.

The data collected from the survey will be used to help identify priorities for improving workplace inclusion through policy development; recruitment, hiring, succession planning and retention; creating programs and initiatives and further refining our organizational learning plans from an equity, diversity and inclusion perspective.

Attachments

Appendix 1: Public Report on Diversity and Inclusion Survey Data



Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer

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