City of Mississauga:

Human Resources Recruitment & Succession Planning Processes Review & Recommendations with an EDI Lens

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Project Overview

City of Mississauga EDI Journey

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City of Mississauga has embarked an EDI Journey to ensure that the workforce is poised to continue to provide excellent quality service and engender trust with the citizens of Mississauga now and into the future.

About the City's EDI Journey

- ✓ Built a **Workforce Diversity and Inclusion Strategy** and an implementation plan that included EDI metrics and measures
  - ✓ **Hired EDI Consultant & EDI Strategist**

- ✓ Reviewed the **Respectful Workplace and Workplace Violence** Programs and Policies

- ✓ Launched and completed the City's first **Diversity and Inclusion Survey** in October 2020

- ✓ Included **EDI as a priority action** item in the 2019-2023 strategy map

Project Scope

KPMG provided consulting services in the following areas outlined in the City of Mississauga's Workforce Diversity & Inclusion Strategy:

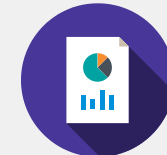## Review and Recommendations for HR processes:

1. **Recruitment and Promotional Process Review**
2. **Leadership Succession Planning Program Review**

TO NOTE:
'Employees' refer to non-unionized employees only

Project Deliverables

01 Summary report of industry best practices and benchmarking results

02 Comprehensive report of findings and recommendations

03 Stakeholder presentations regarding findings, recommendations and action plan for next steps

(Leadership Team, Extended Leadership Team, EEAC, Black Caucus, Mayor and Council members, Accessibility Advisory Committee, Diversity and Inclusion Advisory Committee)

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Assessment & Findings

Scope of Assessment

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To arrive at the recommendations, KPMG conducted the following activities:

Held 7 Focus Group sessions totalling **76** participants

Comparator Analysis of **11** peer organizations

Engaged in 6 Stakeholder Interviews encompassing **15** participants

Reviewed **50+** City of Mississauga HR & EDI-related documents

Conducted "Mystery Shopper Exercise" to understand Candidate Experience at initial point of job application at the City of Mississauga

Talent Trends in Canada

The Impact of COVID-19

Workplace stressors, leading to voluntary exodus from the workforce.

52 % of employees planned to look for a new job in 2021, up from 35 % a year earlier.

Canada's Aging Workforce

A large portion of the Canadian workforce will be entering retirement.

By 2035, those 65 and older will be 1/4 of the total population where they currently make up 18.5 % of the Canadian population.
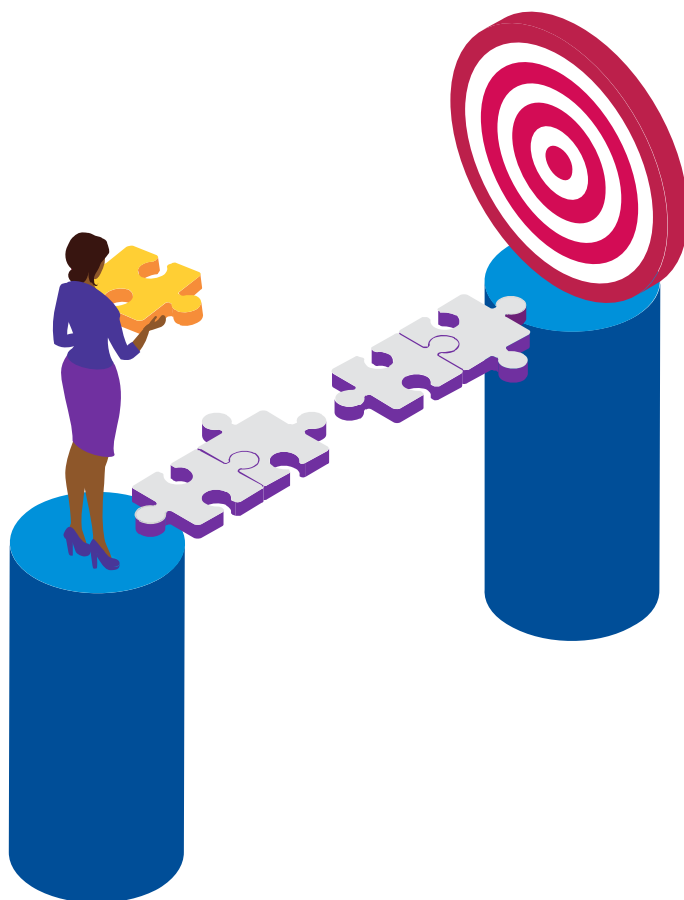
Political & Social Climate

Movements such as **#MeToo, Black Lives Matters, Every Child Matters** have empowered organizations to strategically think about their roles in creating a more just world.

Experiences of Equity-Deserving Communities

01 Enablement

Hiring Managers want to source talent from equity-deserving communities, yet they are not enabled to adjust their practices to attract talent from these communities

02 Capacity

Recruiters do not have the capacity or knowledge to support existing demand to source talent from diverse communities

03 Decision - Making

Interviewers continue to allow stereotypes and personal biases to impact hiring decisions

04 Access

The leader succession planning program is perceived to be exclusionary and a 'secret society'

05 Visibility

Equity-deserving employees have less visibility with leaders resulting in delayed receiving career advancement

06 Sponsorship

Equity-deserving employees express their interest in professional growth to their leader but face resistance

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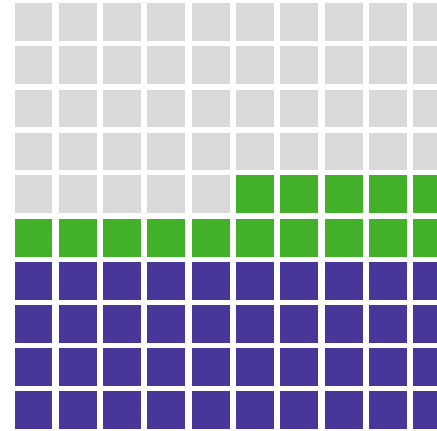
Workforce Diversity and Inclusion Employee Survey Results

Immigration

35.1% of respondents state that they immigrated to Canada, however according to the 2016 Mississauga Census 55.2% immigrated to Canada

Racial Identity and Ethnicity

29.6% of respondents state that they identify as a racialized person, however according to the 2016 Mississauga Census 43% identify as a racialized person
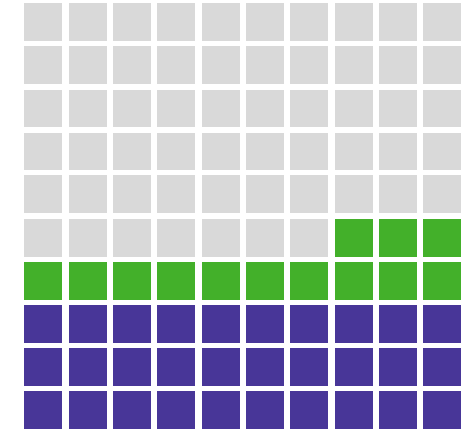
35% of Staff Immigrated to Canada

Born in Canada – City of Mississauga Staff versus Mississauga Census Data

30% of Staff Identified as Racialized Person

Identification as a Racialized Person – City of Mississauga Staff Respondents

Equity-deserving groups within the corporation are under-represented 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.

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Recommendations & Implementation

Recommendations

Area of Focus		Recommendation
Recruitment	**Sourcing & Talent Attraction**	1. Conduct active outreach to equity-deserving communities to position the City as a welcoming and attractive employer
	Screening & Assessments	2. Create structures and deploy tools in the screening and assessment process to reduce subjectivity and mitigate bias
	Hiring Manager Enablement	3. Empower and enable Hiring Managers to integrate equitable and inclusive hiring practices into their recruitment process
	Candidate Experience	4. Develop candidate support resources to enhance psychological safety throughout the interview process
	Dedicated Resource	5. Add a dedicated resource to support talent diversification efforts
Succession Planning	**Purpose**	6. Decommission the existing Leader Succession Planning Program
	Identification	7. Develop a structure for employees to self-nominate themselves for the leadership succession planning program
	Selection	8. Establish a process to enhance selection of leader succession planning candidates
	Development	9. Create tailored development opportunities for employees from underrepresented communities
	Recognition	10. Recognize employees who demonstrate inclusive and equity-creating behaviour

Each recommendation includes:

✓ **Key Activities & Actions**

✓ **Suggested Timeline:**
   - Short-Term 6-9 months
   - Medium-Term 12 months
   - Long-Term 12+ months

✓ **Implementation Guide**
   - Samples
   - Templates
   - How-to guides
   - Other Tools

Recruitment

Sourcing & Talent Attraction

Recommendation 1
Conduct active outreach to equity-deserving communities to position the City as a welcoming and attractive employer

Findings
• Employee focus groups and market research on employment trends indicate that employees are seeking organizations that are distinguished as diverse places of work.

Key Activities & Actions

Short-Term

a. Develop **strategic partnerships** with organizations that work to advance a specific equity-deserving group.
b. Develop **inclusive job postings** to improve the City's ability to attract candidates from equity-deserving groups
c. Develop **an EDI page** on the City of Mississauga's external facing career portal **(**https://jobs.mississauga.ca/)

Long-Term

a. The City should **build further engagement processes with community organizations** and people external to the City, particularly those from underrepresented groups.

Truth and Reconciliation Commission Call to Action #92

Screening & Assessments

Recommendation 2

Create structures and deploy tools in the screening and assessment process to reduce subjectivity and mitigate bias

Findings

- The benchmarking analysis as well as employee focus groups highlighted the fact that Newcomers to Canada make up a significant portion of the labour market
- The City's documentation review revealed that existing selection criteria and competency model does not include elements of inclusive and equity-creating behaviours

Key Activities & Actions

Short-Term

a. Permanent **full-time non-unionized** jobs should be **posted internally and externally.**
b. **Adopt core competencies** to include inclusive, anti-racist and equity-creating behaviours and actions.

Medium-Term

a. **Conduct a review** of the behavioral assessment tool being used - Predictive Index Cognitive Assessment.
b. The City should support the labour market integration of skilled newcomers by **simplifying the credential verification process** for Hiring Managers.

Medium/Long-Term

a. Develop **hiring panel guidelines** to mandate the composition and offer considerations to establishing a hiring panel.

Short-Term
b. Adopt core competencies to include inclusive, anti-racist and equity-creating behaviours and actions.
Acting with Integrity, Communicating Effectively, Driving Continuous Improvement, Serving Customers

ACTING WITH INTEGRITY

Definition
Clearly states goals and beliefs; lets people know their true intentions; does what they said they would do; follows through on commitments.

Why is it important?
Employees need to:
- ensure actions are consistent with words
- be trustworthy and reliable
- communicate honestly and openly

Competency Level

Improve	Meets	Exceeds
• Does not keep commitments	• Does what they said they would do	• Adheres to business ethics
• Gossips while at work	• Explains to people why they can or cannot share certain types of information	• Conducts business in an honorable way
• Inappropriately shares sensitive or confidential information	• Expresses views openly and honestly	• Highlights unethical behavior
• Intentionally makes inaccurate statements in order to influence others	• Follows through on commitments	• Leads by example
• Misleads people regarding their goals or knowledge	• let's people know their true intentions	• Makes sure they are sincere with all their actions and words
• Says one things and does another	• Maintains confidentiality of sensitive information	• Speaks in a straightforward manner

Additions to Meets/Exceeds

Behaves in a way that leads others to trust

Acts as a voice for different perspectives

Recognizes and addresses one's filters, privileges and biases

COMMUNICATING EFFECTIVELY

Definition
Expresses ideas and information in a clear and concise manner; tailors message to fit the interests and needs of the audience; delivers information in a manner that is interesting and compelling to the listener.

Why is it important?
Employees need to:
- foster a good working relationship
- build trust amongst employees
- facilitate innovation
- build an effective team
- ensure transparency

Competency Level

Improve	Meets	Exceeds
• Assumes understanding	• Actively listens	• Encourages others to share information
• Difficult to contact	• Communicates regularly with team members	• Excellent listener
• Does not adapt language to listener	• Conveys enthusiasm	• Gives people full attention
• Does not give others full attention	• Gives people full attention	• Promotes candid and open atmosphere
• Ideas and comments are hard to follow	• Shares information with team	• Shares information with team
• Uses overly complex language		• Shares useful information

Additions to Meets/Exceeds

Assume shared responsibility for the effectiveness of the team

Listens and adapts approach to fit audience

Seeks to understand and respect alternative perspectives

Screening & Assessments

Recommendation 2
Create structures and deploy tools in the screening and assessment process to reduce subjectivity and mitigate bias

Findings
• The benchmarking analysis as well as employee focus groups highlighted the fact that Newcomers to Canada make up a significant portion of the labour market • The City's documentation review revealed that existing selection criteria and competency model does not include elements of inclusive and equity-creating behaviours

Key Activities & Actions

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a. Permanent **full-time non-unionized** jobs should be **posted internally and externally.**
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HIRING PANEL GUIDELINES

Guiding Principles

A diverse panel means having individuals of varying identities and varying roles within the City. When candidates do not see themselves reflected in interviews it has a significant impact on interview performance and confidence and increase the presence of bias. Hiring panels must be assembled thoughtfully, with each member having a voice and everyone appreciating the value of diverse opinions. Diverse interview panels encourage the hiring decisions to think more broadly and inclusively.

Guidelines

✓   All hiring panels **must** have at least one Hiring Manager Certified member
✓   All hiring panels **must** be comprised of more than one individual. Under no circumstances should you have a one-person interview panel, regardless of grade or responsibilities
✓   All hiring panels **must** have at least one individual from a salary band higher than the job posting being recruited
✓   All hiring panels **should** be balanced and have a mixed gender profile
✓   All hiring panel members **should** be individual contributors or leaders committed to the organizational ideals of diversity, equity, and inclusion
✓   All hiring panels **should** consider the diversity of panelist, particularly, but not limited to - gender and ethnic diversity
✓   **When hiring for senior level positions, aim to fulfill all the criteria listed above**

*Due to limited visibly diverse employee's and lack of self-identification data, hiring managers should engage colleagues to self-identify as equity-deserving individuals. Be mindful that these individuals do not become the "representatives for diversity." All hiring panel members, regardless of identity group, should be responsible for considering and representing issues related to equity, diversity and inclusion.

How to Reduce Bias:

—   Preventing decision being subjective and focused on the agreed upon criteria
—   Avoid hiring candidates that are very similar to yourself
—   Allow interviewers make their independent assessment to avoid group thinking

Hiring Manager Enablement

Recommendation 3
Empower and enable Hiring Managers to integrate equitable and inclusive hiring practices into their recruitment process

Findings
• There is limited EDI enablement resources from HR and there is a perception that the Hiring Managers are individually accountable for advancing EDI in their hiring process • HR support resources do not have the acumen and understanding to effectively coach and guide Hiring Managers.
Key Activities & Actions

Short-Term
a. **Mandate preplanning** meetings between Recruiters and Hiring Managers and develop a **framework for strategic inclusion related conversations.**
 	
Medium-Term
a. Continue to **enhance Recruiters and Hiring Managers' training opportunities** and build the City's training repository
 	
Long-Term
a. **Develop a Hiring Manager Certification**.
    • All hiring panels must have at least one Hiring Manager Certified member
    • Certification includes: Unconscious Bias training, Anti-Racism & Anti-Oppression education and comprehension of fundamental EDI-related topics

Candidate Experience

Recommendation 4
Develop candidate support resources to enhance psychological safety throughout the interview process

Findings
• Employee focus groups and market research on employment trends indicated that Newcomers to Canada face significant barriers to participating in recruitment processes.
• Stakeholder interviews revealed that the existing mechanisms in place do not uniquely cater to equity-deserving communities

Key Activities & Actions

Short-Term

a. Support candidates through the application process by offering a **contact the recruiter function** for support beyond accessibility accommodations.

b. Develop an **interview essentials checklist one-pager** that is distributed to all candidates in advance of scheduled interview appointment. Option to provide candidates with the interview questions or any combination of the questions in advance of the interview.

Medium-Term

a. Collect feedback on candidate experience through a survey. Collecting feedback ensures the recruitment process is continuously evolving and allows an opportunity to address shortcomings in an agile manner.

Dedicated Resource

Recommendation 5
Add a dedicated resource to support talent diversification efforts

Findings
• Manager focus groups indicated that there is a strong willingness to advance EDI within recruitment, however, there is a lack of resources and specialized knowledge from the existing talent acquisition team • The focus groups also revealed that there is interest in being able to **connect with a subject matter expert** on talent diversification.
Key Activities & Actions
Medium-Term **a. Develop role and hire a Talent Diversification and Inclusion Specialist** to ensure the City of Mississauga builds a talented, engaged, and diverse workforce**.**

Leader Succession Planning

Purpose

Recommendation 6
Remove the existing selection structure to redefine the leader succession planning program

Findings & Rationale
• Manager focus groups indicated that there is little clarity on the purpose of the succession planning program. • There are discrepancies on how the program is utilized throughout the organization. • Strong appetite to rebuild the foundation of the leader succession planning program. • Organizations require a clear and accessible definition to their leader succession planning program

Key Activities & Actions

Short-Term
a. Develop clear and defined guiding principles for the leader succession planning program.
  • **Reinforce Manager's accountability in supporting employee's career development** opportunities that empower and enable employees to grow their careers within the City and build confidence to engage with leader's succession planning programs. This is accomplished through ensuring PDP check-ins are completed, IDPs are relevant and Manager's understanding of the Succession Planning program;
  • **Stop the program** as it currently stands to redefine purpose and guiding principles;
  • Engage various stakeholders to **collaborate and co-create guiding principles** for the leader succession planning program.
  • **Change the name** of the Leader Succession Planning Program, also known as **the HiPo Program**.
 	
b. Refine what a high potential is with inclusive and equity-creating behavior.

What is a High Potential?

Figure 2

Element	What High Potential's do?
Ability	
Inclusive leadership	• Create a safe environment where people feel comfortable to speak up • Hold others to account for non inclusive behaviors
Cultural intelligence	• Take an active interest in learning about other cultures • Seek out opportunities to experience culturally diverse environments
Alignment of personal values to inclusion	• Approach diversity and inclusion wholeheartedly • Challenge entrenched organizational attitudes and practices that promote homogeneity
Aspiration	
Openness and perspective taking	• Engage in respectful and curious questioning to better understand others' viewpoints • Demonstrate the ability to see things from others' viewpoints
Coping with ambiguity	• Cope effectively with change • Demonstrate and encourage divergent thinking
Drive community impact	• Seek out opportunities to be an ambassador outside of work environment
Engagement	
Inclusion advocate and champion	• Proactively adapt their work practices to meet the needs of others • Treat diversity and inclusion as a business priority
Social connectedness	• Actively seek the perspectives of diverse group members in ideation and decision making
Agent for change	• Take personal responsibility for diversity and inclusion outcomes • Clearly and authentically articulate the value of diversity and inclusion
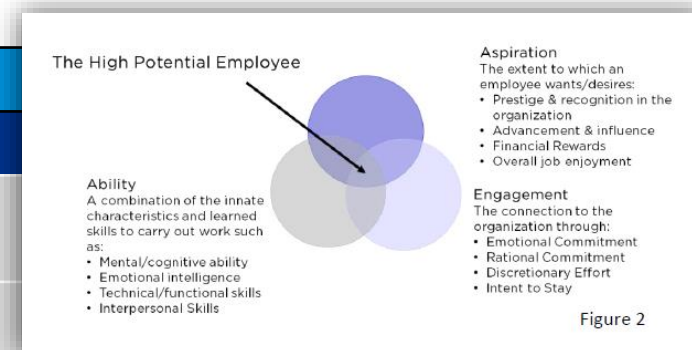
Identification

Recommendation 7
Develop a structure for employees to self-nominate themselves for the leader succession planning program

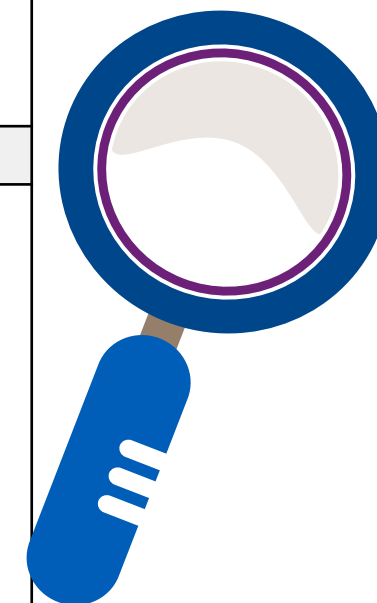| **Findings & Rationale** |
| --- |
| • Existing succession planning process requires employees to be nominated by a leader resulting in bias, and is not accessible or transparent
• Employees most commonly become aware of the leader succession planning program through word of mouth
• In succession related activities, it is important to be mindful of **affinity bias** - managers have the tendency to connect with employees who share similar interests, experiences, and backgrounds. |
| **Key Activities & Actions** |
| **Medium-Term**
a. **Implement self-nomination for the selection process of the leader succession planning program**
    • Employees should complete an application form that is evaluated by a selection committee. Completely removing the required endorsement by a leader. Application form should include:
        • HiPo Employee Diagnostics Tool
        • Leadership Competency Self-Assessment
        • Talent Profile Self-Assessment (Talent Flags and review of Talent Profile)
        • Short answer response to why applicant wants to be a part of the program and accomplishments overview
        • Identification of applicant's strengths and weaknesses
b. **Implement a nomination window that is open to all employees to self-nominate.**
c. **Managers need to be accountable** for the deployment and success of the updated leader succession planning program |

Selection

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Recommendation 8
Establish a process to enhance selection of leader succession planning candidates

Findings & Rationale

- Stakeholder interviews reveal that the existing endorsement and approval of High Potentials is inefficient and provides a platform for bias.
- Employee focus groups indicated that the selection process is perceived to be exclusionary and a secret.
- Diverse interview panels put additional checks and balances in place to mitigate the impact of bias.
- A diverse panel means having individuals of varying identities, varying roles and from different levels of the organization.

Key Activities & Actions

Short-Term

a. **Establish selection committees to evaluate applicants for the HiPo Program annually**
   - Each level of leadership is assigned one selection committee to review applications - total of five selection committees throughout the City. Each level of leadership is assigned one selection committee to review applications - total of five selection committees throughout the City
   - Selection committee membership should require an application process. The application process should seek to appoint individuals with diverse lived and learned experiences and evaluate people leadership experiences.

b. **Engage in collecting self-identification data during the selection process**
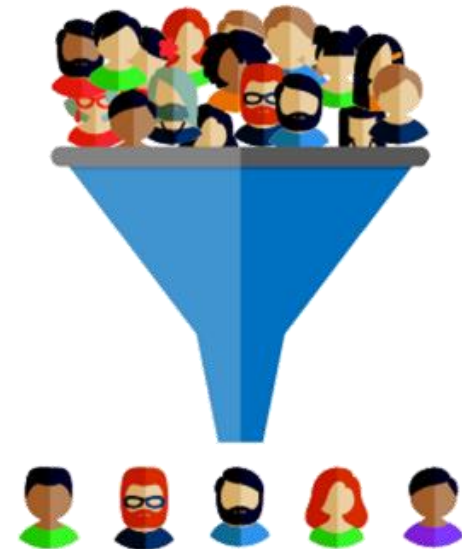
Development

Recommendation 9
Create tailored development opportunities for employees from underrepresented communities

Findings & Rationale
• Employee and manager focus groups and documentation review indicated that there are no programs or initiatives specifically for equity-deserving groups.   • Employee focus groups indicted that there is also a lack of networking and visibility opportunities.   • The City should create programming to support the development of employees - programs should be tailored to employees belonging to equity-deserving communities that are disproportionately impacted by the lack of structured visibility opportunities with leaders.
Key Activities & Actions
Medium-Term   a. **Develop a workshop tailored** to Black Employees, Indigenous Employees, and Employees of Colour at the City of Mississauga that is focused on leadership development and visibility   b. **Repurpose LT HiPo Development Funding to offer shorter learning opportunities for identified HiPos**

Recognition

Recommendation 10
Recognize employees who demonstrate inclusive and equity-creating behaviour

Findings & Rationale
• Manager and employee focus groups and documentation review demonstrated that there are no structures or systems in place that encourage, reward and motivate employee contributions towards advancing EDI.

| Key Activities & Actions |
|---|
| **Medium-Term**
 a. **Provide a Platform for employees to recognize each other's EDI contribution**
     • Roll-out the integration of badges to recognize EDI contributions in SAP SuccessFactors connected to Employee Talent Profile
 b. **Acknowledge EDI contributions.** Annually, the City can work to offer recognition and a corporate award that encourages employees to engage in EDI-related activities. |

Metrics

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The City should engage in self-identification surveys throughout the recruitment and succession planning processes; leveraging self-identification data will allow the City to measure improvements overtime

Recruitment	Leader Succession Planning
01 % of hires directly sourced through strategic partnership with equity-deserving groups	**01** Total $ amount spent on development opportunities. % of spend on equity-deserving employees.
02 % of equity-deserving candidates invited to first round interviews from the pool of candidates for a role	**02** Ratio of length of intervals between promotions for equity-deserving employees to cohort
03 % of equity-deserving candidates invited to subsequent rounds of interview from the pool of candidates for a role	**03** % of equity-deserving employees who completed leader succession planning program and receive promotion
04 % of equity-deserving candidates provided an offer from the pool of candidates for a role	**04** % of equity-deserving employees participating in specific career development programs
05 Candidate experience of equity-deserving individuals	**05** % of equity-deserving employees in High Potential employee pool

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Thank you !

Q&A

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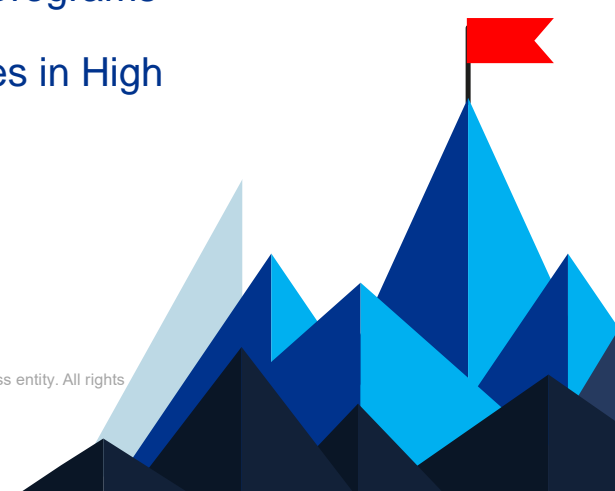
Appendix

Strategic Partnerships with Equity-Deserving Communities

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Talent Attraction Priority Groups include Persons with Disabilities, Newcomers to Canada, Black Professionals and Indigenous Peoples		
Equity Deserving Community	**Organization 1**	**Organization 2**	**Organization 3**
Peoples with Disabilities	**Discover Ability Network** Discover Ability is an online portal and resource that connects Ontario businesses directly to people with disabilities. The online portal connects employers directly with persons with disabilities seeking employment, includes a 6-step guide acts as a great resource for employers, and provides answers to any questions employers may have when hiring—and retaining—employees with disabilities.	**Ready, Willing & Able (RWA)** Ready, Willing and Able (RWA) is looking for employers from all industries that want a competitive edge and are willing to make a commitment to hire someone with an intellectual disability or Autism Spectrum Disorder (ASD). Ready, Willing and Able is designed to help employers understand the value of inclusive hiring.	**Lime Connect** Line Connect represents the largest network of high-potential university students and professionals - including veterans - who happen to have disabilities in the world. Attracting, preparing, and connecting these high potential university students and professionals - including veterans - who happen to have all types of disabilities for careers, scholarships, internships, The Lime Connect Fellowship Program, The Lime Connect Foundations Program, and full-time careers with our corporate partners - the world's leading corporations.
Newcomers to Canada	**Skills for Change** Skills for Change is known for pioneering programs that respond to shifting immigration and workplace trends and lead to employment. They provide learning and training opportunities for immigrants and refugees to access and fully participate in the workplace and wider community.	**NewcomersjobsCanada** NewcomersjobsCanada works to bridge the divide in Canada between Newcomers and Employers by helping provide the building blocks for Newcomers of all diversity, with an innovative, integrated and singular platform offering graduating options to building long term relationships with employers.	**ACCES Employment** ACCESS Employment is a leader in connecting jobseekers from diverse backgrounds with leading employers. More than 40,000 job seekers are served annually at seven locations across the Greater Toronto Area. We work with a network of 2,500 employers in various sectors. As a not-for-profit organization, ACCES receives funding from all levels of government, corporate sponsors, various supporters and the United Way Greater Toronto.
Black Professionals	**ICON** ICON is A non-profit talent development organization dedicated to educating, training, mentoring and exposing top diverse talent to high impact sectors, where they are often underrepresented. Target demographic are students, young professionals and mid-careerists who identify as visible minorities with an emphasis on Black, Latinx and Indigenous talent.	**Black Professionals in Tech Network (BPTN)** BPTN is uniquely positioned to help attract, hire, retain and promote Black talent at all levels of the company. Recruiters can help tap into the rapidly growing network of 20,000 + Black professionals, and find the ideal candidate. The network gap between qualified candidates and leading companies is still getting in the way of job offers. BPTN champions and advocates for Black talent at all levels of the interview process while providing companies with tools	**ByBlacks** ByBlacks.com is the top-ranked award-winning online magazine focused exclusively on telling Black Canadian stories.Clients can promote their job postings to readers by purchasing our job posting package for $400 plus HST.
Indigenous Peoples	**Our Children's Medicine (OCM)** OCM is a network that works to build a brighter future where Indigenous job seekers have equal access to and are properly represented amongst Canadian business. Employers partner with OCM to extend postings to the Indigenous community, access to learnings on the employment landscape and receive best practices in engaging with Indigenous job seekers.	**Indigenous Professional Association of Canada (IPAC)** IPAC is dedicated to advancing Indigenous leadership in the private, public and social sectors. IPAC serves its members through professional skill building, network development and the recognition of excellence. Through its mission, IPAC offers First Nations, Metis and Inuit professionals the opportunity to connect, learn and prosper as a community.	**Indigenous Careers** Indigenous Careers is a fast growing network of Indigenous Candidates and inclusive employers-of-choice. The number of Candidates registered on Indigenous Careers has increased by over 70 per cent in the past two years. With increasing numbers of employers engaging in Indigenous inclusion and the business case to advance First Nations, Métis and Inuit employees, Indigenous Careers is the "go to" online meeting place for employers to connect with Canada's future workforce

6.1 MISSISSauGa

DRIVING CONTINOUS IMPROVEMENT

Definition
Establishes methods to monitor and improve performance of systems and processes; utilizes specialized techniques for continuous improvement (e.g., LEAN, Kaizen, Six Sigma, and Total Quality Management).

Why is it important? Employees need to:
- gradually improve the efficiency of their work processes
- motivate and enable people to share their skills and knowledge
- identify opportunities
- increase efficiency and productivity

Competency Level

Improve
- Criticizes changes
- Does not monitor performance
- Inadequate development plans
- Not proactive about development
- Provides no corrective solutions

Meets
- Actively tracks performance improvement efforts
- Focuses on quality
- Monitors performance
- Takes action when performance is lagging
- Understands organization's strengths, weaknesses

Exceeds
- Seeks to overcomes weaknesses
- Committed to employee development
- Achieves operational excellence
- Promotes performance improvement
- Takes initiative, action
- Willing to invest in improvement

Additions to Meets/Exceeds

Pursues goals with drive and energy

Maintains positive and constructive outlook

Continuously seeks input from team members, recognizing and respecting their different perspectives and motivations

SERVING CUSTOMERS

Definition
Builds strong relationships with customers; stays aware of customer needs, concerns and satisfaction; responds promptly to customer questions and requests; effectively manages customer expectations.

Why is it important? Employees need to:
- deliver consistent service
- build trust with customers
- support the success of the City through pleasing customers
- maintain customer loyalty and share their positive experience with others

Competency Level

Improve
- Doesn't follow service procedures or know products well
- Inadequate customer follow-through
- Inconsistent customer communication
- Not responsible for service problems
- Unavailable to customers
- Unprofessional appearance

Meets
- Available to customers
- Follows service procedures
- Follows through with customers
- Handles service problems
- Knows products, services
- Professional demeanor

Exceeds
- Always available to customers
- Always follows service procedures
- Always handles customer inquiries
- Communicates well with customers
- Highly professional demeanor
- Takes responsibility for service problems

Additions to Meets/Exceeds

Demonstrates empathy and respect to all customers

Demonstrate open and positive curiosity about people's skills and capabilities

Role model for inclusive and culturally competent behavior

Assessment Tool Vendors

The following table provides a description of various vendors that offer assessment tools grounded in EDI principles, as well as the contact information for individuals that KPMG has directly had discussions with.

Vendor	Description
Knockri	Knockri's predictive behavioral assessments merges proven science and AI to evaluate candidates. Knockri scores candidates on how well they answer questions and the relevance of their response – the technology does not detect ethnicity, gender, or appearance, it funnels in candidates purely based on merit. Contact Information: Laura Brown (maurice@knockri.com), VP Head of Sales
Plum	Plum is a revolutionary talent assessment platform that powers more objective talent decisions across the employee lifecycle using the predictive power of psychometric data. Contact Information: Nivin Dinkha (nivin.dinkha@plum.io), Account Executive
Eightfold	Grounded in Equal Opportunity Algorithms, the Eightfold® Talent Intelligence Platform uses deep-learning AI to help each person understand their career potential, and each enterprise understand the potential of their workforce.

Credential Evaluation Organizations

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The following table outlines credential evaluation organizations that should be made accessible to Hiring Managers to assess non-Canadian recognized credentials.

Organization	Link	Details
The Comparative Education Service (University of Toronto School of Continuing Studies)	https://learn.utoronto.ca/comparative-education-service/apply-now/new-applicants	The Comparative Education Service (CES) was established by the University of Toronto in 1967 and is Canada's only university-based academic credential assessment agency. Providing over 50 years of educational expertise, CES is trusted by employers and professional agencies throughout Canada. The University of Toronto was recently ranked best university in Canada and 16th worldwide by the Times Higher Education World Reputation Rankings, setting a standard for excellence that is upheld by CES in its mission to deliver the highest quality of service to our clients. CES assessment reports are recognized in Canada and beyond.
International Credential Assessment Service of Canada	https://www.icascanada.ca/new/default.aspx	ICAS provides reports that help employers, education institutions, immigration officials and community agencies understand the education you completed outside Canada.
World Education Services	https://www.wes.org/ca/	World Education Services (WES) is a non-profit social enterprise dedicated to helping international students, immigrants, and refugees achieve their educational and career goals in the U.S. and Canada. WES evaluates international educational qualifications, supports the integration of immigrants into the workforce, and provides philanthropic funding to immigrant-serving organizations. Since 1974, WES has provided credential evaluations to nearly three million individuals from more than 200 countries.

Hiring Manager Training Opportunities

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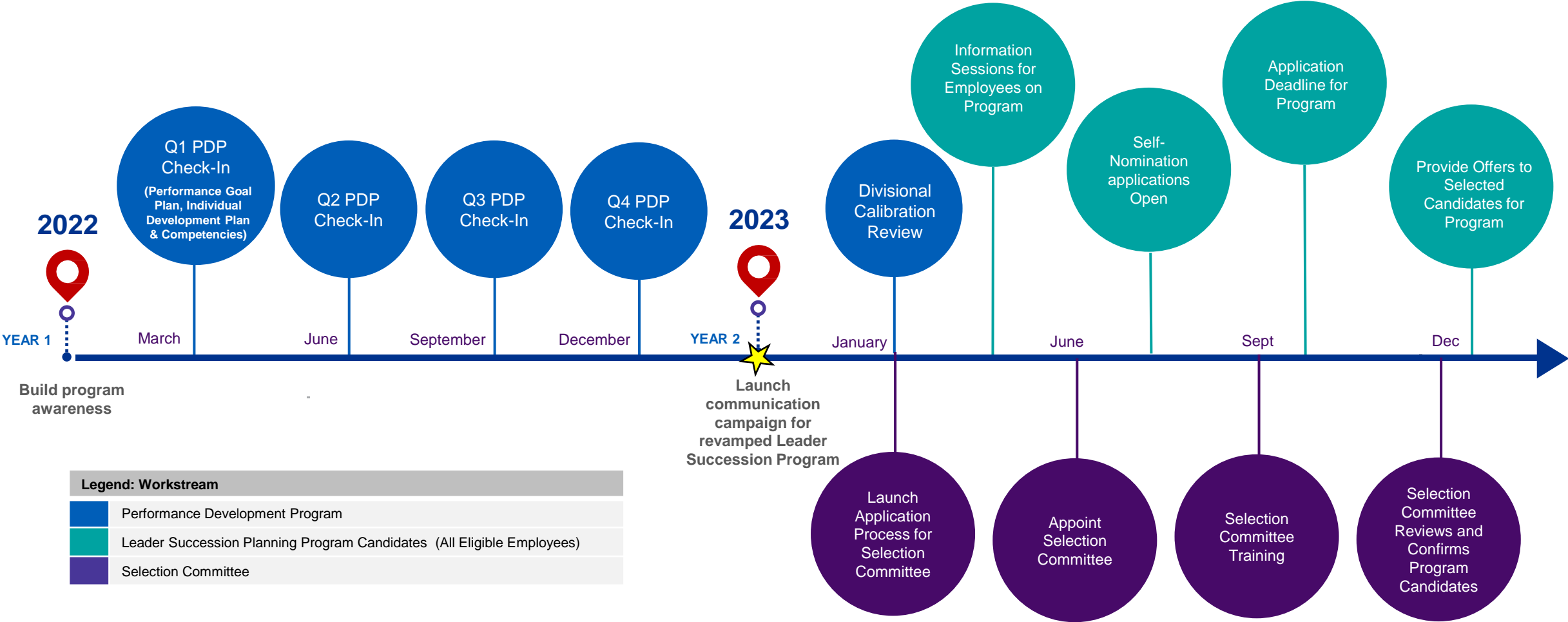| Recommended Courses	Curriculum	Rationale
Cultivating Cultural Competence and Inclusion	"Inclusive work environments can yield greater creative output, boost employee morale, and benefit a company's bottom line. But even as a slew of modern companies make strides towards true workplace inclusivity, many still miss the mark. This is often due to a lack of cultural competence, or the ability to engage and adapt across cultural differences."	These trainings are recommended to be a part of the training inventory offered to Hiring Managers. These trainings will enable Hiring Managers to develop specific EDI-related skills and better their ability to lead and care for their team members.
Interpersonal Communications Training	"Communicating effectively isn't an innate talent that some people have and others don't—it's something that anyone can learn and practice. In this course, learn strategies that can help you hone and master your interpersonal communication skills."	
Respond with Empathy	"Discussions about cultural differences can be uncomfortable. They take courage. In this course, Duke University professor you will be presented principles and strategies that can help you have more productive, meaningful conversations on topics related to diversity. This course helps you understand that everyone has a unique lens based on their experiences, and that understanding and appreciating that difference is the first step in being able to discuss sensitive topics. A number of techniques to help you navigate these difficult conversations are outlined."	
Equity Training	"The goal of all of our training is two-fold: first, to help our clients eliminate disproportionality and disparity, both internally amongst their staff and externally for the communities they serve; and second, to get members of the dominant group more engaged and involved in critical conversations about equity even as the issues do not directly impact them."	
Inclusive Interviewing Processes and Questions	"Diversity and inclusion are important aspects of how a successful business operates. In this course you can learn how fostering diverse teams can help your organization stay competitive in the marketplace, drive innovation, expand the richness of thought, and remain relevant on a potentially global scale."	It is recommended that Hiring Managers are trained on EDI-related topics during interview processes. These trainings are recommended to be mandatory to all Hiring Managers and will ensure the adaptability of inclusion practices in regards to all interviewees.
Uncovering Unconscious Bias in Recruiting and Interviewing	"Despite our best efforts, bias is a contributing factor in our decision-making. Unconscious bias is even more precarious, as we are often unaware that it's a factor in our decisions. In this course, you will be walked through how to define a number of unconscious biases, as well as how the biases can impact your decision-making and how you can combat them when recruiting and hiring qualified candidates."	
Diversity Recruiting	"As a buzzword, "diversity" sounds good, but speaking frankly about age discrimination, gender bias, and hiring disparities can take many talent acquisition professionals out of their comfort zone. In this course, Stacey Gordon explains how to confidently approach the topic of bias and successfully address it when recruiting. She outlines the most common mistakes that recruiters make as well as ways to assess your current recruiting strategy to achieve success."	

Candidate Experience Survey Sample

Please rate your experience	Excellent	Above Average	Average	Below Average	Poor
Overall, how satisfied were you with the entire recruiting experiences at the City of Mississauga?	5	4	3	2	1
How would you rate our career website?	5	4	3	2	1
How would you rate the application process?	5	4	3	2	1
How would you rate the interview process?	5	4	3	2	1
Communication was accurate and timely?	5	4	3	2	1
Recruiter/Interviewers were knowledgeable and professional?	5	4	3	2	1
How likely are you to recommend the City of Mississauga as an employer?	5	4	3	2	1
What do you think would make our hiring process better?					
Is there anything else you'd like to add about your experience with our hiring process?					

Talent Diversification and Inclusion Specialist Sample Job Posting

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Job Summary	The Talent Diversification and Inclusion Specialist will ensure the City of Mississauga builds a talented, engaged, and diverse workforce. The role will build relationships and partnerships internally and externally, tackle sourcing challenges with creativity, impact department/division and City-wide initiatives and gain exposure to talent acquisition. **The role will be tasked with setting strategy to attract critical talent from unrepresented communities.**
Duties and Responsibilities	• Develop **sourcing strategies** in order to provide a continuous flow of candidates from equity-deserving communities • Act as a **recruitment partner** and a subject matter expert to talent acquisition team, hiring managers and other key stakeholders • Market the City of Mississauga to equity-deserving communities, the ability to deliver a strong **candidate value proposition** • Co-create, with talent acquisition team, interview plans, **assessments and other tools** used to determine the suitability of a candidate to a position with an equity lens • Contribute to process improvement; provide input on an ongoing basis to enhance recruitment processes • **Partnering** with and actively building collaborative relationships with community groups and organizations • **Influence and educate** talent acquisition team to implement equitable and inclusive hiring practices • Report on metrics of sourcing activities

Leader Succession Planning Program Timeline

2022

Q1 PDP Check-In (Performance Goal Plan, Individual Development Plan & Competencies)

Q2 PDP Check-In

Q3 PDP Check-In

Q4 PDP Check-In

2023

Divisional Calibration Review

Information Sessions for Employees on Program

Self-Nomination applications Open

Application Deadline for Program

Provide Offers to Selected Candidates for Program

YEAR 1

March

June

September

December

YEAR 2

January

June

Sept

Dec

Build program awareness

Launch communication campaign for revamped Leader Succession Program

Launch Application Process for Selection Committee

Appoint Selection Committee

Selection Committee Training

Selection Committee Reviews and Confirms Program Candidates

Legend: Workstream

	Performance Development Program
	Leader Succession Planning Program Candidates (All Eligible Employees)
	Selection Committee

Document Classification: KPMG Confidential

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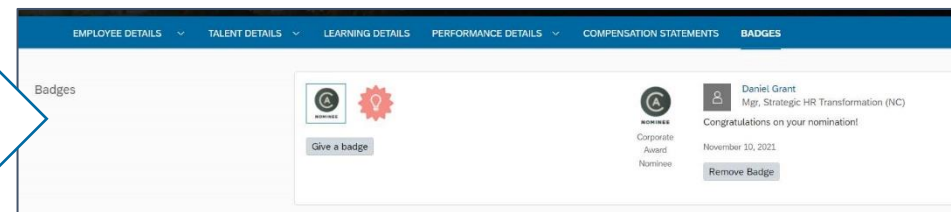| Municipality	Program Description	Purpose
Capital Regional District Leadership in Action – iLead Leadership Development Program	iLead is a comprehensive nine (9) day interactive program which focuses on enhancing leadership capacity while aligning CRD leaders around a common set of leadership competencies	Align CRD Leadership around an organizational culture shift and to build the leadership capacity needed to make the CRD an organization that: Leads the Way, Owns the Outcome, Works Collaboratively, Serves the Customer, Embraces Change.
The District Municipality of Muskoka's Leadership Acceleration Program	The District of Muskoka partnered with MCE to create program entitled the Leadership Acceleration Program, designed to address the key areas: Emotional Intelligence. Creating a Culture of Healthy Dialogue, Challenging Communications; and Innovation and Creativity.	The goal of the program is to gain valuable insight into leadership styles and the skills and behaviours critical to challenging the status quo, mastering crucial conversations, and using innovation to create a leadership legacy.
York Region (YR) and York Regional Police (YRP) YorkLEADS 301 Leadership Development Program	YorkLEADS 301 is a multi-faceted leadership program designed to engage and develop staff that have the potential for advancing to key leadership positions. Over the seven days of curriculum spread over 17 weeks, participants engaged in hands-on learning and exploration of advanced leadership and management competencies.	Application of leadership concepts and methodologies to a real capstone project sponsored by senior leaders. The program emphasis dialogue between participants and senior leaders and the accountability for producing measurable results for the organization.

Leadership Development Programs

The following table provides an overview of leadership development programs focusing on opportunities that promote skills development and visibility.

Initiative	Description
Multi-Disciplinary Rotation Program	The multi-disciplinary rotation program provides HiPo's with an opportunity to complete various short-burst opportunities to help grow acumen and understanding in an area that is not their area of expertise. Groupings of similar roles must be created and tailored to departments or type of functions in the organization. Program can be customized to the development needs of the HiPo.
Position Exchange Program	The position exchange program offer an exchange between two HiPo's where each needs the development that the other position offers. The HiPo is "hosted" by the receiving department/division and support is sponsored by a senior leader.
Leadership Development Training	Leadership development training provides an opportunity to expand the capacity of HiPo's to perform in leadership roles within the organization. The program allows HiPo's to develop skills that reflect the organizations leadership competencies.
Mentorship Opportunities	Mentorship opportunities allow HiPo's to be parried with senior leaders to guide and advise on personal or career goals, introduce new ways of thinking and sharing valuable career lessons. Mentorship programs allow mentors to exercise coaching and influence providing a mutually benefitable experience for both parties.

EDI Contributions Examples

Create an environment where everyone feels safe to speak up

Proactively educates self on EDI-related topics

Creates space for courageous conversations

Acknowledges and discusses power, privilege and oppression

Volunteer labour to support marginalized populations

Ask all team members "how can I help you succeed" and follow through with action

Amplify voices of historically unrepresented communities

Ensures colleagues respect and support one another

Creates a culture where everyone in the team can make their strongest contribution

Challenges behaviours and practices that exclude other members

Provides feedback on artificial divisions that are perpetuated by existing structures and systems

- SuccessFactors currently has functionality to allow for a digital badge to be given to employees.
- This badge would appear on the City of Mississauga Employee Profile.
- Badge title and image can be customized before roll-out

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