

Inclusive Hiring Program

March 27, 2018
Council

Agenda

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Purpose

- To report to council as requested in the July 4, 2017 motion:
 - “THAT administration provide a report to Council, by the end of the first quarter of 2018, on the potential for Strathcona County to introduce an inclusive hiring program that would enhance employment opportunities for individuals with disabilities, and that the report include a plan for consultation with key stakeholders and other municipalities that have undertaken similar programs.”

Diversity and Inclusion Context

- *Diversity* refers to the variety of similarities and differences among people, including but not limited to: gender, ethnicity, race, age, sexual orientation, religion, socio-economic difference, appearance, disability, mental health, education, etc.
- *Inclusion* is a dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization. An inclusive environment ensures equitable access to resources and opportunities for all and enables individuals and groups to feel safe, respected, engaged, motivated, and valued, for who they are and for their contributions toward organizational goals.

Diversity & Inclusion Continuum

Invisibility

Diversity and difference are not on the radar, or there is no recognition of the value that inclusion brings to a municipality.

Awareness

There is some effort being made to welcome underrepresented people into the organization.

Intentional Inclusion

The municipality has made an official statement on the importance of diversity and inclusion, and are starting to implement change systemically.

Strategic Inclusion

Long-term, broad reaching strategic measures are being taken to decrease barriers for all groups to participate in the organization.

Culture of Inclusion

All layers of identity and difference are considered and supported, and system processes for maintaining inclusion are fully woven into the organization.

We are here



Adapted from AUMA Welcoming Communities Assessment Tool and the Global Diversity & Inclusion Benchmarks

Current Activities

- Strathcona County joined the Canadian Coalition of Municipalities against Racism and Discrimination (CCMARD) in 2017.
 - The coalition consists of cities interested in sharing their experiences to improve their policies against racism, discrimination, exclusion and intolerance.
 - Work in relation to the CCMARD is in its early stages within the County.
- The Social Inclusion Policy (SER-005-004) is under review.
 - Opportunity to more specifically address diversity and how the policy may apply to Strathcona County as an employer.
 - Any inclusive hiring program should be reflective of Council's direction as contained within the updated policy.
- Council Committees are being established to provide strategic advice to Council in the areas of seniors, youth and accessibility.
- Strathcona County will host the 2021 Alberta Special Olympics Summer Games.

Inclusive Hiring

INCLUSIVE HIRING STRATEGY

Examples of Targeted Recruitment Programs

People with
Intellectual
Disabilities

Newcomers to
Canada

LGBTQ2S+
Community

People with
Physical
Disabilities

Indigenous
Peoples

Students and
Youth

Visible Minorities

Women

Older Adults

**Inclusive HR
Policies &
Practices**

**Education &
Training**

**Community
Partnerships**

Jurisdictional Comparators

City of Edmonton

- Established a Diversity Recruitment team of four employees within Human Resources that develop, deliver and maintain recruitment programs focused on diversifying the workforce.
- The *Abilities @ Work* program partners with community organizations to provide meaningful work experience for people with intellectual disabilities.
- Other diversity recruitment programs and initiatives focus on aboriginal peoples, newcomers to Canada and students and youth.
- An Engagement and Diversity survey is completed every two years.

Jurisdictional Comparators

City of St. Albert

- Inclusive Hiring Policy and City Manager Directive approved in 2015.
- The Inclusive Hiring Program partners with community organizations to provide meaningful work experiences to people with long-term or recurring physical, mental, sensory, psychiatric or learning disabilities.

Community and Social Services (Government of Alberta):

- Offers an internship program for people with disabilities.
- The internship offers twenty 12-month temporary positions in a variety of areas.
- Applicants are selected through a competitive process.
- Includes partnerships with community organizations that specialize in disability employment services.

Inclusive Hiring at Strathcona County

- There continues to be interest from community organizations and individuals to partner with Strathcona County to connect Albertans with disabilities to meaningful employment within the organization.
- Requests from organizations &/or individuals have been handled on a case by case basis at the department level. Requests are not tracked.
- Requests have mainly focused on individuals with intellectual disabilities.
- An inclusive hiring program targeted at individuals with disabilities would provide clarity about the role the County will play, what supports are available and how to access them.
- Early program designs for inclusive hiring programs in other municipalities have included people with disabilities as one of the first groups to target.

Council Request

“THAT administration provide a report to Council, by the end of the first quarter of 2018, on the potential for Strathcona County to introduce an inclusive hiring program that would enhance employment opportunities for individuals with disabilities, and that the report include a plan for consultation with key stakeholders and other municipalities that have undertaken similar programs.”

Proposed Engagement Process

If there was direction to proceed, the proposed plan for engagement would include:

- **Internal Engagement:**
 - Engage departments to review current practices of hiring people with disabilities.
 - Assess organizational readiness and confirm education, training and support requirements.
 - Connect the program to the broader diversity and inclusion policy work underway with the CCMARD and the review of the Social Inclusion Policy.
- **Jurisdictional Research:**
 - Consult with other public sector organizations regarding program design, challenges, benefits realized, best practices and key learnings.
- **Public Engagement with Community Stakeholders:**
 - Engage key community groups, such as Goodwill, Robin Hood Association, council advisory committees, educational institutions, etc. who have a keen interest in the development of an inclusive hiring program for individuals with disabilities.
 - Engage individuals with disabilities to ensure their aspirations and needs are considered.
 - Gather input regarding the key elements and options for design and delivery of an effective program.

Options Considered

1. Proceed to establish a targeted inclusive hiring program for individuals with disabilities while the broader policy work is completed, as part of creating a more purposeful approach to diversity and inclusion within the County.
2. Complete the broader policy work related to diversity and inclusion and then determine the priority initiatives needed to achieve the outcomes within the policy (which may include a targeted inclusive hiring program for individuals with disabilities).

Recommendation

- THAT administration implement the consultation plan, as set out in the March 27, 2018 Human Resources report, regarding the potential development of an inclusive hiring program for individuals with disabilities and report back to by the end of quarter one of 2019.