



**CCDI Consulting Inc.
Consultation CCDI, Inc.**

Current State Inclusivity Assessment – Summary Report

Prepared for Town of Oakville

June 22, 2022

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The intent of this report

The intent of this report is to provide meaningful data to the Town of Oakville (the “Town”) for the purposes of informing future decisions on issues of inclusion, diversity, equity and accessibility (IDEA) in the workplace.

The data we provide and the insights we derive from the data are based on proven statistical methods to determine significant associations between certain identities and workplace opportunities, in terms of hiring and advancement and other talent management processes.

Unfortunately, the data does not tell us *why* a particular trend is happening or not happening. We can only use our experience and expertise combined with relevant research to provide insights, to the best of our ability, on what the *potential* reasons might be for one trend or another. Based on these potentialities, we also provide recommendations for next steps to address the key findings presented by the data.

Privacy and confidentiality

This report has been prepared for the Town of Oakville for the sole purpose of providing information and analysis of the organization-specific data.

As per the engagement letter, the Town of Oakville is able to use the organization-specific data contained in this report for its own purposes. Those purposes may include (but are not limited to) internal reporting and communications, proposals for clients, responses to request for proposals, external communications, etc. the Town of Oakville is not limited in how it uses its organization-specific data. At no point, specifically in any external release of information, may the Town of Oakville identify where and/or how the information was collected.

Should you have any questions related to the use or release of any information contained in this document, please contact:

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About CCDI Consulting Inc.

Effectively managing inclusion, diversity, equity and accessibility (IDEA) is a strategic imperative for all Canadian organizations that want to remain relevant and competitive in the fast-changing landscape of the “new” normal.

Since 2014, CCDI Consulting has supported Canadian employers facing IDEA issues in the workplace. CCDI Consulting can help move an employer from beyond compliance requirements to provide solutions that create sustainable and measurable results.

CCDI Consulting is managed by professionals who have practical workplace inclusion, diversity, equity and accessibility experience in a variety of industries and sectors. It leverages its transformative methodology, utilizes data-powered inquiry, and employs a unique integrated organizational management approach to address workplace IDEA challenges.

Executive summary

Executive Summary

Assessment Details

CCDI Consulting conducted a Current State Inclusivity Assessment (CSIA) for the Town of Oakville using five different methods with the goal of identifying the current state and future needs of inclusion, diversity, equity, and accessibility (IDEA) across the organization. Details of the assessment include the following:

- » Diversity Census and Inclusion Survey conducted between January 27, 2022 and February 18, 2022.
 - The survey was completed by 944 out of 1917 employees, with a response rate of 49.2%.
 - CCDI Consulting presents trends that require further exploration by the organization.
- » Focus groups facilitated amongst 17 community groups and affiliations within the Town of Oakville taking place between July and August 2021.
- » Online questionnaire completed by 608 individuals living, working or conducting business in Oakville and/or individuals using facilities/programs/services in the Town of Oakville to gain insights into their understanding, experiences commitment, and support of IDEA.
- » Maturity Meter evaluation conducted between June 10, 2021 and July 9, 2021, designed to evaluate the Town of Oakville's level of progress as it relates to its IDEA strategy, policies and practices
- » Review of policy and procedure documents relating to talent management, workplace conduct, accessibility, time off from work, harassment, and health and safety.

Accomplishments

CCDI Consulting identified the following strengths and/or accomplishments, relating to IDEA at the Town of Oakville, based on information gathered through the assessment:

- » The Town of Oakville has prioritized IDEA practices and values by investing time and resources into this assessment and the activities which contributed to it.
- » There are some IDEA programs and initiatives in which employees are engaged. Some examples include training opportunities, lunch and learn events, and a corporate staff inclusion group.
- » Community consultation participants agreed that the Town of Oakville values IDEA in the provision of programs and services.
- » Initial survey results cannot be generalized, and further investigation is required to validate, however, they suggest:
 - Strong representation of women in primary roles
 - High overall agreement ratings for the inclusion indicator assessing manager/supervisor ability to promote a respectful and inclusive workplace

Overall Opportunities for Development

CCDI Consulting identified the following overall opportunities for development, relating to IDEA at the Town of Oakville, based on information gathered through the assessment:

- » Building trust to ensure a higher completion rate on subsequent diversity census.



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- » Addressing attitudinal barriers to requesting and using workplace accommodation and supports.
 - Persons with a disability and persons identifying as dependant care providers, (especially new parents) appear to be most impacted based on survey comments.
- » Strengthening and building trust in the conflict resolution process
 - This includes defining expected behaviours to address harassment and discrimination related issues and increasing comfort in seeking assistance to handle issues of workplace harassment and/or discrimination.
- » Improving talent management practices to ensure equitable opportunities for persons of all identities.
 - This includes recruitment and retention practices.
- » Ensuring transparency in career advancement and development processes.
- » Setting expectations and holding leadership accountable for implementing IDEA practices and behaviours to demonstrate leadership and management commitment to IDEA.
- » Improving inclusion experiences for typically underrepresented groups by providing accessible workplace and community programs.



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Key Themes

Key themes

Key themes in Inclusion Climate analysis

A. Physical and mental well-being

🔑 Data suggests that *attitudinal barriers* to use of accommodations, flexible options and time off remain unacknowledged and may be impacting behaviours.

B. Harassment and discrimination

🔑 There is a disconnect between the content and spirit of the written policies that address workplace harassment and discrimination, perspectives on the efficacy of these policies, and the experiences and perceptions shared by employees about their lived experiences.

C. Equitable opportunities and talent management

🔑 Data suggests there are potentially procedural and attitudinal barriers to the hiring and career advancement of typically underrepresented groups at the Town of Oakville

D. Perceptions of leadership and management

🔑 Data indicates there is mixed perceptions of demonstrated inclusive leadership and mixed perceptions of management IDEA capability across data collection methods.

Methodology

Analysis A: Diversity Census and Inclusion Survey

Methodology

The Diversity Census and Inclusion Survey is an anonymous online survey launched on January 27, 2022 and closed on February 18, 2022.

Of 1917 employees invited to complete the survey, 944 employees completed the survey, providing a response rate of 49.2%.¹

Written Feedback

In total, the survey received 196 written comments from respondents. Of this total:

- » 129 were provided as general comments.
- » 33 were provided as responses to why respondents would not request accommodations for a disability.
- » 34 were provided as responses to why respondents would not request accommodations for dependant care.

Analytical approach

CCDI Consulting applied an exploratory analytical approach to identify issues and gaps that may require further investigating. The Diversity Census and Inclusion Survey captured data on workplace and personal demographics of employees and their inclusion experiences for 13 dimensions of inclusion in the workplace. The range of survey questions provided the opportunity to apply between-group and group-to-overall demographic and inclusion comparisons to provide different dimensions of understandings and insights into the inclusion climate at the organization.

Workplace demographic comparisons included examining roles (i.e., individual contributor, management and leadership roles). Workplace demographic comparisons provided an equity lens in assessing issues and gaps experienced by those with varying decision-making/ influencing capabilities at the organization.

Personal demographic comparisons included examining typically underrepresented groups in employment contexts (i.e., persons with a disability, Indigenous persons, LGB2sQ+ persons, racialized persons and women) and different generations in the workplace. Personal demographic comparisons also provide an equity lens to assess which groups may be experiencing employment advantages and disadvantages.

¹ CCDI Consulting uses an industry standard of 80% response rate to gauge demographic data results as indicative of trends throughout the workforce. Please note that a response rate of 49.2% may not accurately reflect the views of the entire workforce. As such, CCDI Consulting presents findings that require further exploration by the Town of Oakville.

Clarifications

- » The Non-White Racial and Ethnic Identity category is an aggregate of Asian persons, Black persons, Latinx/Hispanic persons, Middle Eastern persons and Mixed-Race persons.
- » Where CCDI Consulting provides a visual representation of the data in the form of charts, tables, and graphs, we show percentages with one decimal point. As a consequence of rounding, on occasion, the total may be over/under by 0.1%.
- » The threshold for a sample size five respondents from any one particular group. For groups with no respondents, results are indicated with a zero. For groups with more than one but less than five respondents, the results will be indicated by an 'N'. Omitted categories in graphs are due to these categories being below the minimum threshold of representation.
- » The threshold for inclusion indicators is five percent of the total respondent pool or at least 20 persons.
- » Some questions allowed respondents to select multiple options. As such, these questions will not total 100%. We have indicated where this is the case.

Analysis B: Community Consultation

Focus Groups

CCDI Consulting Inc. analyzed respondent data from focus groups conducted amongst community affiliations within the Town of Oakville, taking place between July and August 2021.

The following community affiliations participated:

- » Culture Groups
- » Interfaith Groups
- » Multicultural Groups
- » Indigenous Groups
- » Legal and Police
- » Seniors Working Action Group
- » Oakville Public Library
- » Oakville Community Foundation + United Way
- » Halton District School Board
- » Halton Youth
- » Halton Community Legal Services
- » Halton Healthcare
- » Sheridan College
- » Iroquois Ridge High School – Gay-Straight Alliance
- » Oakville Youth Action Committee
- » Canadian Hearing Society
- » YMCA

Online Questionnaire

Additionally, CCDI Consulting analyzed 608 responses from an online questionnaire received for individuals living, working or conducting business in Oakville and/or individuals using facilities/programs/services in the Town of Oakville.

The aim of these activities was to allow participants to share their experiences, observations, and perceptions of issues related to inclusion, diversity, equity and accessibility in the Town.

Analysis C: Maturity Meter Evaluation

Aim

The Maturity Meter evaluation is designed to evaluate an organization's level of progress as it relates to its IDEA strategy, policies and practices. The assessment included the Employer Questionnaire only. Findings from the Maturity Meter evaluation serve to identify practices that will help develop the Town of Oakville's overall IDEA strategy.

Data collection details

The Employer Questionnaire was launched on June 10, 2021 and closed on July 9, 2021.

Analytical approach

The assessment metrics used in the Maturity Meter have been developed primarily from the 2016 Global Inclusion, diversity, equity and accessibility Benchmarks: Standards for Organizations Around the World (GDEIB) tool. This comprehensive tool is sponsored by The Centre for Global Inclusion and provides IDEA standards and best practices for organizations across all sectors.

Analysis D: Review of organizational policies

Policies and procedures serve as guidelines of how an employer attracts, selects, trains, retains and promotes employees as well as the types of conduct that align with fostering a diverse workforce, inclusive, equitable and accessible workplace. The aim of CCDI Consulting's policy and document review process is to assess how inclusion, diversity, equity and accessibility are developed through formalized policies in the workplace.

How CCDI Consulting analyzes policy documents through IDEA lenses

CCDI Consulting aimed to provide a holistic assessment of some of the formal written policies and procedures at the Town of Oakville. Policies were reviewed using the following criteria:

- » Implications for inclusive organizational culture
- » Indications of equitable and inclusive workplace practices
- » Adverse impact on different demographic groups
- » Accessibility and accommodation
- » Consistency and clarity

The document review process is designed to ensure that the overall framework of the policies does not present any unintentional barriers or discriminatory practices. The attached policy review data table in Analysis D highlights where steps can be taken to improve inclusion, diversity, equity and accessibility in the workplace.

Documents reviewed

The below documents were reviewed within the scope of this assessment:

- » 2018-2023 Multi-Year Accessibility Plan
- » 2019 Refreshed Commissioner Competency Summary
- » 2019 Refreshed Director Competency Summary
- » 2019 Refreshed Individual Contributor Competency Summary
- » 2019 Refreshed Manager Competency Summary
- » 2019 Refreshed Professional Competency Summary
- » 2019 Refreshed Supervisor Competency Summary
- » 2021 updated TOPS Brochure
- » Absence Reporting Procedure
- » Accessibility Policy
- » Accessibility Procedure Service Disruption Guidelines
- » Accessible Customer Service Procedure
- » Accessible Employment Procedure
- » Accessible Information and Communication Procedure
- » Accessible Transportation Procedure
- » Accommodation Procedure
- » Analysis A - Accessible Meeting Checklist
- » Attendance Support Program
- » Bereavement Leave – Non-Union Procedure
- » Criminal Records Check Procedure
- » Design of Public Spaces Procedure
- » Employee Code of Conduct
- » Employment Agreement
- » Exit Interview Procedure
- » Flex Time
- » Inclusion Lens Guide
- » Interview Questions - Administrative Coordinator February 2020
- » Interview Questions - Community Centre Manager
- » Interview Questions – Parks Labourer Forestry
- » Interview Questions - Technical Review Coordinator
- » Job Posting - Administrative Assistant - Transportation, Engineering and Development
- » Job Posting - Development Construction Inspector
- » Job Posting - Director, Finance
- » Job Posting - Manager Strategic Initiatives



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- » Non-union MPTA Job Evaluation (JE) plan
- » Offer of Employment
- » Part Time Equity Procedure
- » Planning Accessible Meetings Procedure
- » Probationary Period Procedure
- » Public Holidays Procedure - Full-Time Employees
- » Recruitment Policy
- » Recruitment Procedure Permanent Full Time
- » Recruitment Procedure Temporary, Part Time and Students
- » Reduced Work Week Final
- » Respectful Conduct Policy
- » Respectful Conduct Procedure
- » Respectful Conduct Reporting Form
- » Town of Oakville Fire Chief Operations - Interview and Assessment Guide
- » Unpaid Leave of Absence Procedure
- » Workplace Violence
- » Job Evaluation (JE) factors reference Nov 12, 2014

Analysis A: Diversity Census and Inclusion Survey

Representation of demographic groups

The below demographic findings are provided to identify possible patterns of demographic representation that will need to be further investigated.

Representation of typically underrepresented demographic groups

In this section, CCDI Consulting examines the representation of typically underrepresented demographic groups in Canadian employment contexts.

Table 1 below summarizes the percentage representation of survey respondents who identified as women, racialized persons, persons with a disability, Indigenous persons and LGB2sQ+ persons. Differences in these groups' representations are provided in comparison to the Toronto labour force, Ontario labour force and CCDI Consulting's Benchmark.

Findings from Table 1 include:

- » Representation of racialized persons at the Town of Oakville is 26.5% less than the Toronto labour force benchmark ², and less than the Ontario labour force benchmark overall.
- » Representation of respondents identifying as women is proportional or within 1% of Toronto, Ontario and Canada's labour force benchmark, but less than CCDI Consulting's benchmark.
- » Representation of respondents identifying as Indigenous persons is proportional or within 1% of Toronto's labour force benchmark. It is less than the Ontario labour force and CCDI Consulting's benchmark.
- » Representation of respondents identifying as persons with a disability and LGB2sQ+ persons is higher than Toronto, Ontario and Canada's labour force benchmark, as well as CCDI Consulting's benchmark.

² CCDI Consulting uses an industry benchmark of +/- 10% to indicate a notable difference.

Representation	Demographic group ³				
	Women	Racialized persons	Indigenous persons	Persons with a disability	LGB2sQ+ persons
Town of Oakville workforce ⁴	48.0%	22.6%	1.2%	17.5%	9.6%
Toronto labour force ⁵	48.4%	49.1%	0.8%	16.0%	5.1%
Difference	-0.4%	-26.5%	+0.4%	+1.5%	+4.5%
Ontario labour force ⁶	48.6%	27.9%	2.5%	16.0% ⁷	5.1% ⁸
Difference	-0.6%	-5.3%	-1.3%	+1.5%	+4.5%
Canadian labour force	48.2%	21.3%	4.0%	16.0%	5.1%
Difference	-0.2%	+1.3%	-2.8%	+1.5%	+4.5%
CCDI Consulting's Benchmark ⁹	50.4%	24.2%	3.5%	14.0%	7.1%
Difference	-2.4%	-1.6%	-2.3%	+3.5%	+2.5%

Table 1: Representation of typically underrepresented groups among respondents at the Town of Oakville

³ Demographic groups shown in this analysis are members of typically underrepresented groups, which include women, racialized persons, Indigenous persons, persons living with a disability, and LGB2sQ+ persons, who due to structural/systemic barriers are generally underrepresented in the workplace and are more likely to feel less included.

⁴ The Town of Oakville's workforce demographic representations for the noted groups are determined by calculating the percentage of respondents who selected 'Yes' for the corresponding demographic question and/or selected the option, out of the total respondent pool (i.e. 944 respondents) and includes Prefer Not to Answer (PNTA) responses. Please note that Statistics Canada addresses non-responses to census questions by applying an imputation method which involves substituting missing, invalid or inconsistent elements with plausible values in order to obtain a full dataset. For more information see, Statistics Canada, "Guide to the Census of Population, 2016, Chapter 10 – Data quality assessment," January 3, 2019, <https://www12.statcan.gc.ca/census-recensement/2016/ref/98-304/chap10-eng.cfm#a2> (accessed July 30, 2019).

⁵ Statistics Canada 2017. Focus on Geography Series. 2016 Census Data. Statistics Canada Catalogue no. 98-404-X2016001.

⁶ Government of Canada 2020. 2016 Employment Equity Data Report.

⁷ This statistic is derived from the 2017 Canadian Survey on Disability (CSD) for the age group 25 to 64 years. Statistics Canada, Table 13-10-0377-01 Labour force status of persons with and without disabilities aged 25 to 64 years, by age group and sex, Canada, provinces and territories, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1310037701andpickMembers%5B0%5D=1.12> (accessed May 13, 2019).

⁸ This statistic is an estimation of the incidence of LGBTQ2+ Persons who are 18+ years old in Canada. While it is not specific to the labour force, it is the best available comparator. CROP. "The values, needs and realities of LGBT people in Canada in 2017." Foundation Jasmin Roy, 2017. https://issuu.com/philippeperreault9/docs/8927_rapport-sondage-lgbt-en/8 (accessed February 15, 2019). CCDI uses this benchmarking statistic because Statistics Canada currently only captures data for individuals who identify as being in same-sex relationships and identify as gay, lesbian or bisexual. It also includes people who identify as Transgender, while our demographic, LGB2sQ+ does not. However, this is the best comparator available. Please note there is no benchmark available specifically for the Northwest Territories for this group.

⁹ CCDI Consulting's benchmark data are compiled from organizations that surveyed with CCDI Consulting from 2018-2020. In total, 62 organizations are included in this dataset, with 56,758 survey respondents. The benchmark statistics represent averages of responses.

Representation of typically underrepresented groups based on primary role

Figure 1 presents the representation of survey respondents from typically underrepresented groups (i.e., Indigenous persons, LGB2sQ+ persons, persons with a disability, racialized persons and women) and a comparator group (i.e., straight, White, able-bodied men) by management responsibility level at the Town of Oakville.

The demographic groups with fewer than five respondents have been reported as 'N' to maintain anonymity.

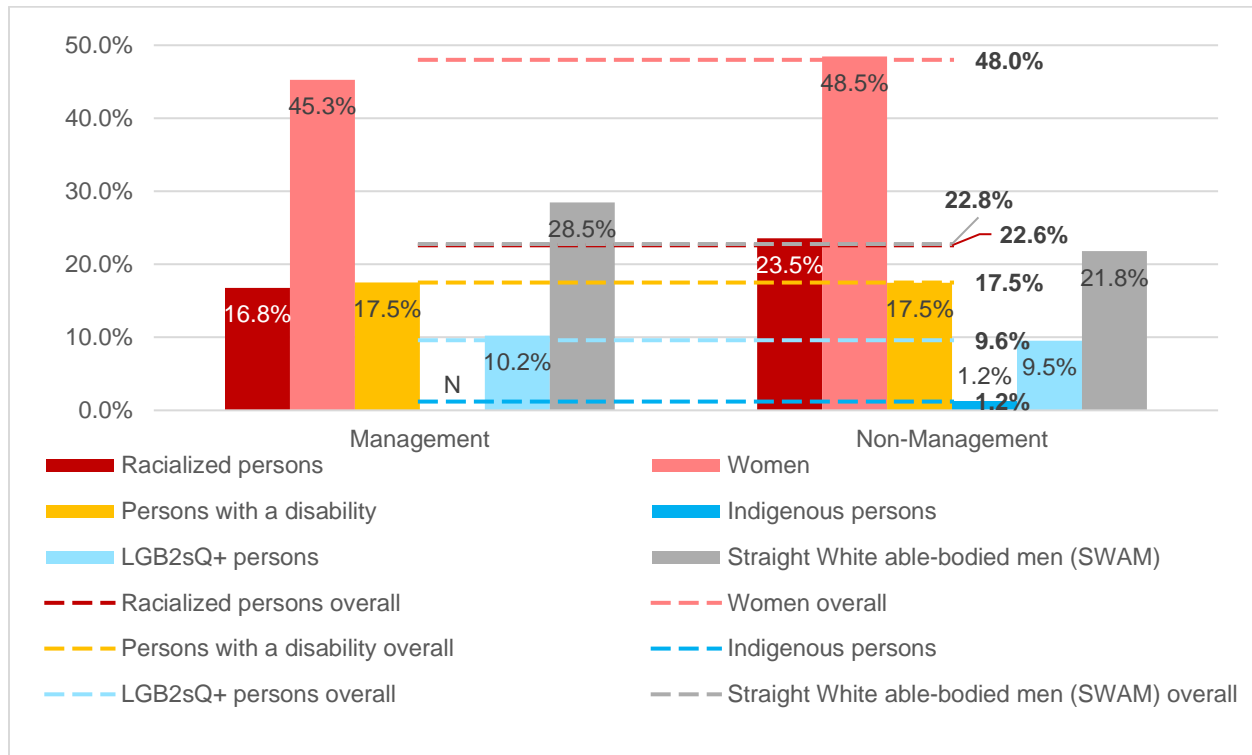


Figure 1: Representation of typically underrepresented groups based on primary role at the Town of Oakville

Findings from Figure 1 include:

- » Respondents identifying as women have highest representation in roles at each level of seniority.
- » Respondents identifying as racialized persons are less represented in Management roles than their overall availability at the Town of Oakville by 5.8%.
- » Respondents identifying as straight, White, able-bodied men are more represented in Management roles than their overall availability at the Town of Oakville by 5.7%.
- » Respondents identifying as Indigenous persons were least represented in Management roles.

Representation of typically underrepresented groups compared to Oakville and Halton populations

Table 2 compares typically underrepresented groups within the Town of Oakville’s respondent workforce population to Oakville and Halton populations¹⁰. Comparison between workforce demographics and overall population can help to identify opportunities for proportional representation in workplace contexts, dependent on where recruitment and procurement is sourced.

Demographic group					
Representation	Women	Racialized persons	Indigenous persons	Persons with a disability	LGB2SQ+ persons
Town of Oakville workforce	48%	22.6%	1.2%	17.5%	9.6%
Oakville population	51.7%	30.8%	0.7%	22.0%	5.1%
Difference	-3.7%	-8.2%	+0.5%	-4.5%	+4.5%
Halton population	51.4%	25.7%	1.0%	22.0%	5.1%
Difference	-3.4%	-3.1%	+0.2%	-4.5%	+4.5%

Table 2: Representation of underrepresented groups compared to Oakville and Halton populations

Findings from Table 2 include:

- » Respondents identifying as women and racialized persons are less represented in the Town of Oakville’s workforce than in the Oakville and Halton populations.
- » Respondents identifying as Indigenous persons are represented proportionally (within 1%) in the Town of Oakville’s workforce compared to the Oakville and Halton populations.

¹⁰ Statistics Canada 2017. Focus on Geography Series. 2016 Census Data. Statistics Canada Catalogue no. 98-404-X2016001.

Representation of generations (age groups) in the workplace

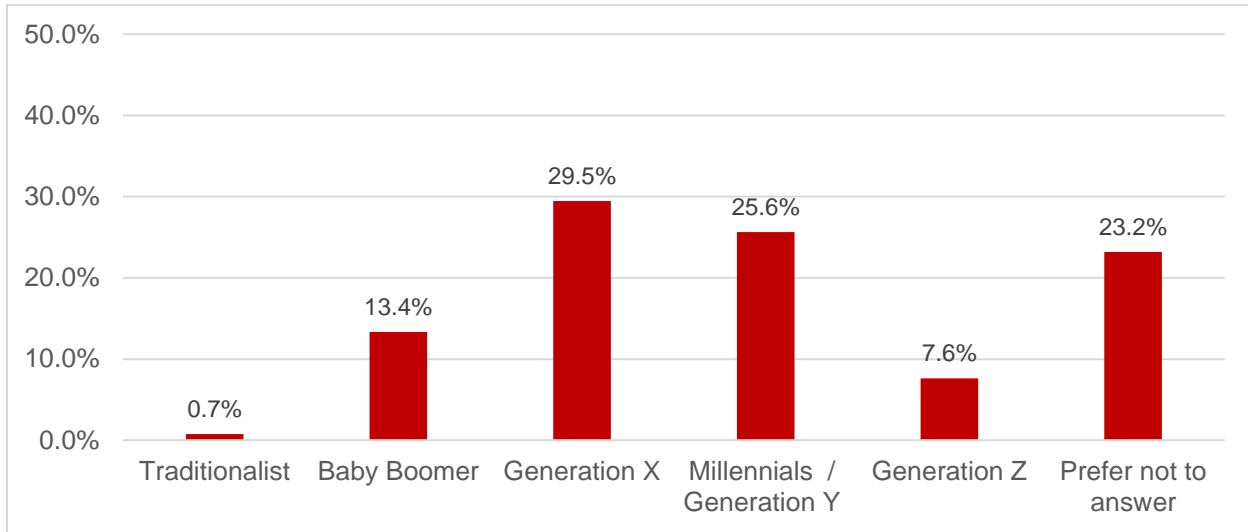


Figure 2: Representation of different generations at the Town of Oakville

Figure 2 above shows the representation of different generations or age groups among respondents at the Town of Oakville.¹¹ Findings from this figure include:

- » Respondents identifying as Generation X are most represented among respondents at the Town of Oakville
- » Respondents identifying as Traditionalist are least represented among respondents at the Town of Oakville.
- » A notable number of participants (23.2%) chose the option ‘Prefer not to answer’
 - This may indicate a lack of trust on behalf of survey respondents or suggest a need for more communication around how age-related data will be used.

Inclusion climate

The Diversity Census and Inclusion Survey asked respondents 13 inclusion questions relating to topics such as feeling included, support for employee wellbeing, perceptions of equitable opportunities, work flexibility and accommodation support, harassment and discrimination, inclusive leadership and managerial/supervisory behaviours.

Respondents were asked to indicate their agreement with each inclusion question on a Likert-type scale that ranged from “strongly agree” to “strongly disagree”.¹²

¹¹ Traditionalist refers to a person who was born on or before 1946. Baby boomer refers to a person who was born from 1947 to 1964. Generation X refers to a person who was born from 1965 to 1979. Millennials / Generation Y refers to a person who was born from 1980 to 1998. Generation Z refers to a person who was born from 1999 to present.

¹² Agreement refers to the selection of “strongly agree” and “agree” response options. Neutral refers to the selection of “slightly agree” and “slightly disagree” response options. Disagreement refers to the selection of “disagree” and “strongly disagree”

Agreement ratings for 13 inclusion indicators

The figures below present inclusion agreement ratings for all 13 indicators in order from highest to lowest agreement:

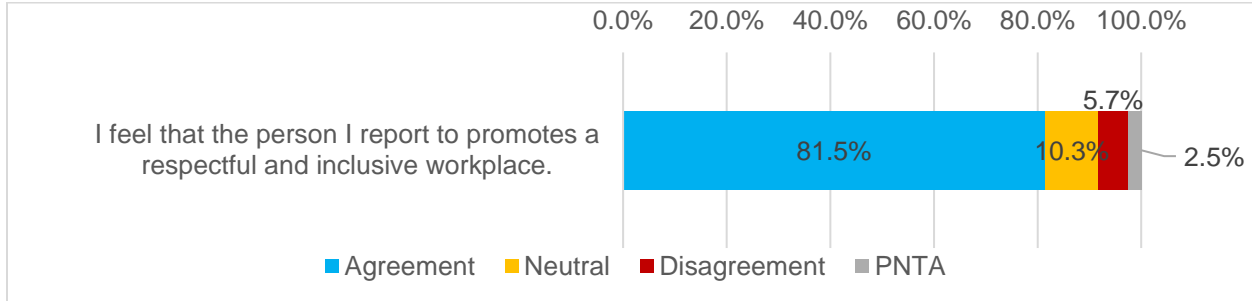


Figure 3: Inclusion indicator >80% agreement ratings at the Town of Oakville

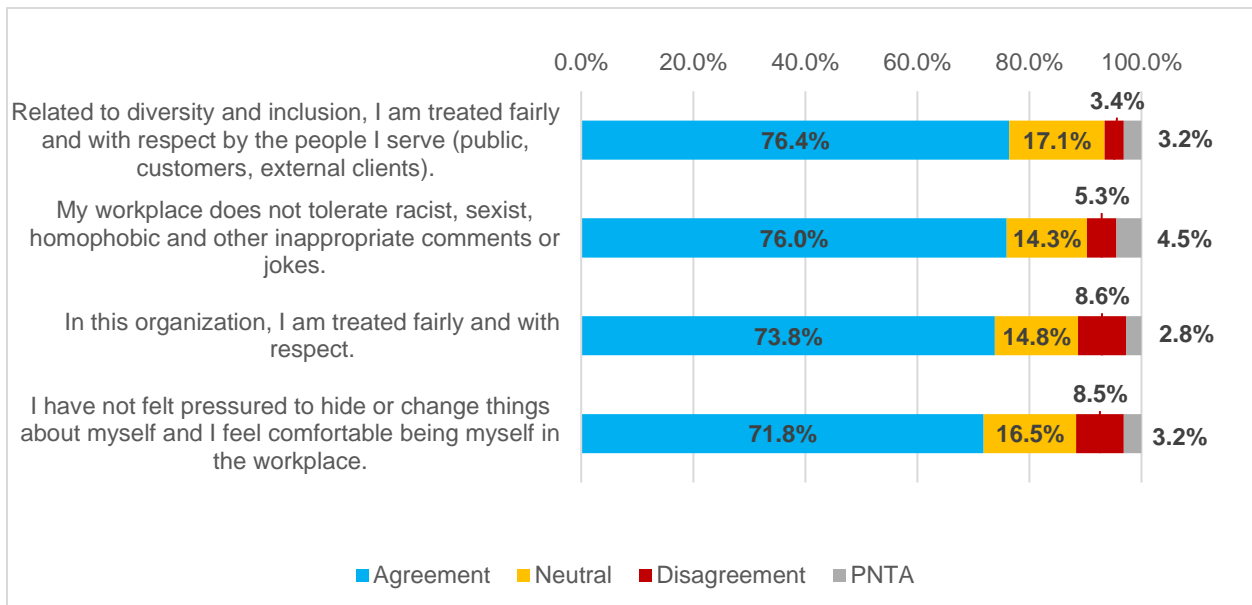


Figure 4: Inclusion indicators with 70% - 80% agreement ratings at the Town of Oakville

response options. PNTA refers to “Prefer not to answer” responses. These questions served as indicators to assess the inclusion climate at the Town of Oakville.

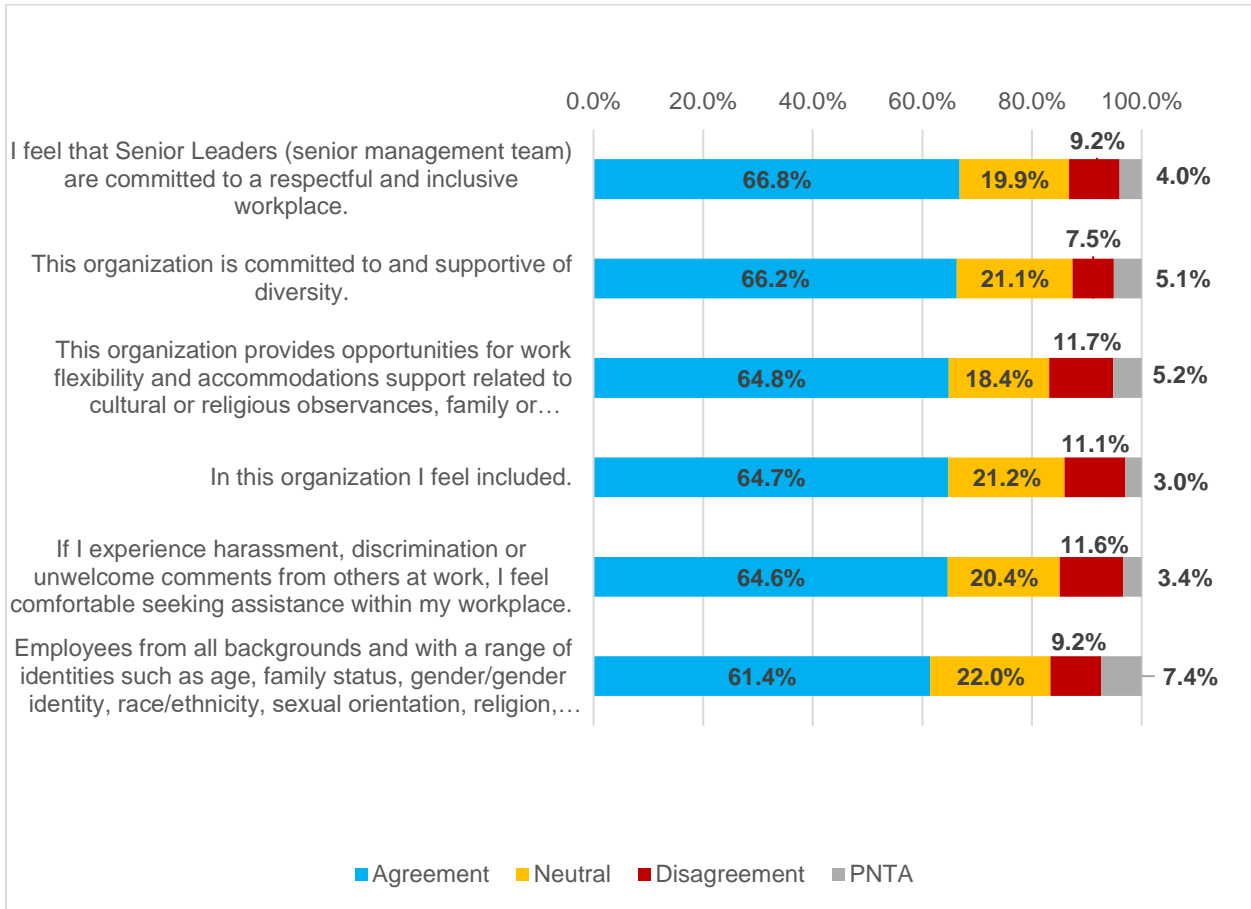


Figure 5: Inclusion indicators with 60%-70% agreement ratings at the Town of Oakville

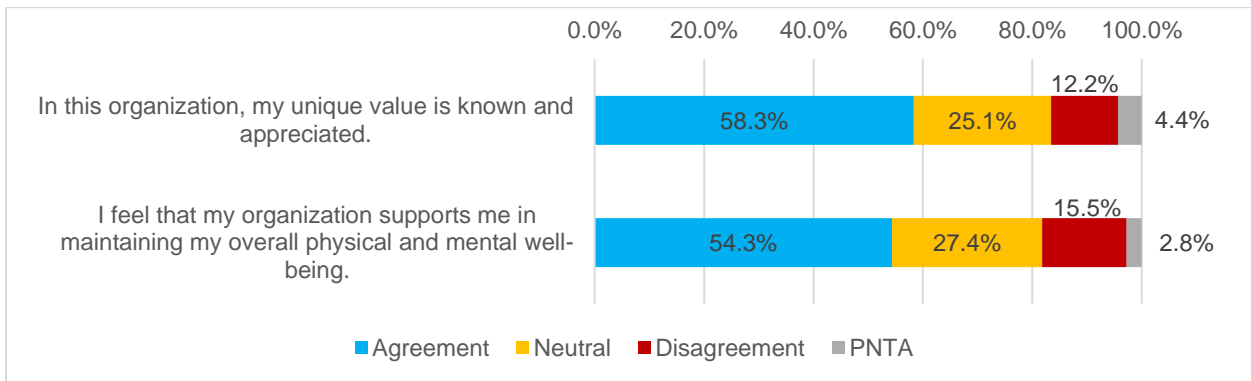


Figure 6: Inclusion indicators with 50% - 60% agreement ratings at the Town of Oakville

Key themes in inclusion climate

This section aims to synthesize key themes and issues arising from respondents' comments, and the extent to which they align with quantitative findings.

Accommodations, flexibility and support for wellbeing

Perceptions and experiences of persons with a disability

Respondents who identified as persons with a disability provided feedback about their experiences relating to accommodations, flexibility and support for their wellbeing.

Some comments mentioned stigma around visible and invisible disabilities and fear of judgement by leaders and peers. Others expressed uncertainty on whether information about disability and accommodation shared with managers or Human Resources would be kept confidential.

Some respondents reported perceptions of negative career impact and/or perception of low performance and competence.

Several respondent comments conveyed negative experiences related to the Attendance Support Program and Absence Reporting Procedures at the Town of Oakville, particularly from persons with a disability.

Figure 7 below presents the agreement ratings of respondents who identified as persons living with a disability for the inclusion indicators of workplace flexibility and support for employee wellbeing.

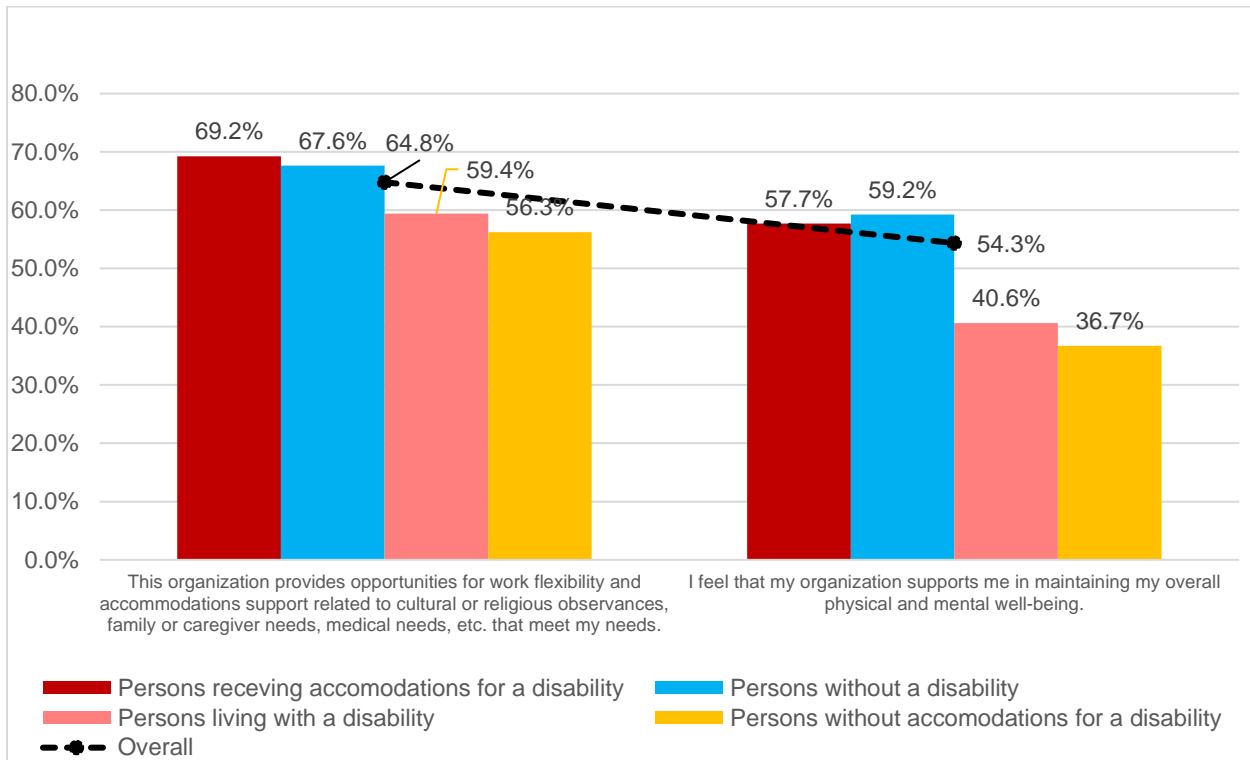


Figure 7: Agreement ratings of respondents who identified as persons living with a disability for the inclusion indicators of workplace flexibility and support for employee wellbeing

Findings from Figure 7 include:

- » Respondents identifying as persons living with a disability while receiving workplace accommodations reported higher than overall agreement ratings for the abovementioned indicators.
- » Respondents identifying as persons without a disability also reported higher than overall agreement ratings for the abovementioned indicators.
- » Respondents identifying as persons with a disability while not receiving workplace accommodations reported very low agreement ratings for the indicator assessing feelings of organizational support for well-being
 - Agreement ratings for this group were 17.6% lower than overall agreement.

Perceptions and experiences of persons who provide dependant care

Persons identifying as having dependant care responsibilities also provided feedback about their experiences relating to accommodations, flexibility and support for their wellbeing.

Some expressed discomfort requesting accommodations and workplace support, lack of knowledge around available supports, or inaccessibility due to additional costs or procedural challenges.

Some suggested that requests for dependant care accommodation have been denied in the past, are unlikely to be fulfilled if requested, or that they may have impact on employment.

A number of respondents expressed challenges specifically related to caregiving accommodation policy for pregnancy/parental leave. Comments suggest experiences of unfair scope or application of policy, or lack of policy altogether (particularly in Fire Services).

Figure 8 below presents the agreement ratings of respondents who identified as persons providing dependent care for the inclusion indicators of workplace flexibility and support for well-being.

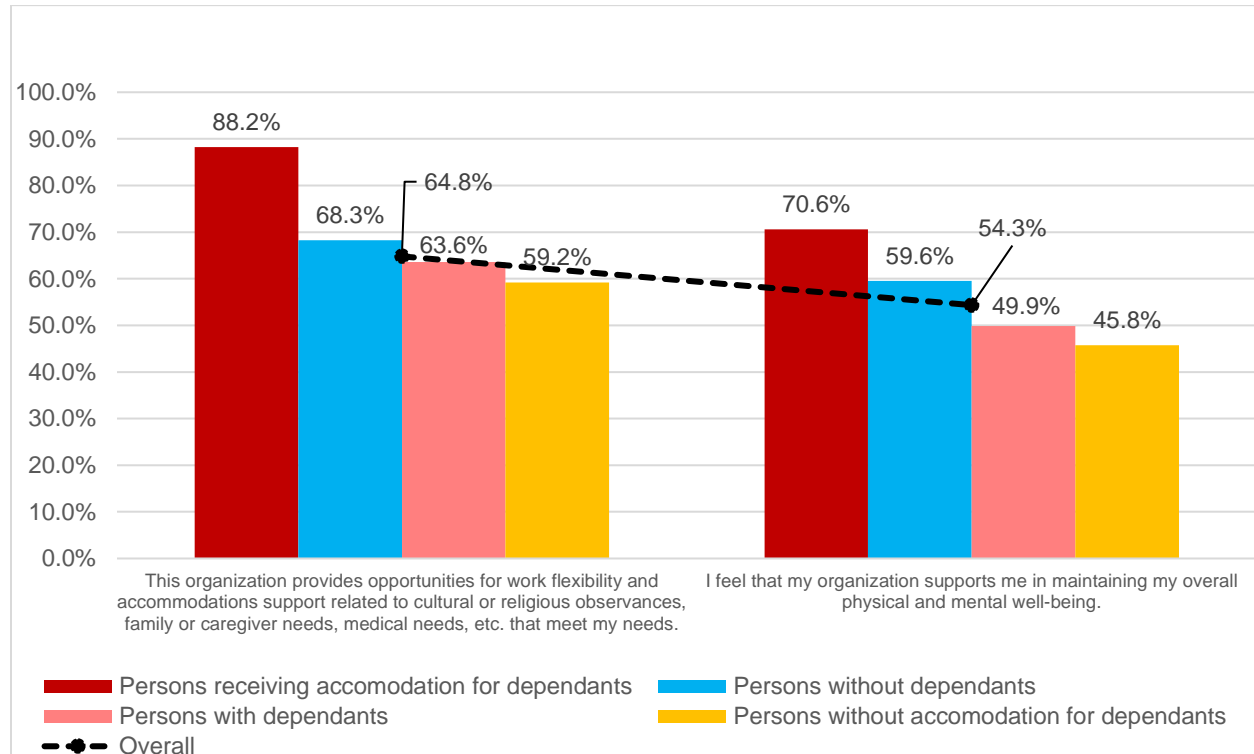


Figure 8: Agreement ratings of respondents who identified as persons with dependant care responsibilities for the inclusion indicators of workplace flexibility and support for wellbeing

Findings from Figure 8 include:

- » Respondents identifying as persons with dependant caregiving responsibilities, as well as those without accommodation for those responsibilities reported lower agreement ratings than the overall population for the abovementioned indicators.
- » Respondents identifying as persons with dependant caregiving responsibilities who are receiving accommodation reported higher agreement ratings than the overall population.

Harassment and discrimination

Written comments from respondents indicate having experienced or witnessed harassment and/or discrimination while working at the Town of Oakville. Some respondents reported examples of inappropriate sexual comments and microaggressions relating to language, culture and race, as well as bullying, gender bias and ageism.

Some respondents reported that leaders, managers and supervisors are taking part in these behaviours and, in some cases, no consequences are evident.

Some respondents' feedback indicates mistrust in the conflict management system which discourages Town of Oakville employees from speaking up about inappropriate conduct in the workplace. Others reported perceived procedural challenges or inaction when complaints are made through the Human Resources department.

Quantitative findings of harassment and discrimination

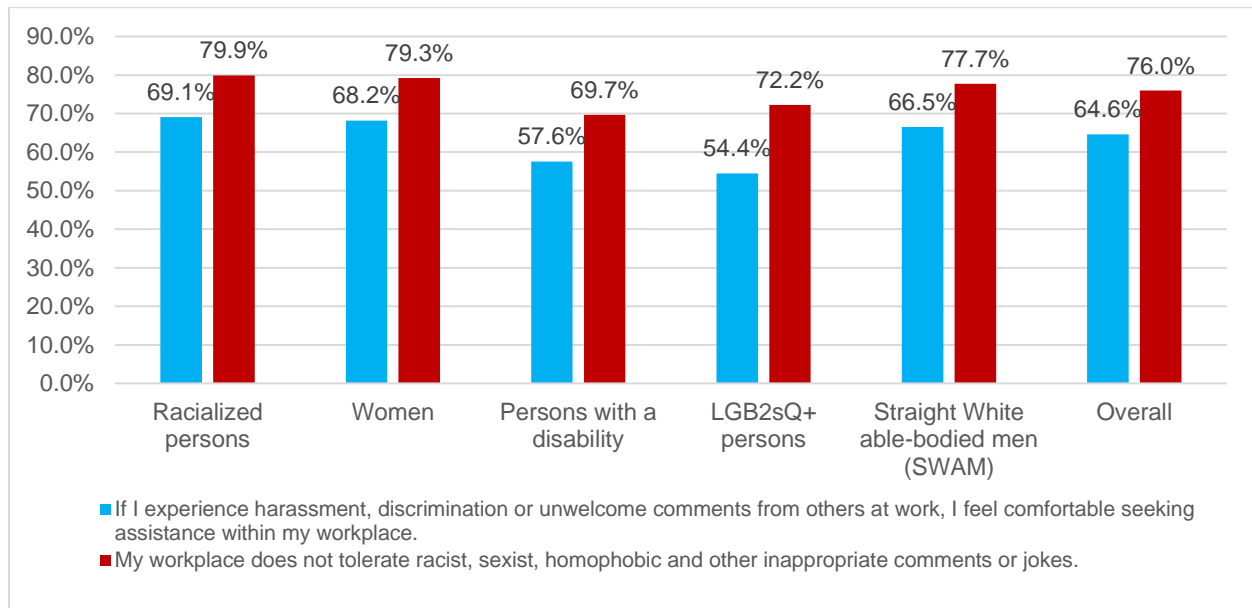


Figure 9: Agreement ratings amongst typically underrepresented groups for the inclusion indicators relating to harassment and discrimination

Figure 9 above presents agreement ratings amongst typically underrepresented groups for inclusion indicators relating to harassment and discrimination. Findings include:

- » Respondents from typically underrepresented groups in the comparison reported moderate agreement for the indicator assessing zero tolerance of racist, sexist, homophobic and other inappropriate comments or jokes at work.
 - Respondents identifying as racialized persons and women reported the highest agreement ratings for this indicator (79.9% and 79.3% respectively).
- » Respondents from typically underrepresented groups in the comparison reported very low to low agreement for the indicator assessing level of comfort seeking assistance for issues of workplace harassment and/or discrimination.
 - LGB2sQ+ persons reported the lowest agreement (54.4%).

Figure 10 below presents the agreement ratings for the inclusion indicators relating to harassment and discrimination amongst different generations at the Town of Oakville.

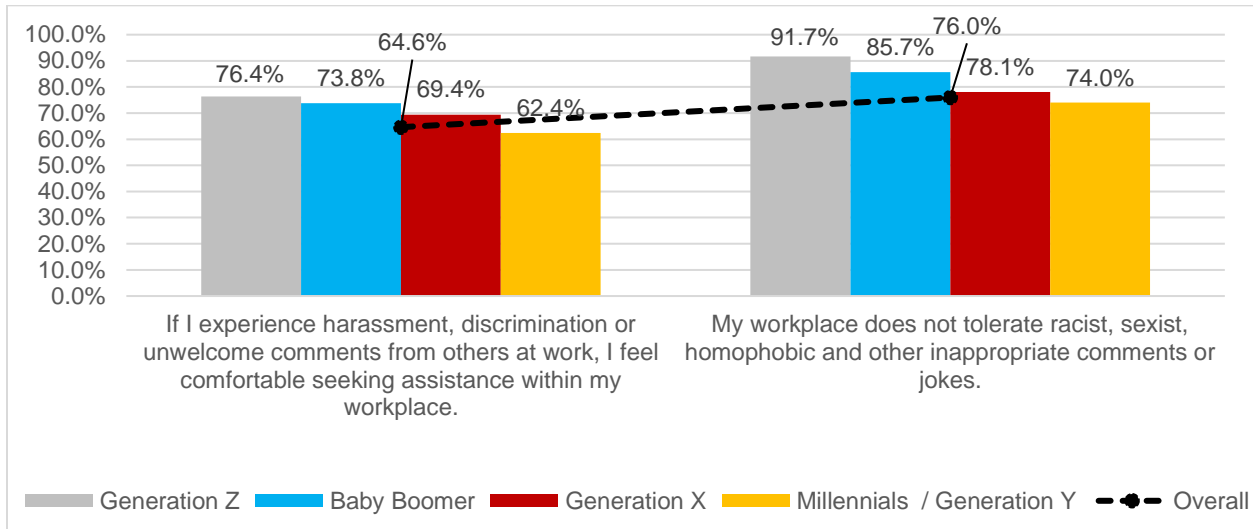


Figure 10: Agreement ratings amongst generations for the inclusion indicators relating to harassment and discrimination

Findings from Figure 10 include:

- » Respondents identifying as Baby Boomers and Generation Z reported high to very high agreement while those identifying as Millennials/Generation Y and Generation X reported moderate agreement for the indicator assessing zero tolerance of racist, sexist, homophobic and other inappropriate comments or jokes at work.
- » Respondents identifying as Baby Boomers and Generation Z reported moderate agreement for the indicator assessing level of comfort seeking assistance for issues of workplace harassment and/or discrimination.
 - Respondents who identified as Millennials/Generation Y and Generation X reported low agreement for this indicator.

Equitable opportunities

Comments from respondents share experiences and perceptions around inequitable talent management processes at the Town of Oakville. Many comments remarked upon lack of clear communication or unequal application of policies. Some mention lack of support for advancement and promotion. Some indicated they have faced issues trying to make career progress when applying for roles within the Town as internal candidates.

Some respondents commented about inequitable opportunities between part-time and full-time, contract vs. non-contract and union vs. non-union employees.

Quantitative findings on advancement opportunities

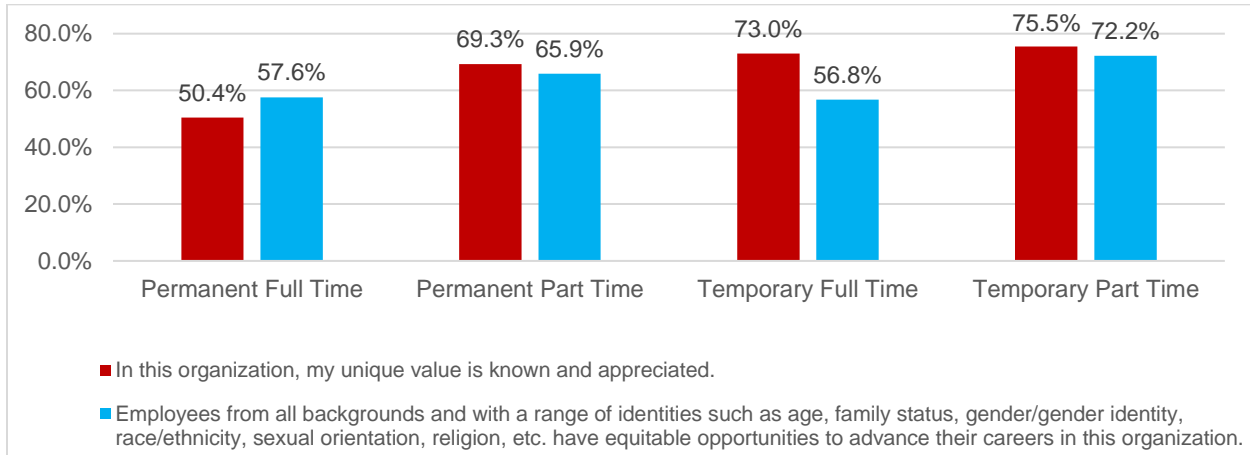


Figure 11: Agreement ratings per employment status for inclusion indicators relating to advancement opportunities

Figure 11 above presents agreement ratings by employment status for inclusion indicators relating to advancement opportunities and appreciation of one's unique value. Findings from this figure include:

- » Respondents identifying as permanent full-time employees reported the lowest agreement rating for the indicator assessing whether one's unique value is known and appreciated (50.4%).
- » Respondents identifying as temporary full-time employees reported the lowest agreement rating for the indicator assessing whether employees have equitable opportunities for career advancement (56.8%).

Leadership and management

Many respondents' comments about leadership and management indicate a desire for diversity and representation reflective of the community of Oakville. Additional comments indicate perceptions of a lack of commitment and action from leadership, and a lack of trust in Human Resources in particular.

Quantitative findings on perceptions of leadership and management

Figure 12 below shows the agreement ratings for the indicators of leaders' and managers'/supervisors' perceived ability to foster respect and inclusion in the workplace.

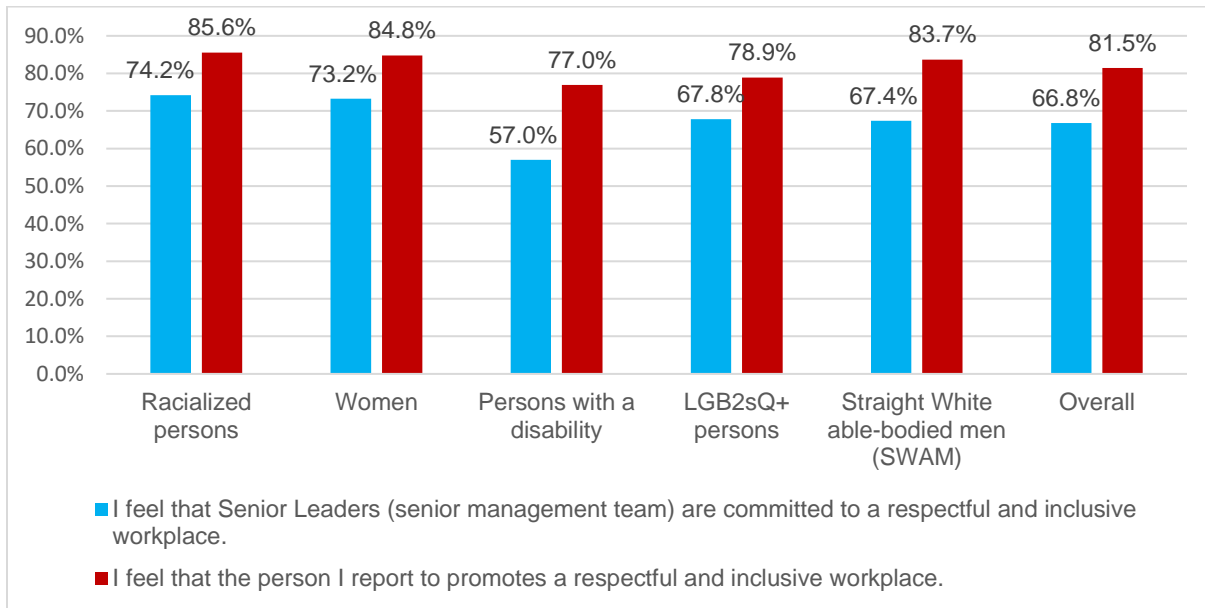


Figure 12: Perceptions of leadership and management's ability to foster respect and inclusion at the Town of Oakville

The key findings from Figure 12 are:

- » Respondents identifying as persons with a disability reported very low agreement ratings for perceptions of senior leadership commitment to developing a respectful and inclusive workplace.
 - Respondents who identified as racialized persons, women, and LGB2sQ+ persons reported low to moderate agreement ratings for perceived leadership commitment.
- » All typically underrepresented groups and respondents identifying as SWAM reported moderate to high agreement ratings for perceptions of managerial/supervisory promotion of respect and inclusion at work.

Feedback on IDEA initiatives

Survey respondents provided feedback on IDEA initiatives, including recommendations on potential activities and areas of improvement. Some desired active listening and communication by the Town of Oakville, while others indicated a need for additional learning opportunities and cultural competence for staff.

Positive comments

Survey respondents also shared some positive feedback about their experiences at the Town of Oakville.

Analysis B: Community Consultation

Key findings from focus groups and resident surveys

Meeting the needs of the community

Participants reported mixed opinions on whether the Town of Oakville's community programs and services met the needs of the community. Those who reported that the Town did not meet the community's needs offered some of the following examples of groups which may be left out:

- » Low-income residents
- » Persons with disabilities
- » Elderly persons
- » Racialized persons
- » Minority religious groups
- » Newcomers to Canada
- » LGBTQ2+ persons
- » Indigenous persons

Some participants mentioned barriers to accessing existing services and programs such as cost of participation and lack of programming in languages other than English. Other barriers mentioned include limited resources for program facilitators and limited accessibility for those living with physical disabilities.

Inclusion, diversity, equity, accessibility and belonging

Participants noted awareness of some of the following IDEA trends in the Town of Oakville:

- » Education and training programs for town employees
- » Interest in Indigenous issues
- » Anti-racism movements

Interest and involvement in IDEA trends was noted by residents, and some suggested that continued communication about, and support of IDEA related topics by the Town of Oakville would improve participation and impact.

Over half of participants shared that they have been reluctant to participate in a town program because they felt as though they didn't belong. Reasons for such include not seeing their identities reflected in the programs on offer, feeling stigmatized due to underrepresentation, lack of accessibility options for persons with disabilities and unwelcoming/exclusive atmospheres.

Most participants agreed that the Town values inclusion, diversity, equity and accessibility in provision of programs and services and recognized the efforts being made to promote IDEA. A few participants mentioned that although performative actions have increased a sense of belonging for some, many others still feel left out. Some suggested that improved representation and IDEA in programs would be welcomed, and that investment in inclusive programming would help improve the experiences of typically underrepresented groups.

Communication

When asked whether the Town of Oakville communicates well with different communities or groups, participants noted mixed agreement. Those who agreed noted that communication from the mayor and faith leaders is strong, and that information available through websites, newsletters and social media is helpful and accessible, particularly for those with internet connection and English speakers. Most participants from community groups agreed that the Town communicates well, however, some individual residents reported dissatisfaction with the Town of Oakville's communications methods and strategies.

Participants who disagreed noted that it is sometimes challenging to find information about Town services and programs. Some mentioned that communications are targeted for specific identity groups at the exclusion of others (low-income families, LGBTQ2+ persons, newcomers, those without access to the internet).

Some suggestions for improving communications include:

- » Ensuring accessible options for persons with disabilities
- » Provide translated versions for those who do not speak English
- » Improve signage and information in public places, churches, schools, etc.
- » Consider communication methods other than the internet and social media
- » Partner with community/grassroots organizations
- » Conduct regular feedback or listening initiatives

Representation

Most participants reported feeling as though the composition of Town staff is not representative of the residents of Oakville. Some participant comments noted that representation may be improving, but many mentioned a lack of visible racial/ethnic diversity in Town staff and council members in particular.

When asked how the Town of Oakville could attract and retain a diverse workforce, participants offered some of the following suggestions:

- » Targeted recruitment of racial/ethnic minorities (job fairs, advertisements, etc.)
- » Flexible holiday options for non-Christian religious holidays
- » Community outreach for recruitment of young persons and persons with disabilities
- » Accommodation options for flexible schedules
- » Equitable pay and benefits
- » Affordable housing and transportation options
- » Inclusive and accessible interview processes
- » Training and education
- » Employee Resource Groups



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Suggestions for improvement

Resident participants noted various suggestions for enhancing inclusion, diversity, equity and accessibility within the Town of Oakville's programs, services and communications.

Analysis C: Maturity Meter Evaluation

About the Maturity Meter Evaluation

The Maturity Meter evaluation is designed to evaluate an organization's level of progress as it relates to its IDEA strategy, policies and practices. The assessment includes the Employer Questionnaire as well as an optional employee validation survey (not conducted for the Town). Findings from the Maturity Meter evaluation serve to identify practices that will help develop the Town of Oakville's IDEA strategy.

The assessment metrics used in the Maturity Meter have been developed primarily from the 2016 Global Inclusion, diversity, equity and accessibility Benchmarks: Standards for Organizations Around the World (GDEIB) tool. This comprehensive tool is sponsored by The Centre for Global Inclusion and provides IDEA standards and best practices for organizations across all sectors.

Employer Questionnaire

The Employer Questionnaire includes questions that screen for the existence of policies and practices across the GDEIB's Foundation, Internal, Bridging, and External groups, and other indices that include the following:

- » The Corporate Equality Index from the Human Rights Campaign
- » The Disability Equality Index from the American Association of People with Disabilities
- » The Inclusive Workplace Index from TRIEC (Toronto Regional Immigrant Employment Council)
- » The Canadian National Standards for Psychological Health and Safety in the Workplace

The questionnaire was completed by an individual(s) at the Town of Oakville who is knowledgeable about the town's IDEA strategy, policies and practices.

Employer Questionnaire – Evaluation method

The Employer Questionnaire ranks an organization on its level of progress for the Foundation, Internal, Bridging, and External groups of the GDEIB. Based on the IDEA policies and practices that are currently being implemented, an organization can receive one of the following five possible rankings:

1. Initial stage – score of 0% to 20%
2. Reactive stage – score of 20.01% to 40%
3. Proactive stage – score of 40.01% to 60%
4. Progressive stage – score of 60.01% to 80%
5. Best practice stage – score of 80.01% to 100%

Each of the five groups will receive a sub-score and an associated ranking. Additionally, an Employer Maturity Score will be given that provides an overall ranking for the organization. Information on how the sub-scores and the Employer Maturity Score are derived are detailed below.



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Overall Maturity Score

The Overall Maturity Score is derived from the total Employer Maturity Score and the total Employee Maturity Score. **The Town of Oakville received an Overall Maturity Score of 29.4% and a corresponding ranking of Reactive.**

This suggests that Town of Oakville may have isolated programs, disconnected from overarching organizational vision and strategy. These programs may be related to compliance with legislation and managed completely within Human Resources with little involvement from the rest of the organization.

Analysis C: Organizational policies

Review of organizational policies

Policies and procedures serve as guidelines of how an employer attracts, selects, trains, retains and promotes employees as well as the types of conduct that align with fostering a diverse workforce, inclusive workplace and equitable practices. The aim of CCDI Consulting's policy and document review process is to assess how inclusion, diversity, equity and accessibility are developed through formalized policies in the workplace.

Documents reviewed

- » 2018-2023 Multi-Year Accessibility Plan
- » 2019 Refreshed Commissioner Competency Summary
- » 2019 Refreshed Director Competency Summary
- » 2019 Refreshed Individual Contributor Competency Summary
- » 2019 Refreshed Manager Competency Summary
- » 2019 Refreshed Professional Competency Summary
- » 2019 Refreshed Supervisor Competency Summary
- » 2021 updated TOPS Brochure
- » Absence Reporting Procedure
- » Accessibility Policy
- » Accessibility Procedure Service Disruption Guidelines
- » Accessible Customer Service Procedure
- » Accessible Employment Procedure
- » Accessible Information and Communication Procedure
- » Accessible Transportation Procedure
- » Accommodation Procedure
- » Analysis A - Accessible Meeting Checklist
- » Attendance Support Program
- » Bereavement Leave – Non-Union Procedure
- » Criminal Records Check Procedure
- » Design of Public Spaces Procedure
- » Employee Code of Conduct
- » Employment Agreement
- » Exit Interview Procedure
- » Flex Time
- » Inclusion Lens Guide
- » Interview Questions - Administrative Coordinator February 2020
- » Interview Questions - Community Centre Manager
- » Interview Questions – Parks Labourer Forestry
- » Interview Questions - Technical Review Coordinator
- » Job Posting - Administrative Assistant - Transportation, Engineering and Development
- » Job Posting - Development Construction Inspector
- » Job Posting - Director, Finance



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- » Job Posting - Manager Strategic Initiatives
- » Non-union MPTA Job Evaluation (JE) plan
- » Offer of Employment
- » Part Time Equity Procedure
- » Planning Accessible Meetings Procedure
- » Probationary Period Procedure
- » Public Holidays Procedure - Full-Time Employees
- » Recruitment Policy
- » Recruitment Procedure Permanent Full Time
- » Recruitment Procedure Temporary, Part Time and Students
- » Reduced Work Week Final
- » Respectful Conduct Policy
- » Respectful Conduct Procedure
- » Respectful Conduct Reporting Form
- » Town of Oakville Fire Chief Operations - Interview and Assessment Guide
- » Unpaid Leave of Absence Procedure
- » Workplace Violence
- » Job Evaluation (JE) factors reference Nov 12, 2014

Overall action items

- » Include the review date of policy/procedure, owner, creation date, last modified and next review date for all policies and procedures.
- » Eliminate tables where possible for easier reading and comprehension.
- » Use standard formatting, font and size use across all policies and procedures. The recommended standard is Arial 11.

About CCDI Consulting Inc.

Since 2014, CCDI Consulting has supported Canadian employers facing inclusion, diversity, equity, and accessibility (IDEA) issues in the workplace. CCDI Consulting can help move an employer from beyond compliance requirements to provide solutions that create sustainable and measurable results.

CCDI Consulting is managed by professionals who have practical workplace inclusion, diversity, equity and accessibility experience in a variety of industries and sectors. It leverages its transformative methodology, utilizes data-powered inquiry, and employs a unique integrated organizational management approach to address workplace IDEA challenges.

CCDI Consulting is a six-time winner the of the HR Reporters People's Choice award for Diversity/Equity Consultant.



Contact us

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