



# Diversity, Equity and Inclusion Strategic Framework

## Year Two

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**Purpose:** Year Two of the Diversity, Equity and Inclusion strategic framework builds on the accomplishments of the year one. Year one established foundation on which year two builds to ensure a shared direction and commitment for DEI across the organization so we can work together to respect and value our diverse workforce to build a more inclusive and welcoming library.

This framework comprises of three key goals and identifies the priorities and actions OPL will undertake in 2024. It also outlines the key roles and responsibilities and how we track and measure success.

### Goals:

1. **Workforce Diversity** – recruit and retain diverse and qualified staff to increase diversity of thinking and perspectives.
2. **Workplace Inclusion** – foster a culture that encourages collaboration, flexibility and equity to enable all employees to contribute to their full potential.
3. **Sustainability and accountability** – identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to use inclusive behaviours to successfully manage diverse teams and be accountable for the results.

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**Workforce Diversity** – recruit and retain diverse and qualified staff to increase diversity of thinking and perspectives.

Actions	Accountability	By When	Measure	Quarterly Update
Complete a comprehensive compensation review.	HR/CEO	Q2	Completion and validation of current compensation structure.	<p>Q1. No Update</p> <p>Q2. Initial quote came back higher than budgeted. Working with the vendor and purchasing to clarify scope.</p> <p>Q3. Confirmed scope with vendor. Work to be completed in Q4.</p> <p>Q4. Work started in Q4 but has carried over into Q1 2025. Expected to be complete by end of Q1 with a report brought to the board.</p>
Introduce a mentorship program to support potential leaders, ensuring the process includes a focus on advancement of under-represented groups.	HR	Q1	Success rating from participants in the mentorship program	<p>Q1. Pilot mentorship program has started with two staff members selected to work with the identified leader mentor. In total, we had 5 staff members apply to the program and are looking at other method to support the 3 staff not selected for this round</p> <p>Q2/Q3/Q4. Mentorship program is ongoing.</p> <p>Q1 2025 An evaluation will be provided to both participating staff and the mentor to determine next steps for the pilot</p>
Apply inclusion lens in review of current benefit plans	HR/ CEO	Q3	% of increase in use of benefits	<p>Q1. No Update</p> <p>Q2. Reviewed benefit plan with vendor. No recommended changes at this time.</p>

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**Workplace Inclusion** – foster a culture that encourages collaboration, flexibility and equity to enable all employees to contribute to their full potential.

Actions	Accountability	By When	Measure	Quarterly Update
<p>DEI Employee resource group to create and implement an action plan to increase opportunities for learning and engagement on DEI topic for all staff.</p>	<p>DEI ERG</p>	<p>Q2</p>	<p># of DEI ERG Interactions with staff (e.g., Staff meeting presentations, training)</p>	<p>Q1: The DEI ERG has developed a quarterly agenda to guide their focus in 2024. Each quarter will have a theme and an educational component that will be delivered through staff/departmental meetings by members of the DEI ERG.</p> <p>Q2. The DEI ERG has engaged with 85 staff through training offered in Q2 around the theme of Embrace: Fostering Inclusion and Celebrating PRIDE.</p> <p>Q3. The DEI ERG engaged with 82 staff through training offered in Q3. This quarter's theme was REFLECT.</p> <p>Q4. The DEI ERG engaged with staff through training offered in Q4. This quarter's theme was UPLIFT with a focus on accessibility.</p>
<p>Define Inclusive leadership behaviours and set and communicate expectations to leaders as part of their 2024 key performance goals.</p>	<p>EMT/ Leaders</p>	<p>Q2</p>	<p>% of KPI goals successfully completed.</p>	<p>Q1: For 2024, OPL is using Deloitte's Six Signature Traits of Inclusive Leadership to guide leaders and their team to build inclusive mindsets and behaviours. Each leader was asked to choose one of the six</p>

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				<p>traits and build goals for both them and their teams.</p> <p>Q2/Q3/Q4. Leaders are working to achieve their 2024 key performance goals.</p>
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**Sustainability and accountability** – identify and breakdown systemic barriers to full inclusion by embedding diversity and inclusion in policies and practices and equipping leaders with the ability to use inclusive behaviours to successfully manage diverse teams and be accountable for the results.

Actions	Accountability	By When	Measure	Quarterly Update
Review policies according to review schedule with an inclusion lens to pinpoint and remove systemic barriers to inclusion.	EMT	Q4	<p>100% of reviewed policies are evaluated using an inclusion lens.</p> <p>Total percentage of policies reviewed.</p>	Q4. Ongoing as policies are reviewed
Ensure all employee's annual key performance indicators are reviewed and adjusted to reflect an inclusion lens.	All	Q2	% of employee annual KPI's are reviewed with an inclusion lens	Q1. Direction was provided to all leaders to review employee key performance indicators with an inclusion lens.
Develop a 360-review process for leaders and	HR	Q4	% of successful or above 360 ratings	Q1/Q2/Q3 – No Update

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ensure that questions are included that focus on the meeting of DEI related expectations.				In 2024, the performance review process for non-union was updated for implementation in 2025. As a result, the inclusion of 360 review has been pushed to 2026.
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### **Roles and Responsibilities:**

All employees have the responsibility to maintain an environment that is safe, respectful and productive. Everyone has the right to be treated fairly within the workplace in an environment that recognises and accepts diversity.

We can all contribute by participating in workplace diversity and inclusion activities and opportunities and complying with all anti-discrimination and workplace diversity legislation.

Leaders can contribute by displaying a positive commitment to workplace diversity and inclusion, being role models, fostering an inclusive and safe spaces, dealing quickly and effectively with inappropriate behaviour and participating in diversity training and encouraging team members to attend.

The success of the framework is dependent upon the support of everyone in the organization. Everyone has a responsibility for contributing to a culture which supports and values diversity and inclusion.

- Additional Evaluation methods:
- Diversity Survey result update
- Tracking of staff composition
- Staff Focus groups / Employee Resource Group feedback

### **Definitions:**

Based on the Town of Oakville's Draft Multi-Year IDEA plan.

#### **Diversity**

Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess, and the mix that occurs in any group of people. Race, ethnicity, age, gender, sexual orientation, religious beliefs, economic status, physical abilities, life experiences, and other perspectives can make up individual diversity. Diversity is a fact, and inclusion is a choice.

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### **Equity**

Equity means recognizing that we do not all start from the same place and circumstance. Equity provides resources and opportunities that are allocated based on individual needs that vary. This creates an environment where each person has the opportunity to achieve the same outcome.

### **Inclusion**

Inclusion is creating a culture that embraces, respects, accepts, and values diversity. It is an intentional and equitable effort to meet individual needs so everyone feels valued, respected, and able to contribute to their fullest potential

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