

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: October 29, 2009

SUBJECT: 2008-2009 DIVERSITY UPDATE

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Commission receive for information the 2008-2009 Diversity Update Report.

FUNDING

There are no workforce funding requirements for the diversity related initiatives as they will be carried out in the normal course of business.

BACKGROUND

A Diversity Plan for the Toronto Transit Commission (TTC) was approved by the Commission in September 2008. In addition to providing a demographic overview of the TTC's workforce, the Plan included a number of goals and objectives that would be implemented on an on-going basis.

Baseline data was established from a corporate wide self-identification employment equity survey in August 2006. A 29.5% response rate was achieved. The database has continued to be updated and maintained as new employees join the TTC and others leave. At the time of reporting, for December 31, 2008, the database reflected 38.6% of the employee population. TTC's equity database is maintained by an external consultant, Dr. Edward Harvey of UDG Consulting from the University of Toronto. Dr. Harvey's analysis of the data continues to support the finding that while there are some areas in need of improvement for better representation of the designated groups, overall progress is being made in the right direction and there is no evidence to suggest that the TTC is engaged in any systemic practices that would discriminate against members of the designated groups.

One of the primary goals for the TTC is to reflect the diversity of the population of the City of Toronto within the next 10 years. While the TTC is a long service employer, current projections indicate that there will be a significant number of employees eligible to retire in the next 5 to 10 years. These retirements, along with internal promotions, and increased hiring needs will provide the primary opportunities for the demographics to change.

DISCUSSION

General Observations and Findings

The attached tables, in appendices A, B and C, show the demographics of the workforce as at December 31, 2008, as well as progress made to date. A review and analysis of the data is outlined below.

Overall, there have not been large shifts in the equity demographics in 2008; however, increases continue to be attained at the frontline. This is primarily due to the fact that the greatest number of opportunities for recruitment and external hiring is primarily at the frontline for Transit Operators and maintenance workers. The more senior the position, the fewer are the opportunities, and as TTC is a long service employer, the number of opportunities to change the representation of the workforce is not as great and will take more time. This trend will start to change in the next few years. A number of TTC's current mid to senior-level managers entered the workforce in great numbers in the mid-seventies and early eighties, and continue to hold a majority of the middle and upper management positions today. It is predicted that nearly half of these employees will be eligible for retirement in the next five to ten years. As these employees retire, through the recruitment of diverse candidate pools, there will be more opportunities to achieve greater diversity at all levels as these employees continue to progress throughout the organization.

Women and visible minorities continue to be represented in most of the Employment Equity Occupational Groups (EEOG) and some improvements were realized in 2008. While the representation of women may not equate to that of the Toronto Census Data, it is quite comparable to the transit industry.

While there are no published equity benchmarks for the transit industry, an informal survey of various transit properties across Canada revealed that all transit properties have a low representation of women throughout the organization and all continue to have challenges in their recruitment. Given that there are some challenges specific to the transit industry, the Canadian Urban Transit Association (CUTA) will be approached to undertake a national survey on behalf of all Canadian transit properties to establish industry equity benchmarks and trends. While there will be some regional areas of the country that may differ in their representation simply because of the demographics of the available labour pool, there will be industry trends that can be gleaned from the data.

The TTC has achieved good results with respect to the hiring of visible minorities; 259 visible minorities were added to transit operator and other semi-skilled workers category. It is also very encouraging to note that an additional 26 women are found in the professional category as well as an additional 29 visible minorities. Other changes of larger than average magnitude include 41 additional women in the transit operator and other semi-skilled category and the addition of 9 women in the other manual workers category. This pattern may suggest that there has been an increase in the number of women interested in non-traditional employment opportunities and/or targeted outreach and

advertising or a combination of both.

Persons of Aboriginal origin and persons with disabilities both continue to be well represented in almost all occupational groupings and surpassed the Toronto Census data in several occupational groupings. The representation of Aboriginal persons increased in 5 of the 8 occupational groupings.

Changing the demographics is not just about the numbers. It will be accomplished through the implementation of many on-going human resource strategies and evolving best practices in workplace diversity related initiatives. The following identifies some of the key activities and accomplishments in 2009. Many initiatives are on-going and will continue year after year, they are grouped in the sections below.

1) Recruitment and Outreach Strategies

Recruitment and outreach strategies are one of the primary means of attracting and integrating members from diverse backgrounds into the TTC's workforce; some of these initiatives include the following:

- Continued use of Equitek for advertising employment opportunities to a diverse applicant base. Equitek broadcasts all TTC job opportunities to over three hundred community partners supporting diverse groups including women, visible minorities, lesbian, gay, bisexual and transgendered (LGBT), Aboriginal peoples, persons with disabilities, foreign trained professionals and newcomers to name a few;
- Continued support of non-paid work placements in a number of occupations through a variety of community based programs as well as high schools and post secondary institutions (placed over 40 individuals in 2009 to date from 22 different schools/programs);
- Continued support of internships for recent graduates through Career Edge (10 internships to date in 2009);
- Hired Intern Engineers through the targeted posting of job opportunities at various colleges and universities (3 to date in 2009);
- Attended 6 Job Fairs to date in 2009 (some local and some targeted at specific professions) and will be attending an Engineering & Technical Career Fair in November;
- Conducted 8 employment presentations to date in 2009 for various employment centre and community based programs;
- Continued with the Youth Employment Program where youth from Toronto's priority neighbourhoods have been hired (over 300 employment opportunities have been provided since the program started in 2006);
- Conducted an information session to try and solicit more employee volunteers to participate in TRIEC's Mentoring Partnership Program for foreign trained professionals (15 additional employees have registered to become mentors);
- Trained all TTC employees involved in the hiring process by attending a formal TTC Behavioural Interviewing course, which stresses bias-free hiring. Employment

Services staff verify that employees have attended the course before they are able to proceed with job interviews;

- All job postings and external advertisements include a statement to encourage Aboriginal people, persons with disabilities, visible minorities and women to apply for all vacancies;
- Partnered with Microskills, a community based organization, to participate on a project called Women in Transportation. TTC will support the sixty women entering the program over the next two years by providing information sessions, division/facility tours and job shadowing with a female operator;
- Recruitment process for employees interested in becoming a Wheel Trans Operator includes a half day Orientation Session at Variety Village where employees receive communications training and interactive instruction on working with customers with disabilities;
- Partnered with the Toronto District School Board to encourage students to pursue the career of a Coach Technician. Two apprentice positions will be allocated to the partnership for eligible students upon completion of the required technical program;
- Supported the hiring and promotion of foreign trained professionals with the acceptance of academic credentials of individuals educated outside of Canada;
- Developed and maintain a database of outreach partners for non-paid work placements;
- Continued to advertise in publications and on web sites that reach diverse groups;
- Continued to support campus recruiting by advertising job vacancies for entry level engineering and technical positions at colleges and universities, as well as general advertising in University Student Handbooks;
- Continued the usage of the Diversity Careers website for advertising external job opportunities; and
- Revised the Employment policy.

2) Diversity Task Force

- The Diversity Task Force was established in December 2008. A team charter was established and the group has continued to meet on a monthly basis. To date, various documents, topics and issues related to diversity and inclusiveness have been reviewed and discussed;
- A strategic communications document was developed by the Communications Director, and approved by the Task Force, to ensure that the diversity message continues to be embedded in both internal and external communications;
- A draft Marketing and Communications Plan was drafted by the Marketing Director and provided to the Task Force for review;
- TTC's Equal Opportunity policy was revised and re-written as Diversity and Equity and is currently in circulation for approval;
- Continue to research, network and review Diversity related best practices, some recent initiatives include:
 - Joined the Toronto Diversity Roundtable, meets quarterly
 - The co-chair of Canada's Pride at Work presented an overview of their

mandate at a Diversity Task Force meeting. TTC's involvement is currently being reviewed

- A few prominent Toronto based employers will be invited to present at an upcoming Diversity Task Force meeting to share their corporate experience with employee resource/affinity groups
- Attended the Conference Board's Diversity Conference in December 2008 and continue to attend other Diversity related workshops offered locally

3) Demographics

- The equity database is updated monthly;
- Formalized statistical reporting is done annually; and
- Currently working with Dr. Harvey to establish realistic organizational and departmental equity goals utilizing TTC data and projection modeling tools.

4) Training and Career Development

- Secondments, temporary assignments, substitutions and job rotations continue to be utilized to develop employees to prepare them for future positions. This year several women were promoted permanently into supervisory and mid-management level positions and where fulltime opportunities did not exist, temporary assignments and secondments have been utilized;
- The TTC continues to offer a community college certificate training program in leadership, that is, the Ontario Management Development Program (OMDP). The enrolment of women and visible minorities in the program has steadily increased since the program began in 2002. This program has helped to build a formalized education basis for many employees. Attainment of this community college certificate will help employees from designated groups be better prepared for future positions;
- A process was created to include reimbursement for all employees educated outside of Canada who would like their academic records evaluated by World Education Services (WES);
- Employee training on the *Ontario Human Rights Code* and the TTC's related policies has been ongoing and is provided to all employees. Training curriculum is being reviewed and developed to include diversity;
- New requirements for employee performance appraisals, recruitment and selection, job descriptions and training were finalized in 2009. As a result, training related to recruitment and selection and performance appraisals is being updated and developed to include the new requirements associated with Accommodation and Accessibility;
- The TTC's formal succession management plan document was updated to be more diversity focused. It is a comprehensive and structured program that will give management the tools needed to identify candidates that are either ready for promotion or will be ready for promotion and through the completion of assessments, employees will receive any development or training required;

- The Planning and Development section continues to provide one-to-one Career Counselling to all employees, including assistance with resumes and interview skills;
- One-to-one sensitivity training is provided as required;
- As *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* standards are formally enacted, there will be a need for the development and delivery of *AODA* related training for accessibility awareness.

5) Other Corporate Initiatives

Senior leadership support and commitment are key to the success of diversity. The spirit and culture of inclusiveness is embedded within TTC's organization. While there are numerous corporate wide initiatives, programs and policies to demonstrate this, the following are just a few examples:

- TTC support and participation in the Gay Pride Parade. A TTC and Wheel Trans bus were provided for the parade and several employees and members of TTC management participated;
- The Annual TTC Family Day and Bus Roadeo;
- Annual participation in Take Your Kids to Work Day for Grade 9 students. Many departments have incorporated tours and information sessions. Wheel Trans have incorporated a session into their program for the students called Diversity in Action;
- Through TTC's support of the annual United Way campaign, employees come together to not only raise money but, with management's support, employees hold various local events which often means selling various ethnic foods. This gives employees an opportunity to celebrate their culture or ethnicity with their peers;
- Work Safe-Home Safe – there are many corporate initiatives included under the umbrella of Work Safe-Home Safe, for example, care committees, observations and training, to name a few. From a leadership perspective, all supervisory staff will be required to complete Leadership training. A staff Leadership Observation and Feedback Team has also been created and a Leadership Critical Behaviour Inventory was developed. Several behaviours related to diversity and inclusiveness are included in the inventory and employees will be trained to observe one another's leadership;
- The Human Rights Unit continues to investigate and address complaints that allege a violation of the *Ontario Human Rights Code* and/or the TTC's Workplace Harassment and Violence policies;
- Workplace accommodations for religious reasons and the accommodation of individuals with disabilities or permanent medical restrictions continues to occur;
- TTC's Workplace Violence Policy is being rewritten and is proposed to be renamed Respect & Dignity Policy;
- Various Marketing and Customer Service related initiatives continue on an on-going basis in support of TTC's diverse customer base;
 - Two TTC Multi-language Transit Guides are produced, each containing six different languages
 - Media releases are sent to the ethnic media who translate the information

- and communicate it to their respective communities
- TTC uses the AT&T Language Line service in order to provide customer service/information in over 80 different languages
- TTC's website was updated to be an accessible site in 2008 (the majority of the site is now accessible). In 2010 the website will be further updated to include multi-language translation.
- The Accessible Transit Services Plan is updated annually. The Plan continues to ensure that service-related issues and initiatives are implemented to enhance and improve transit services for members of the disabled population;
- TTC as a service provider has, for many years, had in place many policies and practices in support of individuals with disabilities, however, through the implementation of the standards associated with the *AODA*, TTC will further become a fully accessible employer. Four of the five standards are still in the review and development stages, however, TTC has been actively involved in their development, providing input and feedback to the standards development committees. The Customer Service Standard has been passed and all frontline employees will receive customer service training as it relates to accessibility for customers with disabilities.

Going Forward

While women and visible minorities are represented in all of the EEOG's at the TTC, there are areas of under-representation. Priority will be given to the areas where under-representation is the greatest while continuing to ensure that diverse candidates are equitably represented in higher level job areas such as senior management, middle management, and professionals. Strategies to address this include targeted outreach recruitment, succession planning and training and development.

With respect to Aboriginal persons and persons with disabilities, the TTC data show a mix of over and under-representation relative to the benchmarks. The Human Resource strategies mentioned earlier pertaining to women and visible minorities are equally valid with respect to Aboriginal persons and persons with disabilities.

As an internal strategy, the TTC will continue to place emphasis on finding opportunities for competency-based training, development and promotion of designated group members and the use of outreach recruitment to locate and attract diverse applicants in the occupational areas characterized by high levels of under-representation (an external organizational strategy).

One of the greatest opportunities to change the numbers in 2010 will continue to be at the frontline. Internal and external recruitment opportunities will continue to exist for transit operators, skilled trades and other manual workers. Targeted outreach strategies, including community based Information Sessions, work placements, job fairs, participation on the project with Microskills (Women in Transportation) and targeted advertising will continue to be a priority in an effort to attract diverse applicants to the TTC.

In addition to the opportunities at the frontline, the volume of hiring required to fill positions in the Transit City Department in 2010 will also present an abundance of opportunities within many of the mid-management and professional level occupations. With the number of foreign trained professionals residing in Canada and the increase in the number of women that have entered into engineering and engineering related professions there will be a more diverse applicant pool with which to improve the TTC's diversity.

As the current long service supervisory employees retire, the successes achieved in the frontline occupations will eventually translate into more significant changes in diversity at the supervisory level as there will be more diverse candidate pools to select from internally.

In addition to maintaining and enhancing the various strategies and activities associated with outreach, recruitment, communications, training and retention, that will continue to be carried out on an on-going basis, the following are some additional projects/activities planned for future years:

- The utilization of TTC data and projection modeling tools will assist in the development of 2010 diversity goals taking into consideration attrition rates and turnover. This information will be used to create realistic goals at the departmental level, including occupation specific goals. Progress on diversity related initiatives will be included in the annual Employee Performance appraisal process;
 - Once the goals are established and the data is obtained, patterns of employee entry into and exit from the organization will be analyzed, including the identification of barriers, gaps or challenges as well as an examination of the employment policy/practice - factors that impact employment in the occupational groupings.
- Re-survey the employee population. The database currently reflects approximately 40% of the employee population. Many organizations continue to survey their employees to further build the database. While all employees will receive the survey, the goal will be to target those employees who did not previously self identify; and
- A qualitative employee survey, also called an employee perception survey and an employment systems review is planned for 2012. The purpose of this type of survey is to measure how the TTC is doing from the employee's point of view.

JUSTIFICATION

The TTC needs to continue its commitment to a corporate Diversity Plan to ensure that its workforce reflects the diversity of the population of the City of Toronto.

October 29, 2009
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Attachments: Appendix A – Workforce Representations for 2007 to 2008
Appendix B – Employment Equity as at December 31, 2008
Appendix C – Summary of Changes to the Equity Groupings 2007 to 2008