

TORONTO TRANSIT COMMISSION^{PRIVATE} REPORT NO.

MEETING DATE: September 30, 2010

SUBJECT: 2009-2010 DIVERSITY UPDATE

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Commission receive for information the 2009-2010 Diversity Update Report.

FUNDING

There are no workforce funding requirements for the diversity related initiatives as they will continue to 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 conducted by Dr. Edward Harvey of Urban Dimensions Group Inc (UDG) from the University of Toronto. At that time a 29.5% response rate was achieved. Dr. Harvey has continued to maintain the TTC's equity database. The database is updated regularly to add new employees and remove those that leave. At the time of reporting, for December 31, 2009, the database represented 41.6% of the employee population, an increase of 3% from 2008. Dr. Harvey's analysis of the data continues to support the finding that while there are some areas that can be improved for better representation of the designated groups, overall progress is being made 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. In addition, based on the employment equity performance benchmark data that UDG has assembled, the TTC ranks in the top half of those organizations. The benchmark includes over 150 organizations for which UDG has implemented employment equity programs. As UDG continues to update the TTC's database, the year-over-year data becomes more robust, providing the foundation for more

focused and targeted strategies, with projections becoming more meaningful and reliable.

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. As the TTC is a long service employer, its present attrition rate is less than 2%. The average age of the overall workforce is 46. As a result, it will take time for the workforce demographics to change. Current projections indicate that a significant number of employees will 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. As employees retire, through the recruitment of diverse candidate pools, targeted outreach strategies and a focused approach to diversity oriented succession planning, there will be more potential to achieve greater diversity at all levels.

DISCUSSION

Workforce Demographics - General Observations and Findings

The attached tables, in appendices A and B provide an overview of the workforce demographics as at December 31, 2009, as well as the progress made to date. It is important to note that the 2009 reports now include the Toronto Census Metropolitan Area (CMA) results for 2006, as this information became available during the course of 2009. All prior reporting reflected the CMA 2001 results. The new census benchmarks have also experienced shifts, primarily increases in the comparator representation of all groups. As census data is not released until several years after it is collected, there will always be some "catching-up" to do.

Women

The representation of women increased in four of the Employment Equity Occupational Groups (EEOG); this is a promising trend. As a result of the increased hiring requirements for Transit Operators in 2009, 66 women were added to this EEOG alone and an additional 23 women were added to the Professional EEOG. Women now represent 36% of employees in the Professionals category.

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 their organizations and all continue to have challenges in their recruitment.

Racial Minorities

The TTC continues to achieve good results with respect to the hiring of racial minorities, 262 racial minorities were added to Transit Operator and other Semi-skilled workers category in 2009. Racial minorities now represent 42.3% of this EEOG. The representation

of racial minorities in the skilled trades EEOG continues to be well above the census benchmark. It is also very encouraging that an additional 22 racial minorities were added to the Professionals category and 9 to the Middle Management category.

Aboriginal Persons

Aboriginal Persons continue to be well represented. The TTC has representation of Aboriginal Persons in all but two of the EEOG's; and in three of the EEOG's their representation increased in 2009. In addition, the representation of Aboriginal Persons in five of the EEOG groupings continues to be well above the 2006 Census benchmark.

Persons with Disabilities

Persons with disabilities continue to be represented in all but one of the occupational groupings and their representation in the Manual Workers EEOG is well above the census benchmark.

Promotional Opportunities and Succession Planning

In reviewing the age and entry dates of the TTC's workforce, particularly among the Middle and Other Managers EEOG, the data suggests that the current workforce employed in this EEOG is comprised of a sizable proportion of people who have been promoted into these positions from other EEOG's within the TTC. The representation of women and racial minorities is close to their external availability in the EEOG's which would be the feeder position for the more senior EEOG's. As a result, the TTC is well positioned to take advantage of an internal pipeline for recruitment in these positions in order to increase the representation of women and racial minorities. For example in the Middle and Other Managers EEOG women represented 19% of the promotions and 48.6% of the promotions in the Professionals EEOG.

In 2009, 18% of all new hires were women, which is greater than the current overall representation of women at the TTC (14.4%). TTC will need to continue to increase targeted outreach strategies specifically aimed at women.

Workforce Representation and Projections

The chart on page 4 outlines at a corporate level, the past, present and future projected workforce representation. These projections are formulated taking into consideration a number of factors including past data and trends, current and anticipated attrition rates, and the stability of the overall number of employees. For example, substantial gains were made from 2007 to 2009 largely due to the increase in the requirements for Transit Operators; however, the projection for 2010 and 2011 suggests a more modest increase as a significant increase in the overall workforce is not anticipated. As a result, projections regarding the potential opportunities to change the workforce representation over the next few years must be realistic taking into consideration the anticipated low attrition rate and the stability of the workforce. Projections indicate that the overall representation of racial minorities will change

more significantly than any of the other groups. Over time, as the TTC acquires more experience with the year-over-year data it will be possible to make projections over a longer period of time.

Three-Year Projection of Workforce Representation
(Based on Percentage of Total Workforce)

<u>Designated Group</u>	<u>2006-2007</u>	<u>2008-2009</u>	<u>2010-2011</u>
Women	13.7%	14.3%	14.5%
Racial Minorities	28.3%	36.6%	40.5%
Aboriginal Persons	1.4%	1.3%	1.5%
Persons with Disabilities	3.4%	2.4%	2.6%

Workforce projections out to 2011, with the exception of racial minorities, show relatively little opportunity to change. Further efforts must be made to ensure all vacancies are reviewed for the potential to advance the TTC's employment equity goals, particularly at the more senior levels. Special attention should be paid to the opportunities to hire women, Aboriginal Persons and Persons with Disabilities.

Once the baby boomer generation begins to retire in greater numbers, the TTC will experience higher attrition and more competitive labour markets. In preparation for this the TTC has turned its attention to ensuring that the appropriate recruitment, succession management and planning systems are in place in order to fully tap into the diverse labour pools.

As outlined above, changing the demographics of the TTC's workforce will continue to be accomplished through the implementation of various 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 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 individuals from diverse backgrounds into the TTC's workforce. Below is a summary of the initiatives for 2009 and 2010.

Existing Initiatives and Partnerships

- 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 (provided opportunities for 79 individuals in 2009, and 50 to date in 2010), placements increased by 72% from 2008 to 2009;

- Continued support of internships for recent graduates through Career Edge (11 internships in 2009 and 9 to date in 2010), internships more than doubled from 2008 to 2009;
- Continued support of internships for foreign trained professionals through Career Bridge (hired one intern as an employee in 2009);
- Continued the Youth Employment Program in 2010 where youth from Toronto's priority neighbourhoods have been hired into various positions throughout the TTC (over 370 employment opportunities have been provided since the program started in 2006), 70 youth have been hired in 2010, representing a 23% increase from 2009;
- Continue to participate in TRIEC's Mentoring Partnership Program for foreign trained professionals;
- TTC's participation in the "Women in Transportation" project with Microskills, a community based organization, continued in 2010. TTC has supported the project by providing the women with information sessions, division/facility tours, and job shadowing with female Transit Operators;
- Partnered with the Toronto District School Board to encourage technical students to pursue the career of a Coach Technician, program was called Front of the Line. Two apprentice positions were allocated to the partnership, and eligible students, upon completion of the required technical program, were invited to participate in the selection process. Two individuals were selected and commence employment in September 2010;
- Continued to support University and College level paid co-op placements (90 to date in 2010), 28% of which were females. These women were employed in a variety of non-traditional occupations including Environmental Advisor, Fire Prevention Officer, Signals Engineering, Construction Inspectors, Transportation Planning and Electrical & Power Design. Placements increased by 10% from 2008 to 2009;
- Continued to support non-paid work placements for high school students in the Ontario Youth Apprenticeship Program (OYAP), providing placements for students in HVAC, carpentry, electrical and plumbing. Of these placements 3 females were placed in trade related positions including carpentry, electronics and warehousing;
- Continued to maintain a database of outreach partners for non-paid work placements, including various community based programs, high schools and post secondary institutions, currently have over 107 partners in the database and placed individuals from over 40 different programs/schools in 2009 and 2010;
- Continue to mandate the requirement to attend the TTC's Behavioural Interviewing course, which stresses bias-free hiring, before interviewers are able to proceed with job interviews;
- All job postings and external advertisements include a statement to encourage Aboriginal Persons, persons with disabilities, visible minorities and women to apply for all vacancies;

- Continued to advertise in publications and on web sites that reach diverse groups, including our continued use of Equitek. Equitek advertises TTC employment opportunities by broadcasting all job opportunities to over three hundred of their community partners. These partners support diverse groups including women, visible minorities, lesbian, gay, bisexual and transgendered (LGBT), Aboriginal Persons, persons with disabilities, foreign trained professionals and newcomers to name a few;
- Continued the usage of the Diversity Careers website for advertising external job opportunities;
- 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;
- Support the hiring and promotion of foreign trained professionals with the acceptance of academic credentials of individuals educated outside of Canada.

New Initiatives and Partnerships

- Attended 7 Job Fairs from late 2009 to 2010 to date (some local and some targeted at specific professions), will be attending the City Career Expo at the Direct Energy Building in September;
- Conducted an Employment presentation for the YWCA – LEAP program in 2010 (provides employment support for women);
- Attended an Aboriginal Recruitment and Awareness Information Session hosted by the Employment Accessibility Exchange in April 2010;
- Established a partnership with the NOW program (Newcomers Opportunities for Work) in 2010;
- Attended and arranged for one of TTC's Youth hired through TTC's Youth Employment Program, to be a guest speaker at the Mayor's Invest + Empower = Achieve Event. A Celebration of Youth and Neighbourhoods in June 2010;
- Participated in the City of Toronto's Youth Event in February 2010 in support of Black History Month;
- Attended a presentation/event hosted by Deloitte regarding JOIN (an organization whose focus is to integrate People with Disabilities into the Workplace);
- The TTC will be eligible to receive the "Passport to Prosperity Ontario Employer Designation" from the Provincial Partnership Council. The designation is awarded to employers who demonstrate a significant commitment to school-work programs for high school students, application is currently underway;
- Attended an information session hosted by the Toronto Region Immigrant Employment Council on a new program called the Canadian Immigration Integration Program (CIIP). This new program will provide internationally-trained individuals in the last stages of the immigration process with workforce-readiness training in their home country before their arrival to Canada. For employers, participation in the

program will provide access to a potential source of skilled talent prior to the newcomers establishing relationships with other employers.

2) Diversity Council

- Continued to attend the quarterly meetings of the Toronto Diversity Roundtable;
- Continued to research, network and review Diversity related best practices. The following are some of the initiatives being explored:
 - Currently reviewing the options and alternatives for a Diversity portal on TTC's intranet for the inclusion of diversity related topics and information;
 - Working on the development of providing various types of messaging and communications to employees in general and supervisory staff (for example providing topics and talking points for supervisors);
 - Created a new section in the Coupler to list all new full-time employees hired in a given month;
 - More focus on good news stories, reflecting the diversity of the TTC's workforce in the Coupler and the media.

3) Demographics

- Updated the equity database quarterly;
- Formalized statistical reporting is done annually;
- Reports from UDG were updated to include departmental demographics as well as attrition rates by department and position. These reports will now be used to develop position and departmental specific succession planning and recruitment strategies, as well as to establish realistic organizational and departmental equity goals.

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;
- Continued to offer a Leadership Skills certificate training program, Ontario Management Development Program (OMDP), through the Ministry of Education and Colleges. 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;
- Continued to reimburse all employees educated outside of Canada for the fees associated with having their academic credentials evaluated by World Education Services (WES) in order to determine their Canadian equivalency;
- Continued to provide employee training on the Ontario Human Rights Code and the

- TTC's related policies;
- Work has begun on the creation of a "Raising Awareness Online Library" which includes short modules designed to provide information and awareness on several complex issues and topics. The following are some examples: AODA Customer Service Standard, Bill 168 Workplace Harassment and Violence;
 - Updated the TTC's formal succession management plan document to be more diversity focused;
 - Continued to provide one-to-one career counseling to all employees, including assistance with resumes and interview skills;
 - Continued to provide one-to-one sensitivity counseling sessions for employees as required.

5) Other Corporate Employee or Customer focused Initiatives

Senior leadership support and commitment are key to the success of a culture of inclusiveness. The spirit of diversity and inclusion is embedded within the TTC's organization. This applies to both employees and the customers the TTC serves. While there are numerous initiatives, programs and policies that support this, the following are just a few examples:

- TTC support and participation in the Pride Parade. Both a hybrid bus and Wheel Trans bus were provided for the parade, several employees and their families and friends participated;
- The Annual TTC Family Day and Bus Rodeo was held in June;
- Two bus divisions, Wilson and Queensway, celebrated Vaisakhi Day, the birth of Sikhism;
- The Bus Transportation Department holds an annual "International Pot Luck Day" where foods from around the world are brought in by Transit Operators and shared with employees;
- In 2009 a group of TTC employees volunteered their time to support the Days of Caring at the Christie Ossington Neighbourhood Centre working tirelessly to give the centre a makeover and clean-up;
- TTC employees and their families participated in the Toronto Celebration of Cricket – CIMA Mayor's Trophy;
- TTC's vintage PCC streetcar, a particularly popular vehicle for private charters, was back in revenue service on Sundays from May to Labour Day. The public had the opportunity to see three generations of streetcars (the Peter Witt, the PCC and the CLRV) at the Annual Beaches Easter Day Parade;
- "Remembering Our Veterans" – the contributions made by Canadian war and peacekeeping veterans were saluted by the TTC at the Toronto Legion's Poppy Campaign kick-off at Davisville Station, a two-minute stop-and-stay silence was also observed across the transit system;
- Have continued with the Subway Musicians program which provides a venue for

- those selected to display a diverse range of musical talents;
- 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;
 - 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;
 - The Safety Department along with Bus Transportation partnered with Toronto Fire and Toronto Police and attended a number of Safety Awareness Events at various locations and communities within Toronto. The following are some examples of locations that were attended:
 - Deifenbaker 'On the Move Fun Fair
 - Avenue Road Day Care
 - Risk Watch Awareness Week
 - Graydon Hall Day Care
 - TTC Transit Ambassadors attended over 25 community events throughout the summer of 2010, some examples included the following:
 - Taste of Little Italy
 - Pride Parade
 - Guyana Independence Day
 - Chinatown Festival
 - CHIN Picnic
 - Salsa on St. Clair
 - Caribana
 - Taste of the Danforth
 - Festival of South Asia
 - Brazilfest
 - 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
 - Usage of 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. Work continues in 2010 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. On June 18, 2010 the TTC announced that ninety-four percent (or 158 of 168) of TTC's bus routes will be accessible with low-floor buses. In addition, 153 of 168 buses will be bike rack equipped;

Going Forward

As TTC's attrition rate is low, TTC must ensure all vacancies are reviewed for their potential to advance the TTC's employment equity goals, particularly at the more senior levels. While there is a mix of under-representation and over-representation, relative to the CMA benchmarks, in many of the EEOG's several of TTC's departments have had a lot of success in attracting and retaining a diverse workforce. Further priority will continue to be given to the areas where under-representation is the greatest. Strategies to address this include targeted outreach, succession planning and training and development and retention.

There will continue to be opportunities to change the numbers in 2011 at the frontline (including transit operators and manual workers); however, this is not anticipated to be as significant as it was in 2007 and 2008. As a result, targeted outreach strategies, including community based information sessions; work placements, job fairs, expanding partnerships with community based organizations that support the designated groups, as well as continuing with participation on projects like the Women in Transportation project will continue to be a priority in an effort to attract diverse applicants to the TTC.

The following is a list of new outreach objectives planned for 2011:

- Expand usage of the OYAP program across the Toronto District School Board (TDSB), with a specific focus on encouraging young women to participate in placements in the skilled trades (provide 10 additional placements);
- Utilize the partnerships with TDSB and the Toronto Catholic District School Board (TDCSB) as a network to provide Employment Presentations and Career Fairs to schools throughout Toronto, with a focus on encouraging youth (women) to pursue non-traditional careers at the TTC (will conduct 12 presentations);
- Establish partnerships with Community Colleges to facilitate orientation and information sessions for students (women) to encourage them to pursue careers in the technical and trades disciplines (will conduct 6 sessions);
- Establish 3 new partnerships with community based organizations that provide employment resource support for women and provide information sessions and/or placement opportunities.

In addition to the opportunities at the frontline, the increased requirements to fill positions in the Transit City Department in 2010 and 2011 will also provide a significant number of opportunities at the mid-management and professional level occupations. The diversity at the departmental levels in both the Engineering and Construction Branch and Transit City Department supports the assertion that there are a number of foreign trained professionals residing in Canada.

As the baby boomer generation begins to retire in higher numbers, 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.

The following are some additional projects/activities planned for future years:

- A diversity performance objective will be added to the performance appraisals of all departmental management in 2011;
- The employee population will be re-surveyed to further build the database. The equity database currently reflects 41.6% of the employee population. While all employees will receive the survey, the goal will be to target those employees who did not previously self identify;
- A qualitative employee survey (also called an employee perception survey) and an employment systems review will also be conducted. The purpose of this type of survey is to measure how the TTC is doing from the employee's point of view. Following the survey process focus groups will be conducted to further solicit employee feedback on any issues or concerns related to employees' perception of the TTC's inclusive culture (for example, employees' perception of TTC's culture being supportive of employees within the LGBT community).

JUSTIFICATION

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

September 30, 2010
40-96

Attachments: Appendix A – Workforce Representations for 2008 to 2009
Appendix B – Summary of Changes to the Equity Groupings 2008 to 2009

