



WELCOMING
& INCLUSIVE
COMMUNITIES

Immigration PROJECT



Hiring and Retaining Immigrant Employees

An AUMA 'Good Municipal
Practices in Immigration' Webinar



Hamilton

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Hamilton

A large red arch graphic that starts as a dotted line on the left and becomes a solid line on the right, arching over the text.

include me!
WORKFORCE CENSUS



Today's Goals:

- Share information on *Include Me, Workforce Census Results*
- The impetus behind the workforce census
- Methodology and response from the municipal workforce
- Census results and Interesting Findings
- The City of Hamilton's Next Steps



Hamilton

Snapshot of the City of Hamilton

Hamilton's Population 505,000

Currently in the midst of a social/ economical shift – Slide in manufacturing and aging population

Nearly 1/4 of Hamilton's Population Is Foreign-born

20% of those living in Hamilton are living in poverty

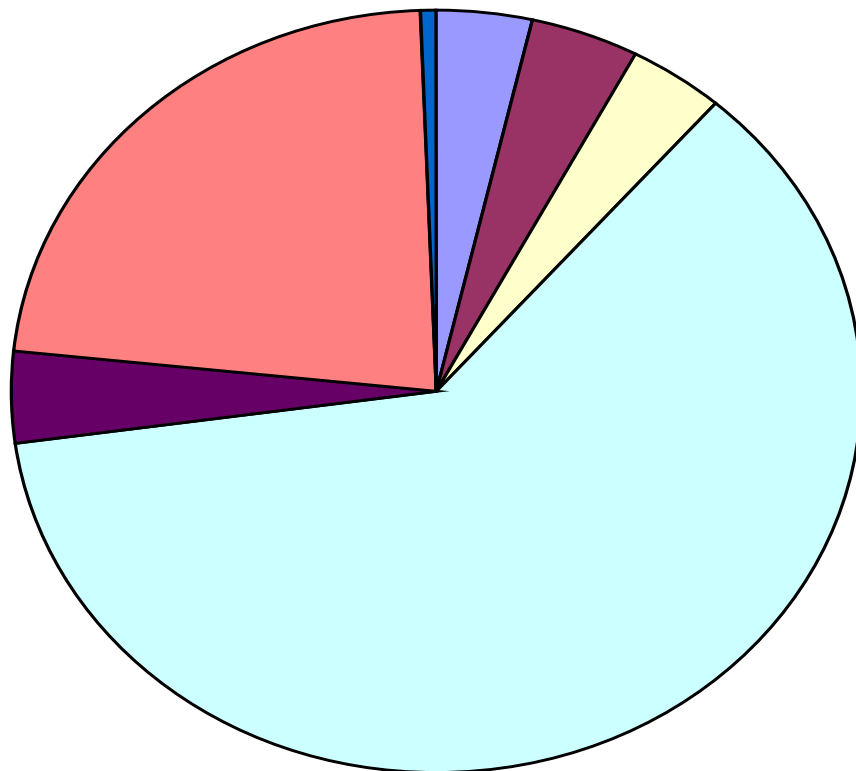
20% of the population of Hamilton lives with a disability

Highly unionized environment



Hamilton

Immigrant Population by Place of Birth, Hamilton Census Metropolitan Area 2006 Census



- United States
- Central and South America
- Caribbean and Bermuda
- Europe
- Africa
- Asia and the Middle East
- Oceania and other



Hamilton

Top Ten Birthplaces of Recent Immigrants (Arriving Between 2001 and 2006)

- 1. China**
- 2. India**
- 3. Pakistan**
- 4. USA**
- 5. Phillipines**
- 6. Columbia**
- 7. United Kingdom**
- 8. Iraq**
- 9. Romania**
- 10. South Korea**

Statistics Canada, 2006 Census of Population



Why Diversity & Inclusion Matter

- Future focused
- Creates a welcoming environment
- Increases a skilled, adaptive and innovative workforce
- Fosters effective teamwork
- Enhances employee attraction and retention
- Improves connections with community
- Gain access to a wider talent pool to fill vacancies



Why Embark on a Workforce Census?

- Better reflect the diversity of the community and address the diverse needs of the community City of Hamilton serves
- Improve access to support mechanisms (e.g., policies and practices for education, dependent care, health, work-life balance, etc.) that enable employees to perform their jobs properly
- Enhance the utilization of valuable skills, including the experience and educational attainments, language and cultural knowledge of the workforce
- Identify the resources and training required to address potential demographic and skills gaps
- Reduce disparities in equitable representation across workforce levels and opportunities with respect to gender, Aboriginal status, race, disabilities, age, sexual orientation, and education



Workforce Census Background

- Approved by Council 2009
- Census as a planning tool
- Demographic snapshot (Fall 2010)
- Consulted Council Advisory Committees on Census questions; now sharing key results
- Provides valuable baseline data
- Commitment to take action based on findings

Goal: The right people with the right skills to deliver City services today and tomorrow.



What is a Workforce Census?

- Employee characteristics as a baseline of workforce attributes comparable to Statistics Canada census data for Hamilton.

IT IS:

- An enumeration/a count
- Quantitative
- Repeatable
- Inclusive
- Anonymous, confidential
- Voluntary

IT IS NOT:

- An opinion survey
- A one-time event
- Linked to employee name or number
- Mandatory
- Exclusive employment equity self identification



Workforce Census Methods

- TWI Inc. designed questionnaire, received confidential & anonymous surveys, analyzed data, prepared final report
- Results compared to 2006 Stats Canada data for Hamilton Census Sub-Division
- Steps taken to ensure reliability & validity of data
- Extensive employee communication and stakeholder consultation
- Study limitations and Challenges

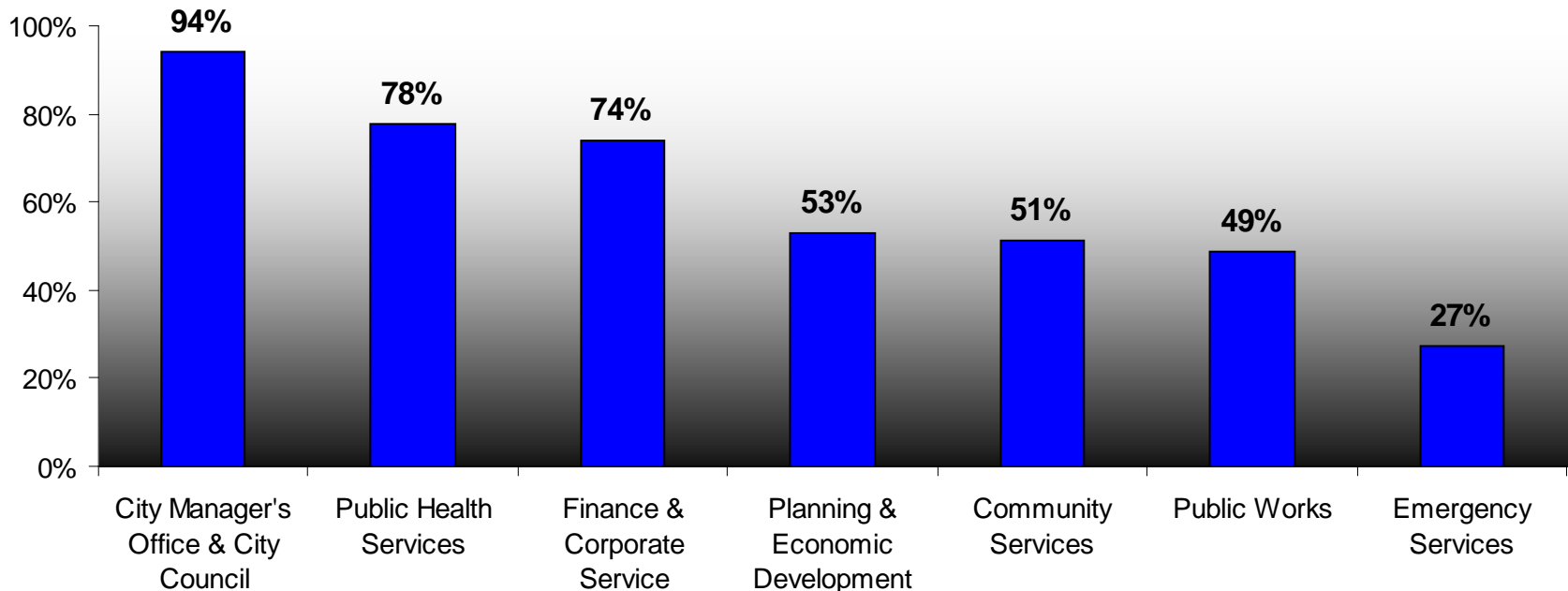




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Response Rates

- 52% of participation, 23 of 31 City divisions at 75%
- Full-time, part-time, temporary staff included





Key Results: Languages

- Over 65 languages are spoken by employee respondents
 - **English** (97.8%)
 - **French** (8.3%)
 - **Italian** (2.4%)
- 32% indicated that they could have benefited from informal interpreter assistance



Key Results: Education

- 79% of respondents have a post-secondary certificate, diploma or degree compared to 48% in general population
- 77% are using their professional skills/education in their current position
- 43% spend time on studies & educational pursuits in a typical week

Key Results: Representation

Group	City of Hamilton Respondents	Hamilton Census Subdivision *
Aboriginal	2.7%	1.5%
GLBTQ	3.7%	1.5%*
Visible Minority	7.6%	13.6%
Landed Immigrant	15.5%	26.4%
Persons with Disabilities	5.3%	4.8%*

* Denotes provincial-level external data where city-level data is not available

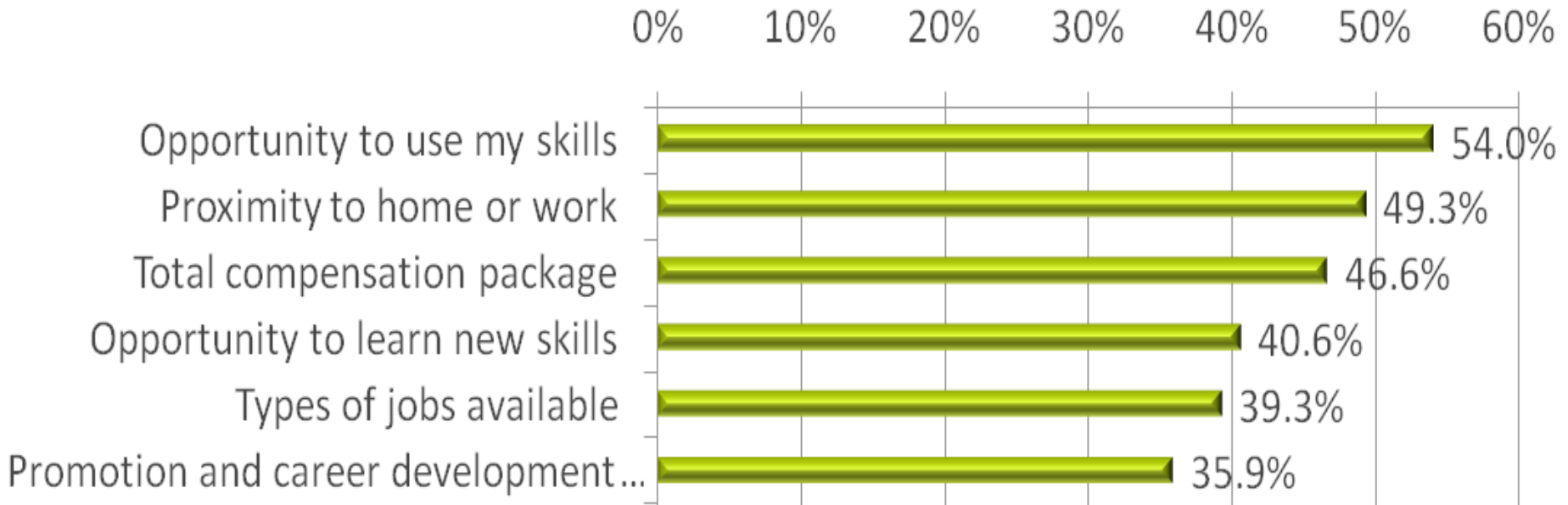


Key Results: Retirement

- 14.5% (502) indicated that they plan to retire within next five years
- 16.7% (579) plan to retire within six to 10 years
- Considerations:
 - External economic environment
 - Knowledge transfer, succession planning
 - Workforce planning to ensure talent pool



Key Results: Employee attraction





Key Results: Work-Life Balance

- 67.5% of respondents have dependent care responsibilities
- 64% spend up to five hours a week on physical activity
- 51% work unpaid overtime in a typical week
- 43% spend time studying or furthering education
- 41% spend time volunteering
- 19% work a second job



TWI recommended 17 actions for the City of Hamilton to consider, including things such as:

- Identifying key target areas based on the workforce census data, set goals, and develop a roadmap for closing gaps and evolving with the changing composition of the Hamilton municipality.
- Considering mandatory Diversity, Inclusion and Human Equity training for all executives, managers and front line workers.



- Develop or enhance a Diversity and Inclusion vision and mission that is agreed-upon and shared by stakeholders
- Promote and support the establishment of Employee Resource Groups for significant or under-represented populations identified in the workforce census
- Create a coordinated effort to successfully adapt and implement programs to further the suitable employment of skilled immigrants to the Hamilton area



Immediate Next Steps

- The Census results are the beginning, not the end of the initiative
- Ideal to survey in 2015 (as in Stats Can census)
- Current priority is to communicate results
- Report back to Community Advisory Committees
- Report back to Unions
- Implementation planning meetings on-going with HR, Access & Equity, Community Services



HR's Next Steps

Turning data into decisions and action:

- Build findings and recommendations into workforce planning, retention and attraction strategies
- Partner with Access & Equity (Corporate Services) on related initiatives:
 - Implementation of Equity & Inclusion Policy
 - Filling requirements in Accessibility for Ontarians with Disabilities Act (AODA)



Key Messages for Municipalities

- The Workforce Census data serves as a valuable resource for the entire organization, not just Human Resources
- Better sense of the community you serve and provides the opportunity to be more reflective
- Results will guide workforce planning initiatives:
 - Recruitment
 - Succession planning and programs
 - Access & Equity, AODA progress
 - Policies to create and retain a diverse, skilled and innovative workforce



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Anzac, Conklin, Draper, Fort Chipewyan, Fort Fitzgerald, Fort MacKay, Fort McMurray,
Gregoire Lake Estates, Janvier, Mariana Lake, Sapræe Creek Estates



**Working Together Towards a
Common Goal:**

**Inter Departmental Committee on Inclusion Diversity and Equality
IDCIDE**

AUMA Webinar: Hiring and Retaining Immigrant Employees

Date: June 20, 2012
Carole Bouchard
Director,
Community Services Department
Regional Municipality of Wood Buffalo
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Objectives/Agenda

- Why would Municipalities be interested in hiring and retaining Immigrant workers and having a diverse employee base?
- The Regional Municipality of Wood Buffalo (RMWB) experience
- Interesting Facts
- Highlighting Past Initiatives
- Next steps
- Advantages & Sources of Information



WHY:

- Growth in visible minority population
- Increase in immigrants
- Diversity concentrated in cities and municipalities
- Recognition that Welcoming and Inclusive employers that have a diverse work force is where people want to work



WHY : Welcoming and Inclusive Employer

- **An opportunity to raise awareness**
- **An opportunity to learn from one another**
- **An opportunity to build bridges:**
 - across internal departments
 - within and between people and functions
 - among those who consider it a challenge and those who consider it a benefit to work better together



WHY: Retention and Employer Sustainability

- Sustainability is not only about hard infrastructure and essential services but social sustainability which leads to retention of employees
- People working in municipalities, want to have a voice, and contribute to meaningful work (MAD)
- It is part of our challenge to engage our staff at all levels so they feel welcomed, included and engaged, with a sense of belonging.



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What's happening At the Regional Municipality of Wood Buffalo





UNESCO: CANADIAN COALITION OF MUNICIPALITIES AGAINST RACISM & DISCRIMINATION





RMWB Experience

- Council decision
- Creating both an internal IDCIDE and a Community Council Appointed Committee RACIDE
- Preparation of a unique plan of action
- Set own priorities, actions, timelines, resources
- Exchange expertise and best practices

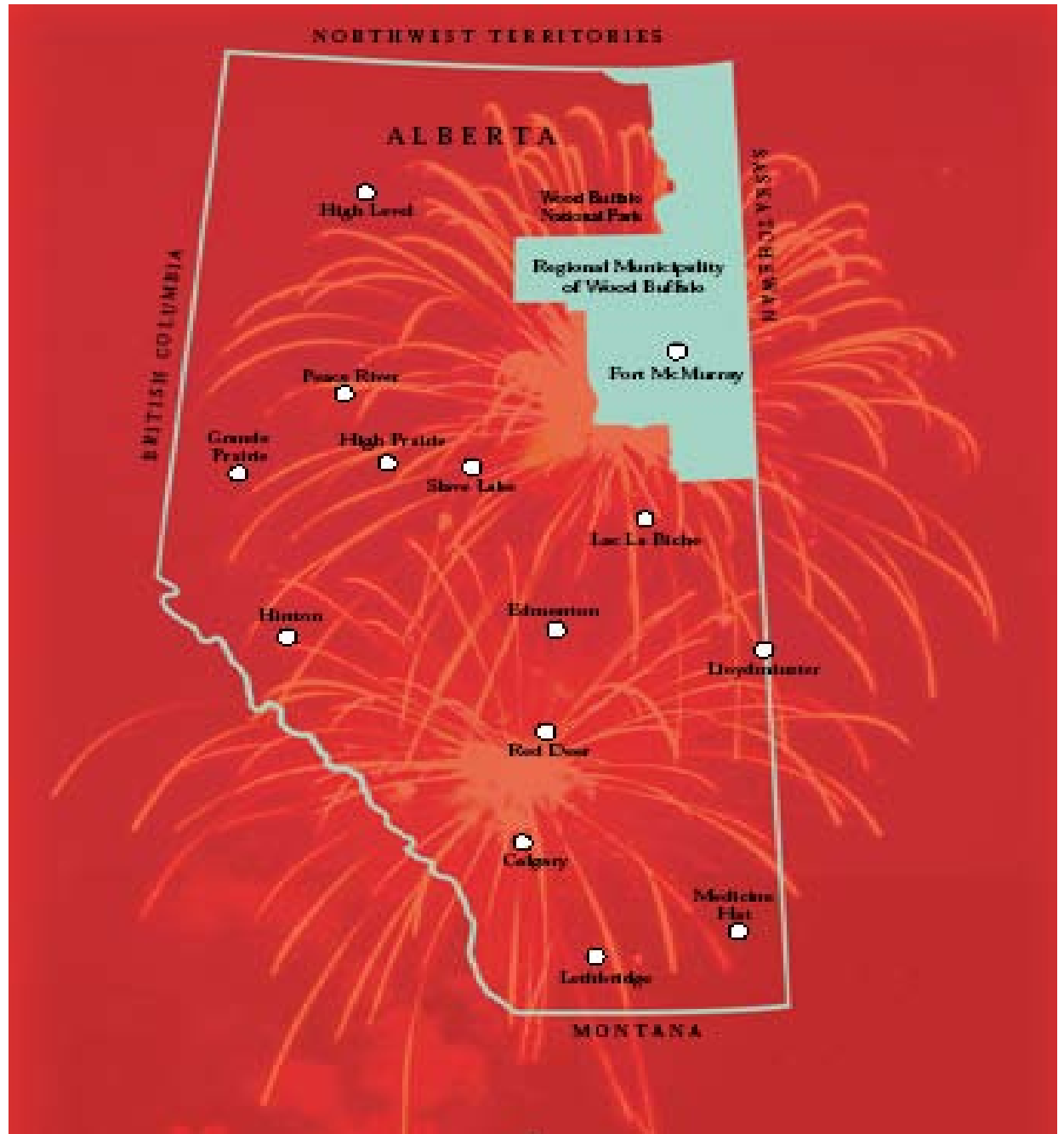


Interesting Facts - RMWB

- The total area of the Regional Municipality of Wood Buffalo (68,454 kilometers) ranks as one of the largest municipal areas in North America
- Population: 89,167 (includes 18,572 shadow population) – 2007 Municipal Census
- 100 different countries around the world have made their way to the Regional Municipality of Wood Buffalo; including China, Venezuela, Mexico, Chile, Fiji, India, Somalia, Australia and the Philippines.
- Fort McMurray has one of the most northern mosque in the world



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Interesting Facts – RMWB

Cont..

Regional Council's five success factors:

empower

engage

deliver,

collaborate

champion .

By keeping these important values in mind, Regional Council and administration strive to enhance the quality of life for our employees and all of our residents.





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Highlighting Past Initiatives





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Highlighting Past Initiatives





Next Steps

- Determine priorities for action regionally
- Broaden awareness and education among employees
- Continue to facilitate the development and exchange of information and networking
- Formal means of collecting data and information on our workforce



Next Steps Cont...

- look at ways to better understand the current and future trends for employee recruitment and retention
- Continue to offer opportunities for training on cultural competence to increase staff's ability to work within an ethnic & diverse work place
- Address initiatives identified through employee feedback
- And many more.....



Advantages to being part of CCMARD and Welcoming and Inclusive Communities Initiative

- ✓ **Mobilization:** An opportunity to build common understanding of racism and discrimination as everybody's business;
- ✓ **Long Term Commitment:** Need for an holistic, integrated and preventative approach;
- ✓ **Building bridges:** across sectors, across municipalities, across governments
- ✓ **Link to an credible initiative and to UNESCO, AUMA and FCM:** legitimizes the work and promises sustainability
- ✓ **Grounding in legal frameworks:** international, national, and provincial legal human rights framework



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Sources of Information

Carole Bouchard, Director, Community Services, Regional Municipality of Wood Buffalo
carole.bouchard@woodbuffalo.ab.ca

Alberta Urban Municipalities Association – Welcoming & Inclusive Communities Toolkit
www.auma.ca

Cassie Palamar, Director, Alberta Human Rights and Citizenship, CMARD Western Representative
cassie.palamar@gov.ab.ca
www.albertahumanrights.ab.ca

Canadian Race Relations Foundation
www.crr.ca

Canadian Commission for UNESCO
www.unesco.ca

Coalition of Municipalities Against Racism and Discrimination
www.cmard.ab.ca

Northern Alberta Alliance on Race Relations
www.naarr.org