

# BRIEFING

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## Community Services Briefing to

SPC on Community and Protective Services  
2020 November 18

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## Gender Equity, Diversity and Inclusion Strategy Brief

### PURPOSE OF BRIEFING

In July 2019, Council approved the Gender Equity, Diversity and Inclusion (GEDI) Strategy and directed Administration to develop a measurement plan and report back to Council on progress of implementation no later than Q4 2020 (see Previous Council Direction, Attachment 1). This briefing provides an update on the implementation of the GEDI Strategy and includes an initial measurement plan.

Due to the impact of COVID-19, progress on the measurement plan was slowed. Partnering business units reassigned staff to COVID-19 crisis response efforts, which resulted in fewer resources for strategy implementation. Progress that was achieved on strategic actions is highlighted below.

A Results Based Accountability approach was used to develop an initial measurement plan for the Strategy (Attachment 2). Attachment 2 also includes data summaries for those measures where data is currently available. Attachment 3 outlines feedback on the current measurement plan from the Social Wellbeing Advisory Committee's Gender Equity, Diversity and Inclusion Subcommittee (GEDI Subcommittee).

### SUPPORTING INFORMATION

#### Strategic Framework

The primary goal of the GEDI Strategy is ensuring gender equity in planning and decision making within City service delivery; within Council Boards, Commissions and Committees; and, within The City's workforce.

The GEDI Strategic Framework includes four focus areas: Leadership Accountability; Data-Informed Decision Making; Education and Awareness; and, Addressing Barriers to Participation (Attachment 4).

#### GEDI Strategy Implementation Highlights

This section provides highlights of new initiatives undertaken since the Strategy was approved.

##### *Leadership Accountability*

Leaders within The Corporation continue to be trained in Unconscious Bias and Inclusive Leadership. In 2020, 257 leaders were trained, while Corporate Recruitment, Interviewing and Selection trainings were refreshed to integrate unconscious bias concepts. The Competency Framework was also revised to reflect inclusion as an expected behaviour of leaders and employees, while inclusion concepts were integrated into Career Dialogue questions.

##### *Education and Awareness*

In 2019, Gender Based Analysis Plus (GBA+) training was provided to City staff and managers across 10 business units. This became the catalyst for the formation of a corporate-wide GBA+

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community of practice which supports strategy implementation and shares leading practices. Currently, the community of practice is adapting Government of Alberta GBA+ training materials for City implementation.

## *Data-Informed Decision Making*

In 2020, workforce composition data was analyzed to compare The City workforce to the larger Calgary region. These results are being used to identify underrepresented groups within The City's workforce.

The GBA+ community of practice has also inspired some business units to pilot the collection of disaggregated data through surveys and demographic monitoring. Moving forward, expertise from additional internal partners will be required to inform and deliver a broader disaggregated data strategy for The Corporation.

## *Addressing Barriers to Participation*

In 2020, City Clerk's piloted banner ads in multiple languages (Simplified Chinese, Punjabi, etc.) to increase interest and participation in Boards, Commissions and Committees.

A study was also completed in 2020 to assess the feasibility of implementing anonymized recruitment in existing hiring processes. Human Resources is currently evaluating the results of the study and determining how they can be applied to a City context to further reduce biases that may exist within recruitment processes.

## **Measurement Plan**

Attachment 2 outlines the current GEDI measurement plan. Working in collaboration, lead business units (Calgary Neighbourhoods, City Clerk's and Human Resources) developed measures from strategic actions. Some measures may apply to multiple actions due to the interconnectedness of the strategy. The preliminary data indicates success in certain areas of gender equity, however further data disaggregation is required to understand if this remains true across identity groups.

The measurement plan is in its initial phase of development. More work is needed to specify how and when data will be collected and to establish baseline measures and targets, so Administration can more readily understand whether progress is being made on each of the strategic actions. This work is ongoing and anticipated to be completed in 2021. Updates on measurement progress will be reported annually.

## **ATTACHMENTS**

1. Previous Council Direction
2. Gender Equity, Diversity and Inclusion Measurement Plan
3. GEDI Subcommittee Advice Summary
4. Gender Equity, Diversity and Inclusion Strategic Framework