

# Gender Equity, Diversity and Inclusion Strategy: Measurement Plan

## Context

This Attachment outlines the Gender Equity, Diversity and Inclusion (GEDI) strategy measurement plan. Measures have been reported against the strategic actions within each of the four focus areas: Leadership Accountability; Data-informed Decision Making; Education and Awareness; and Addressing Barriers to Participation. The measurement plan was developed with the support of internal partners using a Results-Based Accountability framework. This approach encourages the use of measures that show how, and if, the GEDI implementation has impacted the three result areas: City service delivery, City Council and its committees, and City Workforce. As the first step in an iterative process, the measures are at different stages of development. “Measure under development” refers to strategic actions for which work continues to identify an appropriate measure. “Data source under development” refers to strategic actions for which a measure is in place and work continues to identify and implement mechanisms for data collection. In cases where the measure is in place and preliminary data is available, it is included for reference at the end of this document in Tables 1-7. Not all strategic actions will have data-specific measures associated with them, rather progress is tracked through milestone achievements (see page 4). In the future, annual reporting may be presented in a different format than what is outlined below.

LEADERSHIP AND ACCOUNTABILITY			
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Adopt Gender Based Analysis (GBA)+	<ul style="list-style-type: none"> <li>Number of City of Calgary projects that have operationalized or integrated a GBA+ approach into their work</li> <li>Per cent service owners agree/strongly agree that: “My service line is utilizing data, including demographic data, to inform our service delivery.”</li> </ul>	Data source under development
	Participate in GBA+ training by leadership	<ul style="list-style-type: none"> <li>Number of City leaders participating in GBA+ training (see Table 1: <b>Leaders participating in GBA+ training</b></li> <li>)</li> </ul>	

<b>City Workforce</b>	Advance inclusive leadership through existing programs and initiatives.	<ul style="list-style-type: none"> <li>Number of leaders attending inclusion sessions (see Table 2: <b>Leaders attending inclusion sessions</b>)</li> <li>)</li> </ul>	Tracked online and at in-person sessions
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<b>DATA INFORMED DECISION-MAKING</b>			
<b>Result Area</b>	<b>Strategic Action</b>	<b>Measurement</b>	<b>Data Notes</b>
<b>City Service Delivery</b>	Develop standard questions and response categories for collecting demographic information (prioritizing gender) and ensure these are used corporately.		Measure under development
<b>City Council and Its Committees</b>	Conduct an annual voluntary demographic survey to track and assess representation among applicants in relation to Calgary's population.	Applicant Gender Equity Measures: <ul style="list-style-type: none"> <li>Per cent male, female, and other gender applicants</li> </ul> Applicant Diversity Measures: <ul style="list-style-type: none"> <li>Per cent of applicants who were female, born outside of Canada, Indigenous, persons of colour, and persons with a disability (see Table 3: <b>Boards, Commissions and Committees applicants</b>)</li> <li>)</li> </ul>	Similar data for appointee characteristics has also been collected in 2020.
<b>City Workforce</b>	Conduct further research to compare gender of our workforce by occupational groups to the available, qualified population.	<ul style="list-style-type: none"> <li>Workforce composition data compared to available workforce as provided by Statistics Canada 2016 census data (see Table 4)</li> </ul>	
	Establish gender gap indicators, as they relate to recruitment and promotions.	<ul style="list-style-type: none"> <li>Comparison of the promotion rate between males and females (see Table 5)</li> </ul>	

<b>EDUCATION AND AWARENESS</b>			
<b>Result Area</b>	<b>Strategic Action</b>	<b>Measurement</b>	<b>Data Notes</b>
<b>City Service Delivery</b>	Share learnings and tell the story of increased access to City services.		Measure under development
	Continue to engage with the community on how to reduce barriers to participation.	Proposed Citizen Satisfaction Survey question: <ul style="list-style-type: none"> <li>Per cent survey respondents that agree/strongly agree: "Please indicate the extent to which you agree or disagree that The City of Calgary delivers programs and services that remove barriers to opportunities, access and inclusion for Calgarians."</li> </ul>	Data source under development  Proposed survey question has been tested in the

			Citizen Perception Survey – Wave 5 (diversity and inclusion) 2018.
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Provide education on the use of pronouns for transgender and gender nonconforming participants of programs and services.		Measure under development
City Council and Its Committees	Provide training opportunities to all those involved in selection of appointees on equity, diversity and inclusion, including unconscious bias training.	<ul style="list-style-type: none"> <li>Per cent of people involved in screening/selection who have received City-provided unconscious bias training (see Table 6)</li> <li>Per cent of Boards, Commissions, and Committees which have received orientation on inclusion subjects</li> </ul>	BCC orientation on inclusion subjects beginning in Q4 2020 – awaiting data
City Workforce	Enhance and promote tools and resources to support inclusive leadership (e.g. GBA+).		Measure under development
	Continue to educate leaders and employees on human rights, respectful workplace and unconscious bias.	<ul style="list-style-type: none"> <li>Number of participants in diversity and inclusion training and education sessions (see Table 7Table 6)</li> </ul>	

ADDRESSING BARRIERS TO PARTICIPATION			
Result Area	Strategic Action	Measurement	Data Notes
City Service Delivery	Continue to develop and implement approaches to addressing barriers to participation of transgender and gender nonconforming participants in programs and services.		Measure under development
City Workforce	Apply a GBA+ lens on new HR initiatives to ensure fair and equitable opportunities for current and prospective employees.		Measure under development
	Develop a pilot Women in Leadership Mentorship series aligned with the Emerging Leaders Program.	Number of participants, participant satisfaction	Data source under development

## MILESTONE MEASURES

Progress toward these strategic actions is reflected through the completion of milestones rather than continuous monitoring through Results Based Accountability. Therefore, measures have not been identified for these strategic actions and updates will be reported through progress updates. For key 2020 updates, see the GEDI Strategy Implementation Highlights section in the cover report.

Focus Area	Result Area	Strategic Action
Leadership and Accountability	City Council and Its Committees	Refresh Boards, Commissions and Committees policy to clearly articulate position on equity, diversity and inclusion in a manner that is aligned with the Strategy.
	City Workforce	Incorporate inclusion goals into the Administrative Leadership Team - approved Corporate Management Team goal on creating and fostering a healthy workplace.
Data Informed Decision-Making	City Service Delivery	Support the development of a Corporate disaggregated data strategy.
	City Workforce	Continue to use analytics to inform inclusive workplace initiatives.
Education and Awareness	City Council and Its Committees	Continue to advertise Boards, Commissions and Committees vacancies through a variety of media sources to increase number of applicants with diverse backgrounds, experiences and skills.
		Ensure recruitment information utilizes plain language and communicates The City's objectives for diversity, equity and inclusion.
	City Workforce	Integrate unconscious bias concepts into recruitment and selection training.
Addressing Barriers to Participation	City Service Delivery	Develop a strategy to integrate GBA+ for priority service lines.
	City Council and Its Committees	Continue to assess applicants based on information collected via standard application forms rather than resumes.
		Investigate methods to anonymize applications.
		Participate in Towards Parity in Municipal Politics (FCM) project to reduce barriers to women's participation in municipal politics.
	City Workforce	Work with Equal Voice to introduce young women to municipal politics.
	City Workforce	Decrease the potential for bias in the recruitment process by conducting a feasibility study on integrating technology to scrub names/addresses of candidates from resumes.

## AVAILABLE DATA

In cases where preliminary data is available, it is included for reference below.

**Table 1: Leaders participating in GBA+ training**

	2018	2019	2020
Number of leaders participating in GBA+ training	7	10	0*

Source: City of Calgary, Calgary Neighbourhoods.

\*Note: In 2020, training delivery was disrupted by COVID-19.

**Table 2: Leaders attending inclusion sessions**

	2018	2019	2020
Number of leaders attending inclusion sessions	279	340	257

Source: City of Calgary, Human Resources.

**Table 3: Boards, Commissions and Committees applicants**

	Applicants 2018 <sup>1</sup>	Applicants 2019 <sup>1</sup>	Applicants 2020 <sup>1</sup>	Calgary population
Female	47%	51%	50%	50% <sup>2</sup>
Immigrants	37%	32%	37%	33% <sup>3</sup>
Indigenous	3%	2%	4%	3% <sup>3</sup>
Persons of colour	36%	20%	41%	34% <sup>3</sup>
Persons with a disability	6%	7%	9%	19% <sup>4</sup>

Sources:

<sup>1</sup> City of Calgary, City Clerks.

<sup>2</sup> City of Calgary, 2019 Civic Census.

<sup>3</sup> Statistics Canada, 2016 Federal Census.

<sup>4</sup> Statistics Canada, 2017 Canadian Survey on Disability.

**Table 4: Comparison of available Calgary workforce and City of Calgary workforce**

	Number of City employees	Female		Male	
		2016 Calgary workforce	2020 City of Calgary	2016 Calgary workforce	2020 City of Calgary
Total	11,563	47%	30%	53%	70%
Occupation in manufacturing and utilities	157	26%	17%	75%	83%
Natural resources, agriculture and related production occupations	41	19%	27%	81%	73%
Trades, transport and equipment operators and related operations	4,008	7%	11%	93%	89%
Sales and service occupations*	329	56%	34%	44%	66%
Occupations in art, culture, recreation and sport	189	58%	58%	42%	42%
Occupations in education, law and social, community and government services*	2,054	68%	21%	32%	79%
Health occupations	24	80%	71%	20%	29%
Natural and applied sciences and related occupations	1,742	22%	31%	78%	70%
Business, finance and administration occupations	2,592	69%	64%	31%	36%
Management occupations	427	36%	36%	64%	64%

Sources: Statistics Canada, 2016 Federal Census; City of Calgary, Human Resources.

\*Note: The gaps in gender data are due to different subsets of occupations at The City versus those represented in the Statistics Canada dataset. For example, the category "Occupations in education, law and social, community and government services" contain approximately 63% firefighters at The City (97% male in The City and Statistics Canada data), while only accounting for approximately 1% of the occupations in the Statistics Canada data in that category, leading to a large skewing of the overall gender comparison.

**Table 5: Comparison of female and male promotion rate**

	2018	2019	2020
Female promotion rate	6%	6%	Not yet available
Male promotion rate	7%	6%	Not yet available

Source: City of Calgary, Human Resources.

**Table 6: Unconscious bias training for members of Boards, Commissions, and Committee involved in screening/selection of appointees**

	2018	2019	2020
Number offered training	0	85	102
Number attended training	0	19	44
Per cent attended training	0.0%	22%	43%

Source: City of Calgary, City Clerks.

**Table 7: Diversity and Inclusion sessions**

	2018	2019	2020
Number of diversity and inclusion sessions	31	27	25
Number of participants	682	534	1,352

Source: City of Calgary, Human Resources.