



City Auditor's Office

Recruitment Processes Audit

April 11, 2023

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The City Auditor's Office conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Executive Summary

The City of Calgary (The City) is committed to building and sustaining an inclusive work environment — one that welcomes, supports, respects and values individuals for their unique experiences, perspectives, talents and contributions.¹ Human Resources (HR) and the recruitment process are important aspects of supporting an inclusive work environment.

Equity, Diversity, Inclusion, and Belonging (EDIB) is an evolving topic as organizations are on a journey to make a more intentional effort to address social issues. As part of the journey to enhance diversity practices, organizations have had to reflect on their current diversity practices and identify continuous improvement opportunities to measure and monitor progress.

Recruitment is a key process that supports an inclusive workplace. EDIB is a relatively new topic compared to other disciplines with established good practices such as safety or project management, and organizations are continually being challenged to meet practices that are evolving. As a result, organizations can be at different stages of maturity as it relates to EDIB. As such, it is up to organizations to determine their desired maturity level, and the effort and resources required to meet their desired maturity level.

The objective of this audit was to assess the effectiveness of the alignment of recruitment processes with The City's diversity objectives by independently validating the recruitment processes at The City against the following categories of the 2021 Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) maturity model that relate to the recruitment process:

- Category 1: Vision, Strategy, and Business Impact;
- Category 4: Recruitment;
- Category 8: Assessment, Measurement, and Research; and
- Category 10: Diversity, Equity, and Inclusion Learning and Development.

Our audit identified activities in the recruitment process that successfully supported diversity, and additional initiatives underway to support future enhanced maturity. The City's recruitment advertisements had the ability to reach a broad pool of diverse talent and The City's external search firms were selected in part on their expertise in diversity recruiting. Age and gender of external hires could also be monitored through the Corporate Workforce Dashboard. The Recruitment, Interviewing, and Selection course is the current recruitment diversity training offered to leaders at The City, and attendees were provided with information on The City's standardized recruitment, interview, and selection process with a focus on identifying and mitigating unconscious bias.

The City was in the process of updating the Diversity and Inclusion in the Workplace Framework (D&I Framework) at the time of our fieldwork and is planning to present the updated document to the Executive Leadership Team for their review, approval, and confirmation of the desired maturity level as it relates to the organizational EDIB goals in the workplace. The City is also working towards collecting diversity data through the Equity, Diversity, and Inclusion Data Strategy. At the time of our fieldwork, the project remains ongoing.

Our audit work identified four recommendations that we believe will support the maturity of the recruitment process as it relates to diversity. The D&I Framework was available to staff and

¹ Employee Resources: Equity, diversity, inclusion, and belonging. Retrieved from the Calgary.ca website: <https://www.calgary.ca/employees/inclusion.html>

provides a definition of diversity that is defined broadly. However, the D&I Framework requires additional content to best support The City's EDIB maturity, including a mission statement referencing The City's desired level of maturity and a detailed strategy, which includes a methodology to measure The City's success in developing and maintaining an inclusive workplace. HR - Talent Management can then align its measures of success against the updated D&I Framework. We also recommended developing a plan and timelines to support key participants in the recruitment process to complete The City's updated diversity related recruitment training, and developing and implementing a recruitment competition oversight process to support The City's EDIB maturity and ongoing continuous improvement within the recruitment process.

HR has agreed to our recommendations and has indicated in their responses a commitment to implement these actions no later than January 2025. The City Auditor's Office will monitor the status of commitments as part of its ongoing recommendation follow-up process.

1.0 Background

The City of Calgary (The City's) Employment Policy (2014) governs employment within The City and defines recruitment as "a subset of talent acquisition which includes advertising, sourcing, screening, interviewing, the selection process and hiring." The Calgary.ca/careers website notes that The City is committed to building and maintaining a respectful, inclusive and equitable workplace that is representative of the community we serve.

According to the Employment Policy, Human Resource (HR) staff provide expertise and advice to management in relation to recruitment and selection. Management is responsible for ensuring that selection and interviews are conducted in a professional and ethical manner and focus attention only on those aspects of an individual's background and experience that are relevant to the position requirements. HR has also provided leaders at The City with information through the myCity Recruitment and Selection intranet webpages to mitigate biases during recruitment.

Recruitment is key to building a diverse organization, and utilizing the collective experiences, skills and perspectives of a diverse workforce is important to The City. As a result, we included an audit focused on the alignment of recruitment processes with The City's diversity objectives in the 2022 Audit Plan.

As part of the 2023-2026 Service Plan and Budget, HR plans to shape and foster an engaged, healthy, and productive workplace environment, where all employees belong and are inspired to do their best. This will include providing guidance and expertise in Equity, Diversity, Inclusion, and Belonging (EDIB) in the workplace and partnering on major EDIB corporate initiatives.

The City's EDIB webpage states that The City is committed to an inclusive work environment — one that welcomes, supports, respects and values individuals for their unique experiences, perspectives, talents, and contributions. The City's Diversity and Inclusion in the Workplace Framework (D&I Framework) and Action Plan was introduced in 2011 and defines a diverse workforce and inclusive workplace. A summary of The City's prior and current diversity initiatives can be found in Figure 1.

The Gender Equity and Diversity (2017)², support for the Truth and Reconciliation Calls to Action (2015)³, and Calgary's Commitment to Anti-Racism (2020)⁴ Notice of Motions, along with The City's Rethink to Thrive Strategy (which includes "Inspire a proud and engaged workforce")⁵ support efforts to guide initiatives to meet Council and corporate priorities.

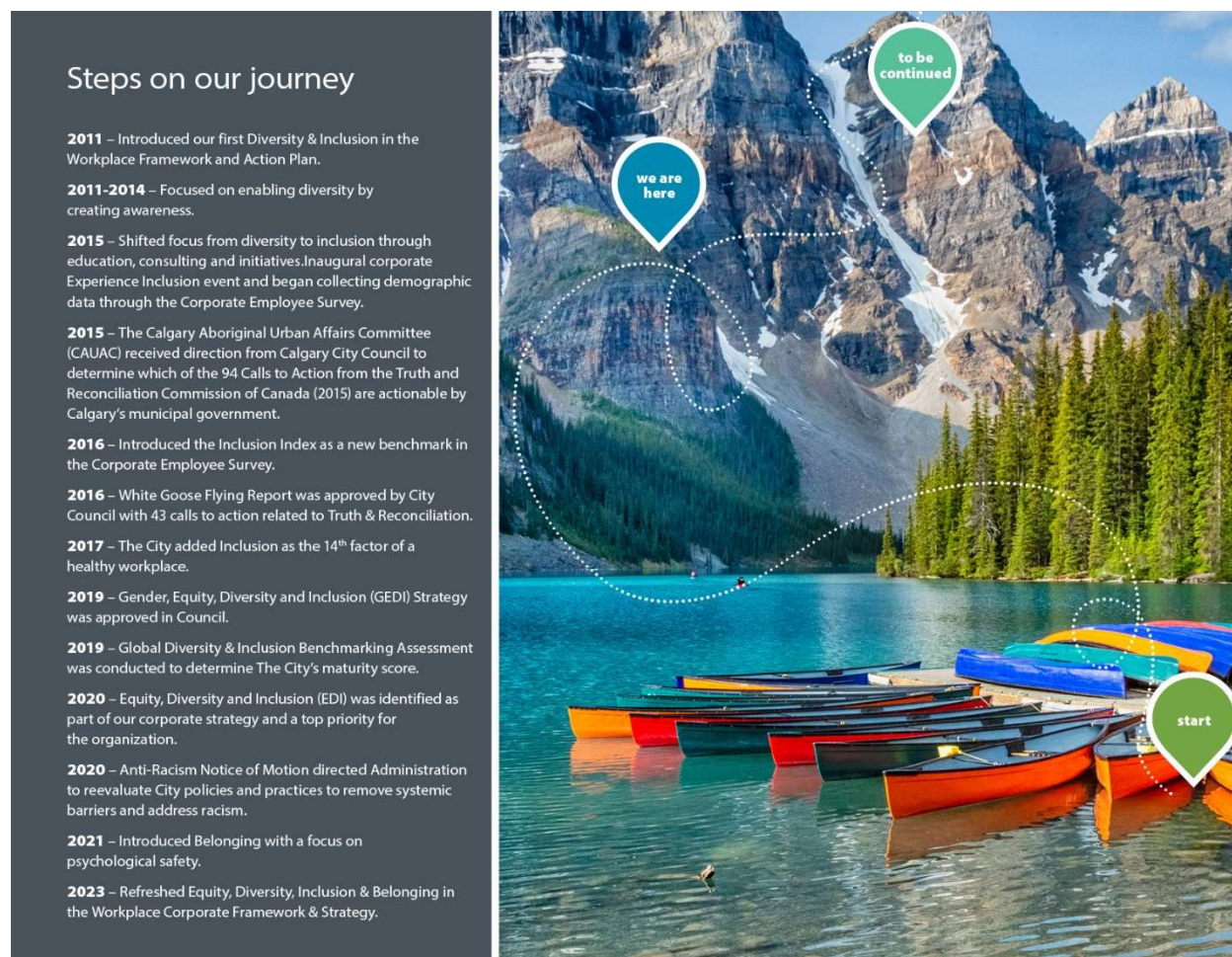
² Notice of Motion – Gender Equity and Diversity. Retrieved from the Calgary.ca website: <https://pub-calgary.escribemeetings.com/filestream.ashx?DocumentId=12920>

³ Notice of Motion – Truth and Reconciliation Commission. Retrieved from the Calgary.ca website: <https://pub-calgary.escribemeetings.com/filestream.ashx?DocumentId=28856>

⁴ Notice of Motion – Calgary's Commitment to Anti-Racism. Retrieved from the Calgary.ca website: <https://pub-calgary.escribemeetings.com/FileStream.ashx?DocumentId=133415>

⁵ Rethink to Thrive Strategy. Retrieved from Calgary.ca website: <https://www.calgary.ca/content/dam/www/ca/cmo/documents/rethink-to-thrive-strategy.pdf>

Figure 1: Summary of The City’s Diversity Initiatives



Source: People and Culture, Human Resources

The Centre for Global Inclusion developed the Global Diversity and Inclusion Benchmark maturity model and according to management, an assessment utilizing this model was completed in 2019 at The City. The Centre for Global Inclusion updated the model to apply an equity lens and the model is now known as the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB).⁶

The maturity framework is organized into 15 categories (as shown as Figure 2) and for each category there are criteria/benchmarks where the maturity is assessed on a one to five scale.

According to HR - People and Culture, they have integrated the GDEIB maturity model as part of an updated D&I Framework and plan to present the updated framework to The City’s Executive Leadership Team (ELT) in 2023 for their review and approval, and confirmation of the desired maturity level as it relates to the organizational EDIB goals in the workplace. A self-evaluation of the maturity level of EDIB utilizing the GDEIB maturity framework has been planned for The City.

⁶ Who we are – History. Retrieved from The Centre for Global Inclusion website: <https://centreforglobalinclusion.org/who-we-are/history.html>

Figure 2 - 15 Categories of the GDEIB Model



Bolded categories reviewed in our audit as they relate to the recruitment process

Source: The Centre for Global Inclusion

2.0 Audit Objective, Scope and Approach

2.1 Audit Objective

The objective of this audit was to assess the effectiveness of the alignment of recruitment processes with The City’s diversity objectives. We achieved this objective by independently validating the recruitment processes at The City against the categories of the 2021 GDEIB maturity model that relate to the recruitment process:

- Category 1: Vision, Strategy, and Business Impact;
- Category 4: Recruitment;
- Category 8: Assessment, Measurement, and Research; and
- Category 10: Diversity, Equity and Inclusion Learning and Development.

We referenced the associated benchmarks as noted in the 2021 GDEIB assessment maturity model as good practice for diversity, equity, and inclusion as it relates to the recruitment process. The appendix to this report describes the categories and criteria that were included in the scope of the audit.

2.2 Audit Scope

The scope of this audit included a review of competition files based on a candidates hiring date between June 1, 2021, and May 31, 2022.

The following areas were excluded from the competition file review:

- Alternatives to recruitment; Boards, Commissions, and Committees; Calgary Transit rehires for Transit Operator or Shuttle Operators; Firefighters; and on call, seasonal and student positions as these competitions follow alternate recruitment processes.
- Green Line recruitment, as Green Line has a different policy governing recruitment.

2.3 Audit Approach

We assessed recruitment processes through:

- Interviews with key personnel in HR (Talent Management and People and Culture divisions — diversity partner processes were not incorporated into this audit) and reviewed supporting documentation to assess the design effectiveness of the recruitment processes and the alignment with The City’s diversity objectives through the selected criteria from the GDEIB assessment maturity model:
 - The corporate and recruitment vision and strategy as it relates to diversity;
 - The recruitment processes through the lens of diversity;
 - Diversity related assessments and diversity data as it relates to recruitment; and
 - Diversity training as it relates the recruitment process.
- Selecting and testing a sample of 20 candidates from competition files with a hiring date between June 1, 2021 - May 31, 2022, to assess the design and operating effectiveness of the recruitment process as it relates to diversity and include candidates hired from leadership positions, diversity partners, and the business units with the most recruitments for staff at The City that follow the standard recruitment process.

3.0 Results

EDIB is an evolving topic. As the concept of diversity and the recruitment process continues to evolve, the next step for The City is to determine the desired level of maturity for EDIB in the workplace.

We independently validated the recruitment processes at The City against four categories of the 2021 GDEIB maturity model that relate to the recruitment process:

- Category 1: Vision, Strategy, and Business Impact;
- Category 4: Recruitment;
- Category 8: Assessment, Measurement, and Research; and
- Category 10: Diversity, Equity, and Inclusion Learning and Development.

Through our review, we identified activities in the recruitment process that successfully supported diversity, and opportunities to advance The City’s EDIB program through a more mature and better defined process. Our assessment of current maturity is set out in Table 1 below.

Table 1 - Equity, Diversity, Inclusion, and Belonging (Analysis of Categories Related to Recruitment)

- Table Legend: ✓ Generally met criteria and/or exceeded the criteria , ■ Aspects of the criteria met, ▲ Possible future steps
- See appendix for detailed criteria

	Vision, Strategy, Business Impact	Recruitment	Assessment, Measurement, Research	DEI Learning and Development
Level 5	Not Assessed. The highest level of maturity. Best practices in Diversity, Equity, and Inclusion (DEI); exemplary for other organizations globally			
Level 4	<ul style="list-style-type: none"> ▲ DEI vision and goals embed equity, prevent harassment, discrimination, oppression as part of the organizational strategy ▲ DEI goals developed with tech, algorithms; input from partners 	<ul style="list-style-type: none"> ▲ Organization recruits from representative markets ■ Selection panels are diverse and knowledgeable about recruiting to mitigate bias (Impacted by Recs. 1, 2, & 3) ✓ Recruitment ads on DEI websites 	<ul style="list-style-type: none"> ▲ Integrated, multiple approaches to monitoring/evaluating DEI goals ■ Information from all assessments shape future DEI initiatives (Impacted by Rec. 1 & 2) 	<ul style="list-style-type: none"> ■ Content is customized to local environment, cultural, languages, and social and political realities (Impacted by Rec. 1 & 2) ■ DEI education involves ongoing, multi-year, curriculum (Impacted by Rec. 1 & 2)

	Vision, Strategy, Business Impact	Recruitment	Assessment, Measurement, Research	DEI Learning and Development
Level 3	<ul style="list-style-type: none"> ■ DEI vision, mission, strategy, and business impact statement developed and communicated (Impacted by Rec. 1) ✓ DEI is defined broadly 	<ul style="list-style-type: none"> ■ Conduct culturally competent interviews (Impacted by Rec. 4) ■ Hired for competence, ability to bring diverse perspectives (Impacted by Recs. 3 & 4) ✓ Organization. ads, and/or diversity networks reach broad, diverse pool ✓ Search firms selected in part on diversity recruiting 	<ul style="list-style-type: none"> ■ Data sorted by self-identification characteristics and diversity dimensions to increase learnings (Impacted by Rec. 1 & 2) ✓ Assessments account for issues such as language, education, complexity, and accessibility 	<ul style="list-style-type: none"> ✓ Staff are exposed to, seek engagement across organizational functions ✓ Experiential learning is used to respond to DEI situations
Level 2	<ul style="list-style-type: none"> ■ Basic DEI vision, mission, and strategy is developed and communicated (Impacted by Rec. 1) ✓ DEI is defined including some diversity dimensions 	<ul style="list-style-type: none"> ▲ Representation to meet numerical goals, targets (Impacted by Recs. 1 & 2) ■ Interviewers do not consider how people from different cultures respond (Impacted by Rec. 3) ✓ Does not source diverse candidates 	<ul style="list-style-type: none"> ✓ Representation of some diversity dimensions are monitored ✓ Measurements are primarily past indicators 	<ul style="list-style-type: none"> ✓ DEI learning is brief and focused only on educating about policies, compliance ✓ DEI programs are packaged, not tailored for local, cultural needs
Level 1	✓ No DEI work has begun			

Further details of our assessment are set out by GDEIB maturity model category below. Our assessment did not assume any desired level of maturity, and Recommendation 1 identifies that incorporating The City’s desired level of maturity in the D&I Framework is a key next step. In completing our assessment, we also identified components of the GDEIB model and associated steps that could assist Administration if a future decision is made to progress to a higher level of maturity, and have provided these to HR for their information and awareness.

3.1 Category 1: Vision, Strategy, and Business Impact

The City’s D&I Framework was introduced in 2011 and defines diversity broadly to include visible, non-visible, inherent, and acquired dimensions - “a workforce composed of individuals with unique dimensions of diversity including colour, race, ethnicity, gender, disability, age, religion, sexual orientation, work style, communication style, learning preferences and others”.

The D&I Framework also states the vision, high-level organizational approach and how the D&I Framework contributes to The City. The D&I Framework is posted on myCity intranet and can be accessed by employees and is linked on the [Calgary.ca/careers](https://calgary.ca/careers) website.

However, The City's D&I Framework does not currently include or reference The City's desired level of maturity as it relates to organizational EDIB goals in the workplace, or any reference to a detailed strategy to achieve the desired level of maturity and associated methodology to measure success to support a higher maturity rating.

The City has also made an intentional decision to not use numerical goals or targets to measure diversity related recruitment activity which does not support a level two GDEIB maturity criteria (Recruitment category) and The City has not finalized alternate non-numeric measures of success through the D&I Framework to support future analysis. (Recommendation 1 & 2)

The City has identified an Executive Sponsor for EDIB. HR - People and Culture are in the process of updating the D&I Framework and are planning to present the updated document to the Executive Leadership Team for their review, approval, and confirmation of the desired maturity level as it relates to the organizational EDIB goals in the workplace.

3.2 Category 4: Recruitment

We were provided with a tracking sheet that noted the career fairs attended and presentations given for 2022, the demographics, the number of people spoken with and number of potential candidates identified to demonstrate that The City's recruitment practices include sourcing diverse candidates. The City's advertisements can also reach a broad pool of diverse talent as the job posting could be advertised on a job website such as Indeed or a professional networking site like LinkedIn. The City's external search firms were selected in part on their expertise in diversity recruiting.

In 2020, the Recruitment, Interviewing, and Selection (RIS) course replaced The City's previous Targeted Selection (TS) course as recruitment training. The RIS course incorporates training on City policies, legal requirements, and information on recognizing, identifying and mitigating unconscious biases. For example, body language can differ depending on a candidate's culture during an interview, and unconscious biases like similarity bias may impact screening applicants.

However, there is no requirement for key participants in the recruitment process to have completed the updated diversity related recruitment training. The City's TS recruitment training is recognized as valid training for the interview panel and there is no end date for TS training to be phased out as valid training. Requiring key participants in the recruitment process to attend the updated training would support greater awareness and recognition of unconscious biases in the interviewing and recruitment process. (Recommendation 3)

The City utilizes a behavioral based interview method, which uses a standardized interview format and allows candidates an opportunity to provide specific examples of how they handled similar situations in the past and can be an objective indicator to predict their future performance to support interviewers conducting culturally competent interviews. The RIS Participant Guide and the [Calgary.ca/careers](https://calgary.ca/careers) website note that applicants can receive accommodations upon request during the hiring process. The Tips for Reducing Biases in Recruitment document also encourages the creation of a diverse (both visible and invisible

characteristics) interview team and encourages the inclusion of at least one interview question which incorporates EDIB.

In response to the COVID-19 pandemic, hiring managers were asked to retain their competition files rather than return the files to HR - Talent Management and accordingly, there has been no routine competition file review process conducted by Talent Management.

In our sample of 20 candidates hired, we reviewed interview notes and Employment Selection Factor (ESF) forms and noted that for 15 of the 20 candidates hired, they were top scoring candidates for the role. For the remaining 5 candidates hired a) the interview guide (the formal record of the interviews conducted) was incomplete or we were unable to obtain at least one of the interview guides, and b) we were unable to obtain the ESF form (used to record and evaluate all interview candidates) for four of the five samples, and for one sample the successful candidate was not on the ESF forms provided.

According to Talent Management, they are piloting digitizing the expected elements of a competition file. A formalized recruitment competition oversight process would support the consistent delivery of a standardized recruitment process and in turn supports The City's EDIB maturity (Recommendation 4).

3.3 Category 8: Assessment, Measurement, and Research

External hires by age and gender are diversity dimensions and a measurement that could be monitored through the Corporate Workforce Dashboard.

Assessments related to the recruitment process and a survey to job applicants have considered issues such as language, complexity and accessibility. Information from assessments have led to some changes within the recruitment process such as including unconscious bias training in the RIS recruitment training, and help and job resources for job applicants on the [Calgary.ca/careers](https://calgary.ca/careers) website. Furthermore, information from assessments have led to The City working towards collecting diversity data through the Equity, Diversity, and Inclusion Data Strategy. At the time of our fieldwork, the project remains ongoing.

The current recruitment data at The City is limited to age and gender. As Talent Management obtains direction regarding EDIB measures of success, it can determine the diversity measurements and the additional self-identified characteristics desired as it relates to recruitment to meet the EDIB measures of success and if needed, make data-driven adjustments to the recruitment process to support EDIB maturity.

3.4 Category 10: DEI Learning and Development

The RIS course is the recruitment diversity training that is currently offered to leaders at The City. We obtained a copy of the participant guide from the RIS course and attendees were provided information on The City's standardized recruitment, interview, and selection process with a focus on identifying and mitigating unconscious bias.

The RIS recruitment training was also tailored for The City and there are references to policies, hiring principles, a competency framework, and consideration of accommodation requests that are specific to The City. In addition, the RIS training has examples of mitigating unconscious bias to address various types of biases and discusses gender neutral language in job postings.

The RIS recruitment training included experiential learning. We reviewed the RIS training facilitator guide, PowerPoint presentations, and the participant guide and attendees were broken into groups and completed exercises relating to becoming familiar with identifying relevant competencies for a job posting, reviewing resumes and identifying potential unconscious biases that could affect the screening process, and participating in an interview practice exercise through a mock interview.

Talent Management staff support recruitment activities undertaken by business unit leaders. We also reviewed information that demonstrated Talent Management staff were exposed to and engaged with different partners at The City regarding diversity learning and development. For example, Talent Management provided a presentation to a business unit at The City to highlight aspects of the RIS training and the opportunity to ask questions, and Talent Management engaged with partners at The City regarding various EDIB topics (e.g. updates on reaching consensus in the interview team to mitigate unconscious biases, receiving feedback for a draft of the Tips for Reducing Bias in Recruitment document, removing the question of whether the candidate had a criminal conviction from the Candidate Declaration form, and recognizing lived experience as a type of valid experience for certain roles).

We would like to thank staff from HR - Talent Management and HR - People and Culture for their assistance and support throughout this audit.

4.0 Observations and Recommendations

4.1 Diversity and Inclusion in the Workplace Framework

The City's D&I Framework requires additional content to best support The City's EDIB maturity.

The City's D&I Framework was introduced in 2011 and states the vision, high-level organizational approach, and how the D&I Framework contributes to The City. The D&I Framework does not currently include or reference The City's desired level of maturity as it relates to organizational EDIB goals in the workplace, or any reference to a strategy to achieve the desired level of maturity and associated methodology to measure success. The current D&I Framework does not include key EDIB concepts such as anti-racism that is incorporated in The City's diversity statement included in job postings and does not include references to the goal of "building and maintaining a respectful, inclusive and equitable workplace that is representative of the community we serve" as noted on the Calgary.ca/careers website. The current D&I Framework also can discuss the concept of equity in greater detail and does not reference the various City teams focused on diversity initiatives.

The City has made an intentional decision to not use numerical goals or targets to measure diversity related recruitment activity which does not support the GDEIB criteria that recruitment is based primarily on representation to meet numerical goals or targets as a basis for success. For example, The City's Employment Policy (2014) states that The City abides by fundamental recruitment principles, including merit, objectivity, and consistency, and notes that all candidates are treated in a fair and consistent manner, and will not provide any special privilege or consideration to a specific group or individual. The City has not finalized alternate non-numeric measures of success through the D&I Framework to support future analysis.

Clear EDIB measures of success support analysis of the effectiveness of current diversity focused processes, initiatives, and projects, and support making best use of available City resources to achieve The City's desired maturity.

The GDEIB notes that the development of a basic DEI vision, mission, and strategy communicated to all employees would be a level two action whereas a more detailed DEI vision, mission, strategy, and business impact statement communicated to all employees would be a level three approach for an organization to take.

HR - People and Culture are in the process of updating the D&I Framework and are planning to present the updated document to the ELT for their review, approval, and confirmation of the desired maturity level as it relates to the organizational EDIB goals in the workplace.

Recommendation 1

We recommend that the Manager - People and Culture:

- a) Complete the update of the D&I Framework incorporating:
 - A mission statement including reference to The City's desired level of maturity;
 - A strategy, which includes a methodology to measure The City's success in developing and maintaining an inclusive workplace, and mechanisms to support cross-collaboration with other EDIB initiatives underway; and

- Reference to prioritized key EDIB concepts, and discussion of the concept of equity in greater detail.
- b) Obtain approval from ELT for the updated D&I Framework and level of desired EDIB maturity in the workplace.

Management Response:

Agreed.

Action Plan	Responsibility
<p>Complete the Framework and Strategy, obtain ELT approval and rollout the new approved Framework and Strategy across the organization.</p> <p>The EDIB Framework and Strategy is under review. It was designed to focus our organization on actions in levels four (progressive) and five (Leading practice) of the Global Diversity, Equity and Inclusion Benchmark Assessment. Level five will continue to be an aspiration as the EDIB work evolves.</p> <p>The EDIB Framework and Strategy references the City’s vision statement and common purpose.</p> <p>The City measures Inclusion using the Inclusion Index as part of the Corporate Employee Survey. Additionally, we use the Global Equity Diversity & Inclusion Benchmark to measure our organization’s maturity.</p>	<p><u>Lead:</u> Manager, People and Culture</p> <p><u>Support:</u></p> <p>Support may be required in the form of funding for additional resourcing given there is limited capacity on the EDIB team. As a corporate priority, the current demand for EDIB work continues to increase in volume beyond even the current resourcing.</p> <p>This work will also require support from Senior Leadership, other areas across the organization and collaboration with other groups advancing Equity work.</p> <p><u>Commitment Date:</u> January 1, 2024</p>

Recommendation 2

We recommend that the Manager - Talent Management align recruitment measures of success against the updated D&I Framework to monitor the achievement of The City’s desired EDIB maturity as it relates to recruitment.

Management Response:

Agreed.

Action Plan	Responsibility
<p>Human Resources will ensure that recruitment measures are aligned with the updated D&I Framework.</p>	<p><u>Lead:</u> Manager, Talent Management</p> <p><u>Support:</u> This work will require the support of IT to complete the tool, Customer Service and</p>

Action Plan	Responsibility
<p>The Equity Diversity & Inclusion Data Strategy will allow us to better understand the diversity of our workforce including new hires and will allow us to better understand where there are opportunities for improvement. Once this project is completed, we will be better able to align if there are diversity targets in the D&I Framework.</p>	<p>Communications to develop a communications plan to employees and the support of business unit management to encourage employees to participate in this initiative.</p> <p><u>Commitment Date:</u> January 1, 2025</p>

4.2 Recruitment Training

There is no documented requirement for key participants in the recruitment process to have completed the updated diversity related recruitment training.

In 2020, RIS replaced The City’s previous TS as recruitment training. The RIS course incorporates training on policies, legal requirements, and identifying and mitigating unconscious biases, such as body language that can differ depending on a candidate’s culture.

GDEIB notes that interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods as part of level two criteria, and staff are hired for their competence and their ability to bring diverse perspectives to the work as part of level three criteria.

The myCity HR - Recruitment and Selection website notes that at least one member of the interview panel is expected to have taken either course. Both RIS and TS courses are recognized as valid recruitment training, and there is no end date for TS training to be phased out as being considered valid training. There is no review of hiring managers to confirm the required training has been taken. There is also no requirement for the person(s) completing the manual shortlisting or pre-interview assessment to have taken the required recruitment training.

We reviewed a sample of 20 candidates hired and eight had a member of the interview panel who had taken the TS, 11 the RIS training, and there was one instance where we were unable to determine the members of the interview panel as the interview guide (formal record of the interviews conducted) was not provided and the interview team was not documented in HCM.

Training provides City employees who have key roles in the recruitment process the knowledge and information to effectively support diversity through the recruitment process.

Recommendation 3

We recommend that Manager - Talent Management develop a plan and timelines to support key participants in the recruitment process to complete The City’s diversity related recruitment training.

Management Response:

Agreed.

Action Plan	Responsibility
<p>Develop an action plan and timelines to support key participants in the recruitment process to receive the appropriate diversity-related recruitment training.</p> <p>Management accepts this recommendation and will develop a plan and timelines to complete this training for the leaders who have not completed it so far. This training may take a different form than the current two-day course.</p> <p>It should be noted that while we transition from the Targeted Selection to Recruitment, Interviewing and Selection training extensive materials have been developed for hiring managers to assist in understanding and reducing bias in recruitment. Simultaneously, Human Resources is offering workshops in inclusive leadership, unconscious biases, and a corporate learning strategy have been developed. City leaders are able to use these materials to educate themselves and their teams on concepts like inclusive leadership, identifying and mitigating unconscious biases, and working with diverse employees.</p>	<p><u>Lead:</u> Manager, Talent Management</p> <p><u>Support:</u> Support may be required in the form of funding to cover the cost of delivering the current course to the approximately 1000 leaders who have not yet taken the course, or the development of an alternate course format. Our current course is limited to 15 participants, and requires a facilitator and Subject Matter Expert, which limits our ability to roll out the training more quickly. Support may also be requested in the form of funding, so business units do not have to pay for each individual to complete the course, as is currently the case.</p> <p><u>Commitment Date:</u> September 1, 2023</p>

4.3 Recruitment Process Oversight

The City does not currently have a formalized recruitment competition oversight process.

According to management, prior to the COVID-19 pandemic, competition files were returned by hiring managers to HR - Talent Management, who in turn, confirmed the presence of key documents in the returned files and followed up with leaders at The City for missing documents. In response to the COVID-19 pandemic, hiring managers were asked to retain their competition files rather than return the files to Talent Management and accordingly, there has been no routine competition file review process conducted by Talent Management. The Employment Policy does not clearly assign the role of monitoring recruitment activities.

From our review of a sample of 20 candidates hired, we noted that there were five candidates hired where a) the interview guide was incomplete or we were unable to obtain at least one of the interview guides (the formal record of the interviews conducted), and b) we were unable to obtain the ESF form (used to record and evaluate all interviewed candidates) for four of the five samples and for one sample, the successful candidate was not on the ESF forms provided. There were also other inconsistencies noted in the file review, such as missing reference checks or ESF forms not being completed correctly.

The GDEIB notes that interviewers conduct culturally competent interviews and staff are hired for their competence and their ability to bring diverse perspectives to the work as part of level three criteria.

Supporting the consistent delivery of standardized recruitment processes through an oversight process, such as a periodic review of competition files, in turn supports The City's EDIB maturity.

Recommendation 4

We recommend that Manager - Talent Management develop and implement a recruitment competition oversight process, incorporating communication to hiring managers of where and how competition files should be retained, and a process for a designated role or team to review on a sample basis key expected elements of competition files.

Management Response:

Agreed.

Action Plan	Responsibility
<ul style="list-style-type: none"> • Complete the design of the digital competition file platform. • Provide communications to hiring managers about how to submit competition files digitally and mandate the submission of existing files by a given date. • Reinstate an annual sample audit of competition files. • Pending the outcome of the competition file audit, Human Resources will look at ways to improve hiring manager compliance and accountability. 	<p><u>Lead:</u> Manager, Talent Management</p> <p><u>Support:</u> Partners in HR, IT and hiring managers.</p> <p><u>Commitment Date:</u> The digital platform should be in place by January 1, 2024, with a preliminary file audit completed by July 1, 2024.</p>

Appendix - Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations Around the World from The Centre for Global Inclusion

Category	Selected Benchmarks (As it relates to recruitment)
<p>Category 1 - Vision, Strategy, Business Impact</p>	<p><u>Level 1</u> - There is no DEI vision, mission, strategy, goals, policies, principles, or program</p> <p><u>Level 2</u> - A basic DEI vision, mission, and strategy have been developed and communicated to all employees. (both organizationally and for recruitment)</p> <p>DEI is defined broadly to include some dimensions beyond gender, race, and ethnicity (both organizationally and for recruitment)</p> <p><u>Level 3</u> - A DEI vision, mission, strategy, and business impact statement has been developed and communicated to all employees (both organizationally and for recruitment)</p> <p>DEI is defined broadly to include visible, non-visible, inherent, and acquired dimensions (both organizationally and for recruitment)</p> <p><u>Level 4</u> - The organization’s DEI vision and goals to embed equity, prevent harassment, and reduce or eliminate discrimination and oppression are part of the organizational strategy (both organizationally and for recruitment)</p> <p>DEI qualitative and quantitative goals are developed with the help of new technologies and algorithms that include input from a variety of partners/collaborators. (both organizationally and for recruitment)</p>
<p>Category 4 - Recruitment</p>	<p><u>Level 1</u> - There is no effort to recruit employees from underrepresented groups</p> <p>Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of DEI in the organization’s recruitment practices</p> <p><u>Level 2</u> - Recruitment is based primarily on representation to meet numerical goals or targets</p> <p>Recruitment practices do not include sourcing diverse candidates from underrepresented groups</p> <p>Interviewers do not consider how people from different cultures and backgrounds may respond to interview questions and methods</p> <p><u>Level 3</u> - Interviewers conduct culturally competent interviews</p>

	<p>Staff are hired for their competence and their ability to bring diverse perspectives to the work and not only because they are from an underrepresented identity group</p> <p>The organization’s advertisements and/or diversity networks reach broad pools of diverse talent</p> <p>External search firms are selected based in part on their expertise in diversity recruiting</p> <p>Level 4 - The organization recruits from representative labour markets</p> <p>Recruitment includes advertising on DEI-focused websites and in a variety of other media</p> <p>Recruitment and selection panels are diverse and knowledgeable about recruiting processes and in mitigating biases</p>
<p>Category 8 - Assessment, Measurement, and Research</p>	<p>Level 1 - There are no assessments to gather information about underrepresented employee or customer needs and concerns</p> <p>There is no effort to evaluate or monitor diversity related issues or DEI progress</p> <p>Level 2 - Representation of groups of some diversity dimensions are monitored (as it relates to recruitment)</p> <p>(Recruitment related) Measurements are primarily based on past indicators, such as turnover, lawsuits, and complaints</p> <p>Level 3 - Cultural audits, assessments, and surveys (related to the recruitment process) take into account such issues as language, education levels, complexity, and accessibility</p> <p>Data are sorted by self-identified characteristics and diversity dimensions to increase an organization’s learnings about employee groups (at The City as it relates to recruitment)</p> <p>Level 4 - Integrated, multiple approaches to monitoring and evaluating DEI goals (related to the recruitment process) are implemented to track their impact, outcomes, and effectiveness</p> <p>Information from all assessments (related to the recruitment process) from employees, former employees, shape future DEI initiatives (related to the recruitment process)</p>
<p>Category 10 - DEI Learning</p>	<p>Level 1 - There are no formal DEI learning or educational activities</p> <p>Level 2 - DEI learning (as it relates to recruitment for hiring managers and recruitment staff) is brief and focused only on educating employees about</p>

	<p>policies, meeting legal requirements, or addressing inappropriate language or labels</p> <p>DEI programs are primarily packaged and are not tailored for local and specific cultural needs and issues (as it relates to recruitment)</p> <p>Level 3 - (Recruitment staff) are exposed to and actively seek engagement across organizational functions (regarding DEI learning)</p> <p>Experiential learning, including virtual reality and simulations, is used to help employees experience different identities and learn how to best respond to DEI situations (as it relates to recruitment)</p> <p>Level 4 - DEI content is adapted and customized to the local environment, cultural nuances, languages, and social and political realities (as it relates to recruitment)</p> <p>DEI learning and education (related to the recruitment process) involves ongoing, multi-year, developmental curricula</p>
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