

People, Innovation and Collaboration Services Briefing to
Regular Meeting of Council
2024 March 19

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Inclusive Hiring – Supporting Individuals with Intellectual and Developmental Disabilities

PURPOSE OF BRIEFING

This Briefing acknowledges a request Administration received from [Inclusion Alberta](#) regarding a partnership opportunity to hire individuals with intellectual and developmental disabilities and to provide background information.

As part of The City's journey to become a fully inclusive organization, we continue to foster a work environment where employees feel physically and psychologically safe, valued, respected and supported. Our goal is to ensure that City systems are equitable, and enable employees with diverse backgrounds, perspectives, skills and experiences to fully participate, collaborate and deliver exceptional public service. As part of this, we promote inclusive hiring practices to address systemic barriers with the goal of attaining a workforce that is representative of the community we serve. These efforts add to The City's positioning as an employer of choice.

According to the [Council of Canadians with Disabilities \(CDC\)](#), two-thirds of Canadian adults with disabilities lack one or more of the supports they need to work, including: educational and workplace aids, home modification or other supports. Almost sixty per cent (60%) of working-age adults with disabilities are currently unemployed or out of the labour market. Individuals with intellectual and developmental disabilities are encompassed in these statistics.

The City recognizes an opportunity to work with our union partners and external agencies to address this barrier and create opportunities for all Calgarians as well as advance The City's *Workplace Equity, Diversity, Inclusion and Belonging Framework and Strategy*, in particular related to the Internal Focus Area of Attracting and Retaining People, and the External Focus Area of Listening To and Serving Society.

Administration intends to explore opportunities to work with Inclusion Alberta, and potentially other groups in the future, to mobilize employment opportunities for individuals with intellectual and developmental disabilities. Community, union and business unit partnership will be part of the work undertaken in a pilot that has now been launched.

SUPPORTING INFORMATION

Background

There has been interest from external agencies, including Inclusion Alberta, to partner with The City to support the placement of individuals with intellectual and developmental disabilities. These external agencies work with organizations to help source the candidates for a job match, provide orientation assistance and coaching based on the work required, support supervisors with welcoming the new employee and provide training for leaders and team members on supporting the employee.

Work to date

Several groups within Human Resources have worked in collaboration with Supply Management, Law, union partners and Community Services Department to research the concept of developing a pilot to partner with Inclusion Alberta. We have determined:

- There is interest, both within the organization and with our union partners, in pursuing this initiative to address barriers to employment for this community.
- A placement within our workforce is possible and the work is likely to fall within CUPE Local 38.
- Human Resources is at the table with CUPE Local 38 and have agreed to a Letter of Intent regarding this pilot project. There is agreement to enter into discussion regarding this pilot project. The pilot project can move forward which would be effective upon ratification.
- Positions are expected to be full-time or part-time, would provide meaningful employment, and would be similar to existing positions.
- The City can proceed with a partnership with Inclusion Alberta without a supply contract, as they already work with a variety of community partners.
- As a partner, Inclusion Alberta will assist by examining jobs, creating matches with potential applicants, and providing training on intellectual and developmental disabilities to the work unit. They will also provide support for both the hiring manager and the employee as the person moves into the job and assist with ongoing monitoring of the position as needed.
- Community Services management team has indicated their support to pilot this initiative at the department level.
- Human Resources has now established a project to launch a pilot with the support of Inclusion Alberta. This project will include three phases:

Phase 1: Project set-up

- Develop an action plan to support the launch of a pilot. This includes gathering research, working with unions on a Letter of Intent, reaching out to employers including the City of Edmonton and Calgary Public Library who have previously partnered with Inclusion Alberta, identifying potential positions at The City of Calgary, and partnering with Inclusion Alberta to launch the pilot. Anticipated timeline for completion of Phase 1 is 2024 March 28.

Phase 2: Pilot

- Work with Community Strategies and consult with Local 38 union to identify a position, and partner with Inclusion Alberta to create a match with a potential applicant and provide training on intellectual and developmental disabilities to the work unit. Anticipated timeline for completion of Phase 2 is 2024 June 28.

Phase 3: Sustainment

- If the pilot is deemed to be successful, develop a framework and model which might be transferable to other projects with barriered communities.
- The Advisory Committee on Accessibility has been kept up to date on the exploration of this initiative and are in support.
- Human Resources is currently sourcing funding for this pilot.

Next Steps

- Administration will work with our union partners to scope and pilot a program to support the employment of individuals with intellectual and developmental disabilities.
- A cross-department project team will be created to ensure that the pilot is informed by Human Resources and Community Services.

- A communication plan will be part of the project to position it in alignment with City of Calgary goals.
- The pilot may assist with developing a framework for future agency partnerships.

Why is it important? / Risk mitigation

- The City recognizes that it is important that its workforce is reflective of the community we serve, and demonstrates equity, diversity, inclusion and belonging. Meaningful employment opportunities create greater purpose and affirms value within the community.
- Human Resources is committed to strengthening our workplace by providing guidance and expertise in equity, diversity, inclusion and belonging (EDIB), and partnering on major EDIB corporate initiatives.
- Risks include an unsuccessful match between the position and employee. This will be mitigated through the continued support of Inclusion Alberta and by starting with a pilot to determine how the process works.
- There is a risk that others who face barriers such as Racialized communities, Indigenous people, immigrants and persons with alternate types of disabilities, may request specialized programs to work with their communities. Our intent is to use this pilot to create a model which might be transferable to other projects with barriered communities.
- There may be concern that priority placement and accommodation programs will be affected by this initiative. As we move forward, The City of Calgary will monitor potential impacts.

Author: Talent Acquisition Team, Human Resources

General Manager Christine Arthurs concurs with the information in this Briefing.