**INFORMATION REPORT**

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<th>TO: Chair and Members Audit and Administration Committee</th>
<th>WARD(S) AFFECTED: CITY WIDE</th>
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<td><strong>COMMITTEE DATE:</strong> February 3, 2010</td>
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<td><strong>SUBJECT/REPORT NO:</strong> City of Hamilton Workforce Census (City Wide) HUR10004</td>
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**Council Direction:**
Not Applicable

**Information:**

1. **Background**

The City of Hamilton Workforce Census was approved during the 2009 budget process when Council agreed to fund a “Diversity Survey”. The purpose of this report is to provide a status update on this project. This is linked to the Strategic Plan – Focus Area 1, Skilled Innovation and Respectful Organization. The desired end result is to ensure the City of Hamilton’s workforce better reflects the diversity of Hamilton’s available labour market pool.

Since kicking off the project in partnership with our vendor, we have learned that this is more accurately referred to as a “workforce census” rather than a diversity survey. This is because the census instrument is designed to collect quantitative, employee demographic data for workforce planning. The census is an enumeration of the City of Hamilton’s employee social demographic characteristics. It will identify baseline representation data and social characteristics of the City’s employees for comparison to relevant Statistics Canada census data including the Hamilton Census Metropolitan Area. The census is not intended to measure employees’ perceptions around the equity of the City’s policies, programs or practices. The City’s census is planned to be completed by employees over a two-week window from April 6 to 23, 2010 with an overall project completion date of September 9, 2010.
The value of conducting a workforce census is that it demonstrates the City’s commitment to inclusiveness. The census results will help us target our focus areas to ensure the City is a welcoming environment to prospective and current employees and the local community. Canada’s most progressive and best diversity employers measure the characteristics of their workforce and build diversity into their business strategies. Currently the City lacks the statistical workforce data necessary to make fully informed human resources practices related to staff recruitment, retention and development initiatives. As of today, the City’s workforce data is limited to gender and age. The census will provide the City with a snapshot of its overall employee demographic profile.

The census data will be analyzed by department, division, management hierarchy, and other parameters still to be finalized. The analysis will identify the gap between the City’s representation data and Statistics Canada benchmarks, the Hamilton Census Metropolitan Area and other available municipal labour market comparators. The results will be presented with evidence based recommendations and best practices; and will help us target where to focus our efforts based on the City’s census data results.

2. Why the City of Hamilton is Conducting a Workforce Census

There are a variety of reasons why the City has decided it is a valuable investment for both its employees and the community to perform a city-wide workforce census.

- The better we understand our workforce the better we can create a work environment that is inclusive and welcoming for all. This is usually a multi-stage process and it can take an employer a number of years to move through the equity continuum to the stage where it is a leader in this space.

- The more aware we are of our employee demographics, the better we can connect and improve relationships with our employees and communities that we serve. The census results can be used to identify potential barriers in the City’s employment systems and human resources policies.

- An accurate picture of our employee demographics will allow us to be more informed and responsive to the different needs of our employees as individuals. The workforce census is not limited to the traditional employment equity groups; it spans across a variety of demographic characteristics including education, ethnicity and culture, age, religion, geographic, family and dependent care status, and other individual differences.
The census will enable better long term planning, resource allocation and help us to implement human resources programs which are more relevant and reflective of our employees needs. Actions taken will depend on what the census results show; but may include program gap analysis for specific employee demographic groups. For example, this could include analysis of our employee benefits offerings, the employee assistance program, tuition reimbursement policy, and religious accommodation policy to evaluate whether all our demographic groups are covered by the existing practices.

Effective workforce planning, succession planning, recruitment outreach programs, attraction and retention strategies depend on understanding our workforce and where to target our efforts. This is especially topical with the forecasted high number of baby boomer retirements in the next 5 – 10 years. The census results can be used to analyze whether Aboriginal People, Persons with Disabilities, various age groups, Visible Minorities, and landed immigrants are applying and are successful hires to the City of Hamilton compared to their overall representation in the available labour market data in the Hamilton Census Metropolitan Area.

Understanding the type, number of hours, and extent of demands on our staff’s time outside of the workplace can help to inform and direct the focus of our human resources policies, programs, and practices.

3. Successful Vendor- Partner Selected

The City received a total of ten vendor submissions which were evaluated by the RFP Consensus Committee per the criteria in the issued RFP. There were two vendors who met the criteria benchmarks; however, both came in over budget. The contract was negotiated to achieve the approved Council budget ($80,000) and awarded through Policy 11 to TWI Inc on December 4, 2009.

TWI Inc. has extensive experience conducting qualitative and quantitative workforce censuses for large organizations in the public and private sectors; and known for their innovative and progressive approach including getting senior leadership buy-in on a diversity strategy, delivering enterprise-wide training to employees, and administering diversity and census tools and instruments. TWI has experience working with the following public and private sector client organizations:

- U.S. Center for Disease Control;
- Region of Halton;
- Ottawa Police Services;
- Mount Sinai Hospital;
- Fraser Milner Casgrain, LLP;
- The Home Depot Canada.
4. Census Instrument

The City of Hamilton Workforce Census Instrument will capture data in the following categories:

- Organizational Demographics;
- Individual Demographics;
- Education;
- Ethnicity, Culture and Religion;
- Languages;
- Children and Other Dependents;
- Staff Activities.

A census is the procedure of systematically acquiring and recording information about the members of a given population. It is a regularly occurring and official count of a particular population. In Canada, the census is run by Statistics Canada and conducted in five-year intervals. The last census was conducted in 2006; and the questions in the City of Hamilton Workforce Census are designed for comparison to the 2006 Statistics Canada data. The language used in the City of Hamilton's Workforce Census lags slightly as it is tied to the Statistics Canada Census language to allow for benchmark comparisons.

Information collected in the Workplace Census creates a profile of the characteristics and skills employees bring to the organization. This information will allow the City to better understand the changing needs of its employees so it can develop specific programs, policies, and practices that allow for comprehensive workplace planning and a supportive work environment conducive to effective service delivery. The Workplace Census results are intended to help the City better address the service needs of the broader community, as well as inform a diversity and inclusion learning curriculum, strategies to recruit new employees, and succession planning for workforce development. For example, knowing how many employees speak a certain language compared to the Hamilton Census Metropolitan Area may help the City better serve the public. The census is designed to help build a stronger organization that better understands how to serve the needs of its changing employees and community base.

5. The Workforce Census Advisory Group – City Wide

A city-wide Workforce Census Advisory Group was established to provide advice to Human Resources and the Vendor throughout the project. This group has a representative for each of the City’s departments and serves as the project’s working group. The role of the Advisory Group is to ensure that departmental input is represented throughout the project, foster buy-in, serve as census advocates, and support Human Resources in meeting the established response rate target of 60 to 75%. The City-wide response rate on the 2006 Employee Engagement Survey was 43%.
6. Project Plan Summary

There are four project phases with the following key activities and timelines.

- **Phase 1: Workforce Census Design (November 16, 2009 - March 1, 2010)**
  - Review and make needed changes to census instrument in both electronic and paper-and-pencil format;
  - Design and implement a unique user identification system to prevent multiple responses while protecting the respondents' anonymity;
  - Ensure that the language and design is appropriate, accessible and available for employees with potential barriers (e.g. English as a second language, literacy, and visual impairment).

- **Phase 2: Census Administration (November 30, 2009 to May 3, 2010)**
  - Design effective communications strategy which includes:
    - Preparing a strategy to assist employees to complete or understand the survey questions including a helpline or contact person to direct questions;
    - Determine key messages by audience group to operationalize the communications strategy;
    - Ensure messaging on respondent's confidentiality and anonymity is included in the communication strategy;
    - Confirm survey slogan and logo to be used;
    - Obtain communication buy-in from leadership and key stakeholders to further promote the survey's importance.
  - Establish monitoring criteria and performance metrics:
    - Prepare communication materials for City locations (e.g. package to go inside boxes to on-site person responsible for census in each location);
    - Create speakers guide for leaders to speak about the census;
    - Hold internal meetings to build excitement about census across the City and communicate relevant information (e.g. dates, instructions, importance to complete);
  - Prepare hard copy census materials;
  - Programming of online census instrument;
  - Launch of Census
    - Monitor completion rates of census to maximize return and response rates;
    - Collect hard-copy census weekly for inputting;
    - Receive census completion rates once all data is received and inputted
Phase 3: Data Analysis and Management *(May 3 to July 19, 2010)*
- Collect and tabulate all raw census data;
- Merge hard copy and online databases;
- Cleanse and sort the data;
- Perform data analysis and compare to relevant comparators.

Phase 4: Reports and Communication *(June 1 to September 9, 2010)*
- Interpretation of census analysis results to prepare written draft report and recommendations based on analysis;
- Provide draft to Workforce Census Advisory Committee and provide opportunity for City to review and provide feedback;
- Create final report for distribution to Senior Management Team and Council;
- Evaluate lessons learned and project debriefing.

7. Overall Project Plan Milestones

- The census is planned to be open for a 14-day window for employees to complete from *April 6 to 23, 2010* inclusive. An additional ‘buffer week’ to extend the census is available, if necessary, to increase overall response rates.
- Presentation of results and recommendations to Council are planned to occur *August 12, 2010*.
- The overall project completion date is scheduled as *September 9, 2010*. 