



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 15.3.1
Halifax Regional Council
October 8, 2019

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed

Mayor Mike Savage, Chair, Executive Standing Committee

DATE: September 24, 2019

SUBJECT: **Workforce Supplemental Report – Gender Parity**

ORIGIN

September 23, 2019 meeting of the Executive Standing Committee, Item 12.1.2.

LEGISLATIVE AUTHORITY

Administrative Order One – the Procedure of the Council Administrative Order, Schedule 6, Executive Standing Committee Terms of Reference, section 8:

General Governance of the Council

8. The Executive Standing Committee shall act as a review committee for matters related to the general self-governance and administration of the Council as directed by the Council.

Priority Areas and Corporate Performance Objectives of the Council

9. The Executive Standing Committee shall:

- (a) have strategic oversight of progress on the Municipality’s Corporate Performance Objectives and priority areas of the Council;

RECOMMENDATION

It is recommended that Halifax Regional Council:

1. Continue with the initiatives outlined in the Discussion section of the staff report dated August 22, 2019, including: updating the Hiring Policy, conducting the self-identification survey at an estimated cost of \$33,241 with net HST included, developing the Employment Equity Program, branding and community outreach; and
2. Two years following the rollout of the Employment Equity Program, assess the gender demographic data and make an evidence-based decision on the appropriate next steps at that time.

BACKGROUND

At their September 23, 2019 meeting, the Executive Standing Committee considered the staff report dated August 22, 2019 regarding Workforce Supplemental Report – Gender Parity.

For further information on the background of this item, refer to the staff report dated August 22, 2019 (Attachment 1).

DISCUSSION

The Executive Standing Committee considered the staff report dated August 22, 2019 and approved a recommendation to forward to Halifax Regional Council, as outlined in the 'Recommendation' section of this report.

For further discussion on this item, refer to the staff report dated August 22, 2019 (Attachment 1).

FINANCIAL IMPLICATIONS

For information on the financial implications relating to this item, refer to the staff report dated August 22, 2019 (Attachment 1).

RISK CONSIDERATION

None identified.

COMMUNITY ENGAGEMENT

The Executive Standing Committee meetings are open to public attendance and members of the public are invited to address the Standing Committee for up to five (5) minutes during the Public Participation portion of the meeting. Meetings are live webcast on Halifax.ca. The agenda, reports, video and minutes of the Executive Standing Committee are posted on Halifax.ca.

For further information on Community Engagement as it relates to this item, refer to the staff report dated August 22, 2019 (Attachment 1).

ENVIRONMENTAL IMPLICATIONS

None identified.

ALTERNATIVES

The Executive Standing Committee did not provide alternatives.

Refer to the staff report dated August 22, 2019 (Attachment 1) for alternatives.

ATTACHMENTS

Attachment 1 - Staff report dated August 22, 2019.

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Judith Ng'ethe, Legislative Assistant, Municipal Clerk's Office 902.490.6517



P.O. Box 1749
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Item No. 12.1.2
Executive Standing Committee
September 23, 2019

TO: Chair and Members of Executive Standing Committee

SUBMITTED BY: Original Signed

Caroline Blair-Smith, Director, Human Resources/Office of Diversity & Inclusion

Original Signed

Jacques Dubé, Chief Administrative Officer

DATE: August 22, 2019

SUBJECT: Workforce Supplemental Report - Gender Parity

ORIGIN

The Executive Standing Committee passed a motion on February 4, 2019 that the CAO review our hiring practices and policies and make recommendations to the Executive Standing Committee on what means could be initiated to achieve a better balance in relation to gender parity.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, SNS 2008, c. 39

34 (1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

RECOMMENDATION

It is recommended that the Halifax Regional Municipality:

1. Continue with the initiatives outlined in the Discussion section of this report including: updating the Hiring Policy, conducting the self-identification survey at an estimated cost of \$33,241 with net HST included, developing the Employment Equity Program, branding and community outreach.

- Two years following the rollout of the Employment Equity Program, assess the gender demographic data and make an evidence-based decision on the appropriate next steps at that time.

BACKGROUND

Internal Scan

When an employee is hired with HRM, the employee’s personal information is entered into the payroll system which currently only has two options to identify gender - male or female. Based on this data, gender statistics were reviewed over a five-year period. This review showed that the organization consists of 70% males and 30% females. These figures have remained consistent over the five-year period.

Within current leadership positions, 76% are males and 24% are females. The demographic detail was further expanded upon with the demographics by employee group:

Employee Group	Total Full Time Employees	Male	Female
ATU 508	798	86%	14%
NSUPE 13	557	43%	57%
CUPE 108	271	93%	7%
HRPA	636	70%	30%
IAFF 268	466	93%	7%
Non-Union	640	52%	48%
HRM	3,368	70%	30%

External Scan

An external scan was completed to identify how HRM compares to other municipalities around gender parity. HRM’s male gender ratio is higher than those of the larger municipalities, as identified below.

City	Male	Female
Calgary	69%	31%
Vancouver	67%	33%
Edmonton	63%	37%
Saskatoon	63%	37%
Ottawa	54%	46%
HRM	71%	29%

HRM’s data with respect to roles that are traditionally identified as male-dominated, Transit, Fire and Police, is consistent with those of other cities. A breakdown of Transit, Fire and Police gender statistics across various cities, in contrast to HRM, are included in Appendix A.

DISCUSSION

Work is being done to increase the representation of women and other under-represented groups in the workforce. Initiatives have been put in place to address this imbalance, but the results will take time and further investment in resources is needed.

Current Hiring Policies and Practices

HRM's Hiring Policy is currently being updated to provide greater clarity regarding fair hiring practices. This revision incorporates recommendations from the 2016 Employment Systems Review and aligns with the new Employment Equity Policy. The Hiring Policy has been expanded to address principles of fair hiring and to mirror the content of the Hiring Manager Certification program that was officially rolled out in January 2019.

In the absence of a revised policy, HRM's current hiring practices have been designed to ensure fair hiring including having diverse interview panels, anonymous scoring of testing and assignments, and consensus scoring of interviews.

HRM's Employment Equity Policy and Self-Identification Survey

Employment equity is a strategy to enable equity-seeking communities the opportunity to achieve equity in employment opportunities and benefits. Employment equity involves both recognizing and responding. It requires employers to recognize that certain practices place employees from underrepresented groups at a disadvantage. Employment equity demands the elimination of such practices but also imposes positive obligation on the employers to facilitate the achievement of equity.

An updated Employment Equity Policy was approved by the CAO on September 4, 2018. The policy states that the objective is to increase the representation within the HRM workforce, in occupations or positions where they are under-represented, of individuals from the following groups:

- (a) Racially Visible People
- (b) Women
- (c) Indigenous/Aboriginal People
- (d) Persons with Disabilities
- (e) LGBTQ+ community

The policy also states that, "*Through approval of this policy, the CAO commits Halifax Regional Municipality to an Employment Equity program that is accountable and results oriented.*" The framework of the Employment Equity program is currently being developed. The entire Employment Equity Program will be finalized following the completion of the self-identification survey. This survey is required for HRM to understand the demographics of HRM's employees and to complete a comparison to census data to determine the gaps in regard to alignment of employees to the citizens we serve. The Office of Diversity and Inclusion anticipates that the survey will cost \$31,875 plus net HST (total \$33,241) and plans to conduct the survey late 2019.

Employer Branding

Human Resources and Corporate Communications are currently developing a new employer branding strategy. This three-phase strategy will include:

- Increasing the reach of our employment opportunities and to create a greater appeal for our non-traditional candidates.
- Enhanced communication and social media presence that will be customized for the unique opportunities and/or enhance our ability to communicate our broad career opportunities.
- Expanded social media presence/website content to include testimonials, day in the life of an HRM employee, etc.

This three-phase strategy would be effectively launched over the next 18 months with an evaluation of the effectiveness and if necessary adjustments will be done following the 18 months to determine a long-term approach.

FINANCIAL IMPLICATIONS

The self-identification survey is estimated at a cost of \$31,875 plus net HST (total \$33,241) and will be sourced from existing HR budget in the Special Project Fund – E401-6919 (Diversity & Inclusion – Special Projects).

RISK CONSIDERATION

N/A

COMMUNITY ENGAGEMENT

Over the past year, HRM staff have been spending more time engaging with the community with a specific focus on increasing connection to underrepresented groups. These connections will assist in formalizing HRM's community engagement strategy.

ENVIRONMENTAL IMPLICATIONS

N/A

ALTERNATIVES

Council could direct staff to cease efforts to increase representation of women in the workforce; however, it is not recommended as this is a significant component of HRM's Employment Equity Policy.

ATTACHMENTS

Appendix A: HRM's City workforce composition by gender for traditionally male-oriented divisions in comparison with various cities across Canada.

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Caroline Blair-Smith, Director, Human Resources/Office of Diversity and Inclusion
902.490.7239

Tracey Jones-Grant, Managing Director, Office of Diversity and Inclusion 902.490.3677

Grace Aldridge, Acting Human Resources Manager, Client Services 902.221-3621

APPENDIX A

HRM's City workforce composition by gender for traditionally male-oriented divisions in comparison with various cities across Canada.

Transit		
City	Male	Female
Calgary	81%	19%
Edmonton	82%	18%
Vancouver	86%	14%
Toronto	87%	13%
HRM	86%	14%

Fire		
City	Male	Female
Saskatoon	90%	10%
Toronto	91%	9%
Calgary	92%	8%
Edmonton	94%	6%
Vancouver	96%	4%
HRM	93%	7%

Police		
City	Male	Female
Ottawa	61%	39%
Calgary	66%	34%
Vancouver	75%	25%
Edmonton	78%	22%
Saskatoon	80%	20%
Toronto	91%	9%
HRM	70%	30%