Thursday, April 27, 2017
Regular Meeting - 7:00 p.m.

Boardroom WT-2C and WT-2D
2nd Floor – West Tower

Members: Gurratan Singh (Chair)
          Joe Pimentel (Vice-Chair)
          Amaleethan Xavier (Vice-Chair)
          Louis Adams
          Richard Emode
          Gurwinder Gill
          Joanne Leslie
          Cherian Manathara
          Bob Pesant
          Duke Pratt
          Rajinder Saini
          Roop Sandhu
          Hemant Tailor
          Daisy Wright
          Kris Noakes – Peel Aboriginal Network
          Priyanka Sheth – LGBQT Community
          Jeanette Schepp – Canada Mental Health Association – Peel
          Regional Councillor – Michael Palleschi – Wards 2 and 6
          Regional Councillor Martin Medeiros – Wards 3 and 4
          City Councillor Gurpreet Dhillon – Wards 9 and 10

For inquiries about this agenda, or to make arrangements for accessibility accommodations for persons attending (some advance notice may be required), please contact:
Chandra Urquhart, Legislative Coordinator, Telephone (905) 874-2114, TTY (905) 874-2130

Note: Some meeting information may also be available in alternate formats upon request.
Agenda
Inclusion and Equity Committee

Please ensure all cell phones, personal digital assistants (PDAs) and other electronic devices are turned off or placed on non-audible mode during the meeting.

1. Approval of Agenda

2. Declarations of Interest under the Municipal Conflict of Interest Act

3. Previous Minutes

3.1. Minutes - Inclusion and Equity Committee - February 23, 2017

The minutes were considered by Committee of Council on April 19, 2017, and are pending approval by Council on April 26, 2017. The minutes are provided for information only.

4. Delegations / Presentations

4.1. Presentation by R. Tsingos, Director, Service Innovation and Corporate Performance, re: City of Brampton Inclusion and Equity City Initiatives Inventory - Strengths, Weaknesses, Opportunities and Threats (SWOT), and the 2017/18 Work Plan Update

5. Reports / Updates

5.1. Update from I. Peressini, Manager, Talent Acquisition, Human Resources, re: City of Brampton Equiteck Subscription to Promote Job Posting through Ontario's Diverse Community Recruitment Groups

Note: Materials to be distributed at meeting

5.2. Update from I. Peressini, Manager, Talent Acquisition, Human Resources, re: Motion IE004-2017 - Update on the Legislation and City Policy on Employment Equity and Hiring Practices Observed by the City

Note: Materials to be distributed at the meeting

5.3. Update from I. Peressini, Manager, Talent Acquisition, Human Resources, re: Motion IE004-2017 - Update on the Personal Information that may be Requested from Prospective Employees in Accordance with Legislation and City Policy

Note: Materials to be distributed at the meeting
5.4. Update from R. Tsingos, Director, Service Innovation and Corporate Performance, re: Motion IE002-2017 - Updates on the Mandatory Customer Service Training Provided to Staff

Note: Materials to be distributed at the meeting

5.5. Update from M. Boschetto, Senior Manager, Human Resources, re: Motion IE002-2017 - Update on the Availability of Data Regarding Complaints on Equity and Diversity Issues amongst Staff or Customers

Note: Materials to be distributed at the meeting

5.6. Request for Committee Representative to Serve on (new) Age-Friendly Advisory Committee

6. Other/ New Business

7. Inclusion and Equity Ideas

8. Correspondence


9. Question Period

10. Public Question Period

15 Minute Limit (regarding any decision made at this meeting)

11. Adjournment

Next Meeting: Thursday, June 22, 2017, at 7:00 p.m.
Thursday, February 23, 2017

Boardroom WT-2C and WT-2D
2nd Floor – West Tower

Members Present:  Gurratan Singh (Chair)
                  Amaleethan Xavier (Vice-Chair)
                  Louis Adams
                  Gurwinder Gill
                  Cherian Manathara
                  Bob Pesant
                  Duke Pratt
                  Roop Sandhu
                  Daisy Wright
                  City Councillor Gurpreet Dhillon – Wards 9 and 10

Members Absent:   Joe Pimentel (Vice-Chair) (regrets)
                  Richard Emode
                  Joanne Leslie (regrets)
                  Hemant Tailor
                  Rajinder Saini
                  Kris Noakes – Peel Aboriginal Network (regrets)
                  Priyanka Sheth – LGBQT Community (resigned – Item 6.5)
                  Jeanette Schepp – Canada Mental Health Association – Peel
                  (regrets)
                  Regional Councillor – Michael Palleschi – Wards 2 and 6
                  (personal)
                  Regional Councillor Martin Medeiros – Wards 3 and 4
                  (personal)

Staff Present:    Office of the Chief Administrative Officer
                  R. Tsingos, Director, Service Innovation and Corporate
                  Performance
                  Corporate Services Department
                  Peter Fay, City Clerk
                  Chandra Urquhart, Legislative Coordinator
The meeting was called to order at 7:18 p.m. and adjourned at 9:25 p.m.

1. **Approval of Agenda**

IE001-2017 That the agenda for the Inclusion and Equity Committee Meeting of February 23, 2017, be approved, as amended to add the following:

4.4. **Strategic Initiatives Priorities – Sub-Committee Teams Update**

6.5. Peter Fay, City Clerk, re: **Resignation of Priyanka Sheth, Member, LGBQT Community.**

Carried

2. **Declarations of Interest under the Municipal Conflict of Interest Act**

3. **Previous Minutes**

3.1. Minutes - **Inclusion and Equity - September 29, 2016**

The subject minutes were approved by Council on November 23, 2016 and provided for Committee’s information.

3.2. Minutes - **Note to File - November 24, 2016**

The subject note was provided for Committee’s information.

4. **Delegations / Presentations**

4.1. Presentation: **City of Brampton Inclusion and Equity Initiatives Update**

Rhonda Tsingos, Director, Service Innovation and Corporate Performance, reminded Committee of the Strategic Goal’s and Initiatives as previously discussed. The following was highlighted:

- City’s successes and opportunities
- Priorities
  - Responsiveness, engagement and awareness
- Snapshot of City Programs, Initiatives and Services
Proposed next steps
  o Initiate SWOT analysis (referenced Item 4.3)
  o Benchmark jurisdictional best practices
  o Present Draft Work Plan 2017-2017

Ms. Tsingos advised that staff intent is to build on the existing successes and opportunities, such as, City programs and services, community engagement, outreach, partnerships, staff education and awareness programs.

Ms. Tsingos indicated that Item 6.2 in the agenda summarized the City’s programs, initiatives and services, with the focus on communication, staff resources, customer service and infrastructure design. Examples of initiatives included:

- Translation of City material available in the four main languages
  - Transit and Presto cards – 8 languages
- Telephone customer service training
- Multilingual services
  - Front line 311 customer service
  - Library collection
  - Clerk’s Office and Transit terminals
- Telephone language interpretation on-demand
- Inclusive urban design principles for development for public spaces
  - Flexible use of spaces to accommodate diverse demographics
- Accessibility for Ontarians with Disabilities Act (AODA) formats
  - All communication available in braille
  - Accessible pedestrian signals
  - Accessible building design
- Multi-partnership opportunities
- Community Grant
- Multi-faith amenities
- Culturally based recreation programming

Committee discussion and comments included:
- Approval of City’s efforts regarding the inventory of programs, initiatives and services provided
- Credentials and skills of the language interpreters and assurance that a high standard of service is provided
  - Response that multilingual service is provided by bonded professional translators, and where required translators are certified through the Province
- Clarification on inclusive customer service training
- Whether complaints have been received on diversity and equity related issues amongst City staff or customers and staff perspective on subsequent impact on customers
• Response that an update will be provided on the availability of this information noting that confidentiality in such matters must be maintained
• Indication from staff that the City’s approach to diversity and equity is to fulfil residents’ expectations and ensure they are satisfied with the service received

• Effectiveness of the mandatory customer service training provided to staff; how can the benefit/impact be evaluated; is it mandatory for all City staff
  o Explanation that the training is focused on staff directly serving the public in all aspect of customer service noting that staff recognize it is an area that needs improvement
  o Response that information will be provided with respect to the effectiveness of the mandatory customer service training

• Acknowledgement of many positive initiatives by the City; however, the perception is ‘barriers and inequality’ are evident; information, evidence and percentages are required with respect to equity and diversity of City employees to assist in identifying problems and recommending solutions

Ms. Tsingos stated Item 4.3 includes a SWOT analysis that provides details on the effectiveness of the corporate performance with respect to the services that are provided by the City. She noted that additional information will be provided at a future meeting.

The following motion was considered:

IE002-2017 1. That the following items by Rhonda Tsingos, Director, Service Innovation and Corporate Performance, to the Inclusion and Equity Committee meeting of February 23, 2017, be received:
   a) Presentation, re: City of Brampton Inclusion and Equity Initiatives Update
   b) Verbal update, re: Inclusion and Equity Initiatives – November 24, 2016 City Inventory of Programs, Initiatives and Services – Updated February 23, 2017; and,

2. That staff provide information with respect to the following:
   a) availability of data regarding complaints on equity and diversity issues amongst staff or customers; and
   b) corporate performance review regarding the effectiveness of the mandatory customer service training provided to staff

Carried
4.2. Presentation: **Strategic Initiatives Priorities - Sub-Committee Teams**

Peter Fay, City Clerk, advised that a revised Strategic Initiatives Priorities – Sub-Committee Teams, was circulated with updated information.

Item 4.4 was brought forward and dealt with at this time.

The following motion was considered:

IE003-2017 That the following items to the Inclusion and Equity Committee meeting of February 23, 2017, be received:

1. **Strategic Initiatives Priorities – Sub-Committee Teams**
2. **Strategic Initiatives Priorities – Sub-Committee Teams Update**

Carried

4.3. Presentation by Rhonda Tsingos, Director, Service Innovation and Corporate Performance, re: **City of Brampton Inclusion and Equity SWOT (Strengths Weaknesses Opportunities and Threats) and Work Plan Staff Update.**

Rhonda Tsingos, Director, Service Innovation and Corporate Performance, presented the SWOT Analysis and Proposed 2017/18 Work Plan. The following was highlighted:

- **Background – Cross Departmental Working Team**
- **Swot Findings**
  - Strengths
    - Strong support from City Council
    - Demonstrated progress with respect to programs and customer service
    - Increased levels of community outreach
  - Weaknesses
    - Communication on best practices is limited within the City departments
    - Relevant training courses that maybe beneficial is optional for most staff
  - Opportunities
    - Promote Brampton’s diversity to gain a competitive advantage
    - Increase community engagement and outreach
    - Availability of financial assistance from Federal/Provincial level
  - Threats
    - Perception versus reality when Brampton is compared to other municipalities
    - Existence of fragmented community pride
    - Positive intentions and services are overshadowed when communities’ needs are misunderstood
3.1 - 6
Minutes
Inclusion and Equity Committee

- Outline of Proposed Framework
- High-level Work Plan – Initiatives and Start Date
- Proposed Next Steps include:
  - Continue/initiate implementation of Work Plan priorities
  - Provide updates at meetings
  - Update Council before next Inclusion and Equity Committee meeting

Ms. Tsingos provided details on the work plan initiatives, explained the objectives and anticipated outcomes.

Committee discussion on this matter included the following:
- Acknowledgement that some diversity issues and ‘gaps’ are recognized and being addressed in the SWOT analysis
- Whether the intent of the City is to strengthen internal communication and collaboration on best practices City-wide
- Suggestion that the mandatory training courses provided to staff include a cultural sensitivity component to ensure the needs of the community are understood
- Comments on weaknesses are vague and clearly indicates that statistics/data are required to understand what activities/items need to be addressed such as employment
- Concern that community input was not considered for the SWOT analysis and the perception that their input may change items identified as strengths to be weaknesses
- Suggestion that an anonymous survey be conducted to collect data required to determine which sections in the community experiences inequities that need to be addressed

Clarification was provided with respect to the comments regarding the City’s hiring practices. Staff advised that the City follows the principles as legislated in Ontario, while exploring and identifying opportunities to attract and retain the best person for positions.

Ms. Tsingos explained that the Draft Work Plan provides details on the initiatives, objectives, anticipated outcomes and timelines on several of the issues raised by Committee. She noted that regular progress checks will be conducted followed by updates to the Work Plan with revised targets and presented at the next meeting.

Ms. Tsingos referred Members to the questions at the end of the presentation and suggested that feedback be provided.

Committee was reminded that the Sub-Committees may also meet to discuss the questions and provide updates at the next meeting.
The following motion was considered:

IE04-2017 1. That the presentation from Rhonda Tsingos, Director, Service Innovation and Corporate Performance, to the Inclusion and Equity Committee meeting of February 23, 2017, re: City of Brampton Inclusion and Equity SWOT (Strengths Weaknesses Opportunities and Threats) and Work Plan Staff Update, be received; and,

2. That staff provide information with respect to the legislation and City policy on employment equity and hiring practices that is observed by the City; and

3. That staff identify what personal information may be requested/or not requested from prospective employees in accordance with the legislation and City policy.

Carried

4.4. Strategic Initiatives Priorities – Sub-Committee Teams Update

Dealt with under 4.2 – Recommendation IE003-2017

5. Reports / Updates

6. Other/ New Business

6.1. Inclusion and Equity Committee - 2017 Schedule of Meetings

This item was provided for information.


Dealt with under 4.1 – Recommendation IE002-2017

6.3. Verbal update by Rhonda Tsingos, Director, Service Innovation and Corporate Performance, re: Multiculturalism interview with City of Brampton CAO and Municipal Monitor, magazine of the Association of Municipal Clerks & Treasurers of Ontario (AMCTO).
Rhonda Tsingos, Director, Service Innovation and Corporate Performance, reported that CAO was contacted by the Municipal Monitor, Magazine of the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) for an interview to discuss multiculturalism issues in the City of Brampton.

6.4. Verbal Update by Rhonda Tsingos, Director, Service Innovation and Corporate Performance, re: City of Brampton’s 2017 Regional Diversity Roundtable Membership.

Rhonda Tsingos, Director, Service Innovation and Corporate Performance, reported that the City will renew its membership with Regional Diversity Roundtable.

Ms. Tsingos advised that a community engagement forum is being hosted by the organization on March 30, 2017. Information will be forwarded directly to members by email.

6.5. Peter Fay, City Clerk, re: Resignation of Priyanka Sheth, Member, LGBQT Community.

Peter Fay, City Clerk, advised that Priyanka Sheth, LGBQT Member, has resigned from the Committee. Ms. Sheth was asked for suggestions with respect to replacement for the Committee. Mr. Fay also advised that the Citizen Appointment Committee will be conducting interviews for membership on various committees and will consider alternates for Inclusion and Equity Committee.

The following motion was considered:

IE005-2017 1. That the verbal update by Peter Fay, City Clerk, to the Inclusion and Equity Committee meeting of April 23, 2017, re: Resignation of Priyanka Sheth, LGBQT Member, be received; and,

2. That Priyanka Sheth be thanked for her contribution to the Inclusion and Equity Committee; and,

3. That the City Clerk be directed to fill the vacancy resulting from Ms. Sheth’s resignation, in accordance with the Citizen Appointment Procedures, for the term ending November 30, 2018.

Carried
Inclusion and Equity Ideas

1. Peter Fay, City Clerk, advised that Statistics Canada census data will soon be released. The information will be provided to Committee once available.

2. Daisy Wright, Member, advised that Microsoft is offering on-line training for individuals or organizations.

Correspondence

8.1. Correspondence from the Regional Diversity Roundtable dated October 21, 2016, re: Request for Collaboration with City of Brampton Recreation and Culture.

Rhonda Tsingos, Director, Service Innovation and Corporate Performance, advised that upon further review of the subject correspondence, her division will be the point of contact for collaboration with the organization.

The following motion was considered:

IE006-2017 That the correspondence from the Regional Diversity Roundtable dated October 21, 2016, to the Inclusion and Equity Committee meeting of February 23, 2017, re: Request for Collaboration with City of Brampton Recreation and Culture, be received.

Carried

Question Period

Public Question Period

Adjournment

IEC007-2017 That the Inclusion and Equity Committee do now adjourn to meet again on Thursday, April 27, 2017 at 7:00 p.m. or at the call of the Chair.

Carried

____________________________________
Gurratan Singh (Chair)
City of Brampton
Inclusion and Equity

City Initiatives Inventory, SWOT & 2017/18 Work Plan Updates

Inclusion and Equity Committee Meeting
April 27, 2017
Outline

- Last Meeting Recap
- Framework & Program Resource Reminder
- Inventory of Initiatives, Programs & Services – Updated
- SWOT - Updated
- High-Level Work Plan - Updated
- Proposed Next Steps
Last Meeting: We Heard You

- City I&E Programs, Initiatives & Services Inventory
- SWOT Findings
- Draft I&E Framework and 2017/18 Work Plan

Committee’s Feedback:

How do you feel about this?

What have we got right?

Is anything missing?

Key priorities?
City of Brampton Inclusion & Equity Framework
Framework and Program Support

Cross Departmental Working Team

1. City of Brampton Programs, Initiatives & Services Inventory
2. SWOT Analysis
3. Draft Work Plan
4. Collaborate on Approved Priorities

Corporate Leadership Team
Inclusion & Equity - City Programs, Initiatives & Services Snapshot

Communication & Outreach
Our People
Customer Service
Infrastructure Design
Our Programs and Services

Please see attached detailed inventory
City of Brampton Inclusion and Equity SWOT

**Strengths**
- Strong support – City Council, *City’s Vision & Strategic Plan*, I & E Committee, Corporate Leadership Team, Corporate policies, New HR & Planning leaders
- Extensive external communications diversity
- Progressiveness demonstrated in urban design, City facilities, programs and customer service
- Increasing levels of community outreach
- Increasing levels of staff awareness and proactivity

**Weaknesses**
- Lack of data available to effectively measure workforce diversity and City programs as reflective of community
- May not understand some communities well enough to effectively serve to meet their needs
- Internal communications and collaboration on best practices occurring in pockets without standardized tools
- Relevant training courses optional for most staff
- Inconsistent staff expectations and accountabilities on awareness and training

**Opportunities**
- Promote Brampton’s diversity *and related programs and services* as our differentiator and competitive advantage
- Increase City’s community engagement and outreach
- Increase collaboration and data sharing with local government partners
- Build community capacity – leverage existing organizations/stakeholders for outreach to raise public awareness, change perceptions and reduce barriers
- Federal/Provincial and other grants/funding availability

**Threats**
- Perception vs. reality comparing Brampton to other municipalities
- Negative impacts outweigh good intentions if communities and their needs are misunderstood
- Fragmented community pride exists
- Influence of media and social media affects City’s responsiveness and proactivity
- New US policies influence public sentiment and actions
# Draft Inclusion and Equity 2017/18 High-Level Work Plan

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<thead>
<tr>
<th>#</th>
<th>Initiative</th>
<th>Target Start</th>
<th>Target Completion</th>
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<tbody>
<tr>
<td>1</td>
<td>Best Practices Benchmarking</td>
<td>In Progress</td>
<td>Q3 2017</td>
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<td>2</td>
<td>Multi-Year Community Engagement Plan</td>
<td>Q2 2017</td>
<td>Ongoing</td>
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<td>3</td>
<td>People Advantage</td>
<td>Q2 2017</td>
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<td>Top Talent Attraction</td>
<td>Q2 2017</td>
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<td>5</td>
<td>Staff Training &amp; Tools</td>
<td>Q2 2017</td>
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<td>6</td>
<td>Community Outreach &amp; Capacity Building</td>
<td>In Progress</td>
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<td>7</td>
<td>Regular Progress Checks</td>
<td>Q2 2017</td>
<td>Q4 2018</td>
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*Please see attached work plan details & comments/progress updates*
Next Steps

- Continue and/or initiate implementation of work plan priorities
- Next Committee Meeting
  - Work plan progress updates
  - Best practice delegation(s) to Committee, if desired
- City Council update to be scheduled before next Committee Meeting
## Initiatives

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>COMMUNICATION &amp; OUTREACH</th>
<th>OUR PEOPLE</th>
<th>CUSTOMER SERVICE</th>
<th>INFRASTRUCTURE DESIGN</th>
<th>OUR PROGRAMS AND SERVICES</th>
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<tbody>
<tr>
<td>Initiatives</td>
<td>City materials translated into top 4 languages in Brampton (Punjabi, Urdu, Portuguese, French)</td>
<td>Inclusive Customer Service Training</td>
<td>Telephone Language Interpretation Service</td>
<td>Inclusive urban design criteria for development of public spaces</td>
<td>Multi-partnership Initiatives</td>
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<td>Examples</td>
<td>Online information (available to print in up to 8 more languages)</td>
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<td>Preparing for Emergencies &amp; Using 911</td>
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<td>Strategic Plan, Tax Information</td>
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<td>Snow Clearing Operations</td>
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<td>Traffic Safety around Schools &amp; Playgrounds</td>
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<td>Online Fire Safety Information (English and Punjabi)</td>
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<td>Media Releases, Service and Information Updates (transit route changes, snow storm information, tax information etc.)</td>
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<td>Matte Stories (featured articles such as profiles about local entrepreneurs who received City funding etc.)</td>
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<td>Online Council newsletters (bi-annually)</td>
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<td>Transit and Presto materials (available in 8 more languages)</td>
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<td>Peer &amp; Community Services</td>
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<td>Strategic Planning and Budgeting</td>
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<td>Fire, Emergency Management &amp; Public Safety Services</td>
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## Examples

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<tr>
<th>Initiatives</th>
<th>Enhanced targeted public education campaigns to diverse stakeholder groups</th>
<th>Case Study Team Training</th>
<th>Expedited Burial Permit service</th>
<th>AODA Accessible Intersections</th>
<th>Cultural-based events (City-run and sponsored)</th>
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<tbody>
<tr>
<td>Examples</td>
<td>Fire safety</td>
<td>Some Department teams engage in regular case study training focused on how to engage different stakeholder groups such as information about religious customs (i.e. conducting real estate transaction for a new place of worship or related permits)</td>
<td>Burial permits can be issued after hours through Service Brampton within 24 hours/7 days to accommodate cultural funeral rites and practices</td>
<td>Based on Accessible Technical and Design Standards for inside (interior &amp; exterior) and outside spaces, e.g. Accessible pedestrian signals, Depressed curbs, Tactile walking surface indicators</td>
<td>Cultural heritage months with a number of events held throughout the month (i.e. South Asian Month), Flag raisings, Regular senior staff involvement in major community events such as the Mississauga/Etobicoke Vaisakhi Parade (Fire Chief, Council)</td>
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<td>By-law information (i.e. secondary unit registrations)</td>
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<td>Annual Budget</td>
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<td>Community Grant Program</td>
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## Initiatives

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<tr>
<th>Focus Area</th>
<th>Accessibility-based (AODA) Formats</th>
<th>Multilingual front-line staff (service assets)</th>
<th>Contracted Interpretation Services</th>
<th>AODA Accessible Building Design</th>
<th>Cultural-based recreation programming</th>
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<tr>
<td>Initiatives</td>
<td>All City communications available in alternate formats such as braille or enhanced font upon request</td>
<td>311 Service, Clerk’s Office, POA and customer service desks</td>
<td>Translators are contracted on an as needed basis to assist customers involved in legal proceedings with the City including dedicated resources at the POA Court</td>
<td>All new City buildings exceed AODA design standards for accessible counters, entrances etc.</td>
<td>Bhangra dance classes, Kabaddi Fields and Programs, Cricket Fields and Programs, Latin dance classes</td>
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<td>Examples</td>
<td>Major public education campaign in collaboration with Accessibility Committee to educate public about accessible parking spaces in Brampton (i.e. it is not a perk)</td>
<td>Transit terminals</td>
<td>Interpreters contracted to facilitate more inclusive stakeholder engagement for high profile public meetings, such as a controversial residential development, LRT etc.</td>
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<td>City events including volunteers</td>
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### Case Study Team Training

- **Expedited Burial Permit service**
  - Burial permits can be issued after hours through Service Brampton within 24 hours/7 days to accommodate cultural funeral rites and practices.

### AODA Accessible Intersections

- **Cultural-based events (City-run and sponsored)**
  - Cultural heritage months with a number of events held throughout the month (i.e. South Asian Month).
  - Flag raisings.
  - Regular senior staff involvement in major community events such as the Mississauga/Etobicoke Vaisakhi Parade (Fire Chief, Council).

### Contracted Interpretation Services

- **Translators are contracted on an as needed basis to assist customers involved in legal proceedings with the City including dedicated resources at the POA Court.**
  - Interpreters contracted to facilitate more inclusive stakeholder engagement for high profile public meetings, such as a controversial residential development, LRT etc.

### AODA Accessible Building Design

- **All new City buildings exceed AODA design standards for accessible counters, entrances etc.**

### Cultural-based recreation programming

- **Bhangra dance classes**
  - Kabaddi Fields and Programs.
  - Cricket Fields and Programs.
  - Latin dance classes.
<table>
<thead>
<tr>
<th>Focus Area</th>
<th>COMMUNICATION &amp; OUTREACH</th>
<th>OUR PEOPLE</th>
<th>CUSTOMER SERVICE</th>
<th>INFRASTRUCTURE DESIGN</th>
<th>OUR PROGRAMS AND SERVICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiatives</td>
<td>Advertisements in ethnic/specialty media</td>
<td>Cultural Sensitivity Training</td>
<td>TextNet Customer Service</td>
<td>Multi-faith Amenities</td>
<td>Specialized Assistance Programs</td>
</tr>
<tr>
<td>Examples</td>
<td>• By-law related information</td>
<td>• Mandatory training for Recreation, Fire, Transit and Brampton Library staff on facilitating communication with different cultural groups</td>
<td>• Online telephone-data solution that provides fully accessible text (TTY) communication for people who are deaf or hard of hearing</td>
<td>• New City buildings include multi-faith rooms to accommodate religious and cultural needs (i.e. prayer rooms at City Hall etc.)</td>
<td>• ActiveAssist Program to provide fee subsidies to low income and other marginalized groups • CAS – In Care program in partnership with Children’s Aid Society (CAS) for children in need of recreation including placing youths in volunteer positions • A.D.A.P.T. (Adults Developing Abilities and Participating Together) Program • Snow Removal Financial Assistance Program to help senior citizens and physically challenged homeowners with costs of hiring private snow removal services.</td>
</tr>
<tr>
<td>Initiatives</td>
<td>Election Information Campaign</td>
<td>In-house training documents</td>
<td>Gender-neutral and accessible washrooms</td>
<td>Multilingual Library Collections</td>
<td></td>
</tr>
<tr>
<td>Examples</td>
<td>• All election related materials released in the ten top languages in Brampton</td>
<td></td>
<td>• “Understanding Our Community: an introduction to the cultures and religions of the residents of Brampton” diversity handbook developed and used by the Fire Department to train and educate staff which includes a quiz to assess awareness (mandatory training)</td>
<td>• Proposal on how to introduce or integrate gender-neutral and accessible washrooms under development</td>
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<tr>
<td>Initiatives</td>
<td>Multi-lingual Public Education Multimedia</td>
<td>Corporate Policies &amp; Related Training</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Examples</td>
<td>• Fireworks safety videos produced in English, Punjabi, Hindi and Gujarati</td>
<td>• Human Rights</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Workplace Harassment Prevention</td>
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<td></td>
<td></td>
<td>• Inclusive Customer Service</td>
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<td></td>
<td></td>
<td>• Respectful Workplace (Q2 2017)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiatives</td>
<td>Enhanced City website features</td>
<td>Employee Support Programs</td>
<td></td>
<td></td>
<td>Community Grant Program</td>
</tr>
<tr>
<td>Examples</td>
<td>• All City webpages can be translated into 103 different languages</td>
<td></td>
<td>• Mental Health Strategy initiative in progress</td>
<td>• Provides funding and in-kind assistance to non-profit groups in 4 program streams with the overall goal of developing projects focused on the principles of inclusiveness, diversity, culture and community participation</td>
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<tr>
<td></td>
<td>• City website and content is designed in accordance with W3C guidelines for accessible design such as larger font, text descriptions of pictures etc.</td>
<td></td>
<td>• Employee Family Assistance Plan enhancements to meet needs of diverse workforce</td>
<td></td>
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<tr>
<td></td>
<td>• Increasing use of QR Codes for more information and alternate formats</td>
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</table>
# Inclusion and Equity Committee -  
*City of Brampton Inventory of Programs, Initiatives and Services*

**Last Updated:** April 20, 2017

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>COMMUNICATION &amp; OUTREACH</th>
<th>OUR PEOPLE</th>
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</thead>
<tbody>
<tr>
<td>Initiatives</td>
<td>Community Outreach to Attract Talent</td>
<td>Community Awareness &amp; Giving Back</td>
<td></td>
<td></td>
<td>Lighthouse Program</td>
</tr>
</tbody>
</table>
| Examples | • Fire & Emergency Services Human Relations and In-the-Community Diversity Talent Attraction initiatives  
• Workopolis - Equitek exclusive network subscription for outreach to diverse community recruitment groups  
• 2017 Federal Grant Application for Summer Student Jobs  
• Region of Peel Summer Job Challenge to provide disadvantaged youth with valuable work experience  
• Promoting jobs on Twitter & Facebook  
• Corporate In-the-Community Talent Attraction Spring/Summer 2017 – CeleBrampton (June 10), Farmer’s Market (June 17), Shoppers World Job Fair (May 5 & 6) | Annual United Way Peel Region Employee Fundraising Campaign - In 2016: $96,000 raised  
20% pledge participation | | | Initiative under development through the Emergency Management Office to engage religious and cultural community leaders/groups to identify vulnerable populations and facilitate better communication in declared emergencies. |
<table>
<thead>
<tr>
<th>#</th>
<th>Initiative</th>
<th>Outcome-Oriented Objectives</th>
<th>Target Start</th>
<th>Target Completion</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Best Practices Benchmarking</td>
<td>• Report on findings to inform future inclusion and equity plans, initiatives/priorities&lt;br&gt;• Identify relevant potential opportunities for I &amp; E Committee delegations/presentations</td>
<td>Q4 2016</td>
<td>Q3 2017</td>
<td>In Progress</td>
<td>Since Feb 23/17 Meeting –&lt;br&gt;• Canada’s 100 Most Diverse Employers in 2017&lt;br&gt;• Region of Peel, City of Toronto&lt;br&gt;• CLT workshops – Diversity and Inclusion; Innovation and Immigration&lt;br&gt;• RDR events – Building Community Leadership Capacity and LGBTQ+ Community Needs&lt;br&gt;Next – Other industries, e.g. banking</td>
</tr>
<tr>
<td>2</td>
<td>Multi-Year Community Engagement Plan</td>
<td>• Build larger and denser stakeholder networks; enhance data collection and collaboration for data-driven decision-making&lt;br&gt;• Broader grassroots outreach to engage greater variety of stakeholders and ensure no one voice dominates&lt;br&gt;• Build more robust digital platforms given increasing demand for digital engagement by younger demographic groups&lt;br&gt;• Leverage existing City events and venues to create innovative opportunities for residents to have their say</td>
<td>Q2 2017</td>
<td>Ongoing</td>
<td>In Progress</td>
<td>Presentation to Council – Multi-Year Community Engagement Plan, June/17</td>
</tr>
<tr>
<td>3</td>
<td>People Advantage</td>
<td>• Introduce and roll-out Respectful Workplace Policy</td>
<td>Q2 2017</td>
<td>TBD</td>
<td>In Progress</td>
<td>Report to Council – Policy Approval, May/17; Communication plan and training program to follow.</td>
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<td></td>
<td></td>
<td>• Facilitate review of employee systems, conduct internal census in order to make recommendations to integrate and better promote inclusion and equity practices</td>
<td>Q2 2017</td>
<td>TBD</td>
<td>In Progress</td>
<td>Preparing request for proposal for qualified professional services.</td>
</tr>
<tr>
<td>4</td>
<td>Top Talent Attraction</td>
<td>• Explore and identify opportunities to reach out, attract and retain top talent in communities, e.g. in-community job fair concept to remove potential or perceived barriers to career opportunities</td>
<td>Q2 2017</td>
<td>Ongoing</td>
<td>In Progress</td>
<td>See updates in attached City of Brampton Inventory - Communications &amp; Outreach</td>
</tr>
<tr>
<td>#</td>
<td>Initiative</td>
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<tr>
<td>5</td>
<td>Staff Training &amp; Tools</td>
<td>• Introduce guidelines to ensure policies, programs, services and initiatives are consistently developed/updated through an inclusive and equitable lens&lt;br&gt;• Introduce mandatory staff training to set consistent inclusion and equity expectations and accountabilities, e.g. Inclusive Customer Service, Cultural Sensitivity &amp; Awareness, Respectful Workplace, Leadership Workshops, etc.&lt;br&gt;• Implement technology to assign, schedule, track and report on staff training&lt;br&gt;• Introduce an online shared workspace to enable access to relevant resources, collaboration on best practices, data sets, communication on initiatives</td>
<td>Q2 2017&lt;br&gt;Q3 2017&lt;br&gt;Q1 2017&lt;br&gt;Q4 2017</td>
<td>TBD&lt;br&gt;Ongoing&lt;br&gt;TBD&lt;br&gt;TBD</td>
<td>In Progress&lt;br&gt;In Progress&lt;br&gt;In Progress&lt;br&gt;Not Started</td>
<td>Considering request for proposal for qualified professional services.&lt;br&gt;RFP for technology awarded; vendor negotiations in progress&lt;br&gt;To follow current corporate-wide online technology platform and records management initiative.</td>
</tr>
<tr>
<td>6</td>
<td>Community Outreach &amp; Capacity Building</td>
<td>• Implement Lighthouse Program to partner with faith-based organizations for emergency response and planning to better support vulnerable communities&lt;br&gt;• Contact relevant community organizations to facilitate collaboration, information and data sharing, e.g. Region of Peel Diversity Roundtable&lt;br&gt;• Develop and implement formal partnering and data sharing protocols/agreements with local government agencies, e.g. Peel Police, United Way and Region of Peel</td>
<td>Q2 2017&lt;br&gt;Q2 2017&lt;br&gt;Q2 2017</td>
<td>Ongoing&lt;br&gt;Ongoing&lt;br&gt;Ongoing</td>
<td>In Progress&lt;br&gt;In Progress&lt;br&gt;In Progress</td>
<td>Report to Council—Approval to Execute Agreements, May/17&lt;br&gt;Since Feb 23/17 Meeting - exploring collaboration opportunities&lt;br&gt;Since Feb 23/17 Meeting - exploring collaboration opportunities</td>
</tr>
<tr>
<td>7</td>
<td>Regular Progress Checks</td>
<td>• Evaluate and report progress on priorities against Work Plan&lt;br&gt;  o Corporate Leadership Team&lt;br&gt;  o Inclusion &amp; Equity Committee&lt;br&gt;  o City Council (as needed)</td>
<td>Q2 2017&lt;br&gt;Q2 2017&lt;br&gt;Q2 2017</td>
<td>Q4 2018</td>
<td>In Progress</td>
<td>2017 Committee update to City Council – target date to be confirmed.</td>
</tr>
</tbody>
</table>
Hi All,

I am forwarding along information that may be of interest to the group. It includes an invite to attend an event on May 4th about making your workplaces LGBT inclusive along with a brochure about Pride at Work's offering.

I have been speaking with Colin about our work at the D&I Committee and mentioned that his work may be of interest to the committee.

Please feel free to share.

Best Regards,
Jeanette Schepp, CHRP, CHRL

Jeanette Schepp & Associates
Building Practical Human Resources Solutions
C. 905.598.2538
E. jsschepp@rogers.com

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Give your workforce the foundational training needed to support an environment where everyone is able to be themselves with LGBT 101: History, Terms, & Phrases, a 30-minute self-paced elearning course from Pride at Work Canada, powered by Learnkit.

Join us for the launch of this exciting new tool on the morning of May 4, 2017. Learn about the instructional design for LGBT 101, course curriculum and options for rollout in your organization at this interactive session hosted by Borden Ladner Gervais LLP.

*Please register before Tuesday, May 2, 2017 to attend. Space is limited.*

*Contact info@prideatwork.ca for more information.*
Pride at Work
Canada
Building A Nation
Where LGBT Canadians
Can Achieve Their Full
Potential At Work
Since 2009, IBM’s partnership with Pride at Work Canada has been delivering high value for our employees and our clients. Pride at Work Canada’s quality programming and extensive networking events engage our internal LGBT&A community and connect us to our clients – uniting corporate Canada in the conversation for LGBT workplace inclusion.

KIMBERLY MESSER
BUSINESS DEVELOPMENT EXECUTIVE – NORTH AMERICA
WORKFORCE DIVERSITY AND LGBT MARKETS
About Pride at Work Canada

Pride at Work Canada was founded in 2008 by a group of dedicated individuals who wanted to improve the climate of inclusiveness for lesbian, gay, bisexual and trans (LGBT) employees in Canadian workplaces. An important first step of the organization was to put the case for LGBT inclusion on the mainstream business agenda. Starting with the support of just a few employers, Pride at Work Canada developed a vision: a nation where LGBT Canadians can achieve their full potential at Work. Our network has now grown to include dozens of National and Regional Partners, employers that have made a strong commitment to fostering environments that are more inclusive of LGBT Canadians.

Our Mission

Through dialogue, education and leadership, Pride at Work Canada empowers employers to foster workplace cultures that recognize LGBT employees as an important part of a diverse and effective workforce.
Programming & Events
Pride at Work Canada’s events and activities happen across the country, celebrate the most inclusive Canadian employers and provide the opportunity for LGBT professional and allies to connect.

Learning Events
Pride at Work Canada is committed to sharing best practices and provoking thought on the most current issues facing LGBT people in Canadian workplaces. Our learning events are open exclusively to employees of our partners.

Examples of past events include

- LGBT 101 Workshops, for those new to LGBT inclusion
- National Webinars, addressing a wide range of topics at an introductory level
- Seminars, where we take a deeper dive into a wide range of topics
- Panel Discussions, sharing best practices for employers and the experiences of LGBT professionals
- Report Launches, presenting the latest information relevant to Canadian workplaces
Networking Events
Connecting LGBT professionals and their allies is essential to Pride at Work Canada’s success. We offer regular networking opportunities to employees of our partners.

Examples of these events include

• Toronto ProPride, our signature annual networking event in Toronto each June

• ProPride networking receptions to celebrate Pride festivals across the country. Past events have taken place in Calgary, Halifax, London, Montreal and Vancouver

• Regular networking breakfasts and employee resource group (ERG) roundtables across the country

Community Events
Throughout the year Pride at Work Canada presents activities open to the general public for free or at nominal cost. If events are ticketed, there is always a special rate for employees of our partners.

Examples of these events include

• Monthly networking events in Toronto

• Charity fundraising events such as our annual event Flare for Life, in support of Fife House

• Our annual Workplace Summit
SYMCOR

“Pride at Work Canada encourages organizations to support authenticity at a corporate level and create workplaces where LGBT employees can be themselves and ultimately, more productive. Our partnership with Pride at Work Canada has been instrumental in advancing Symcor’s LGBT inclusion strategy. In our journey to create an inclusive environment, we have leveraged Pride at Work Canada’s support through the available resource information, benchmarking activities (LGBT Workplace Inclusion Index), recruitment partnerships, and networking events such as ProPride. The team at Pride at Work Canada is always willing to assist and offer their services and support. In addition, connection to Pride at Work Canada’s strong network has allowed Symcor to partner with other LGBT resources, providing additional support and again, advancing our strategy. Symcor’s LGBT inclusion strategy would not be as successful without this key partner!”

DEE DEE MILNER
SENIOR VICE PRESIDENT
HUMAN RESOURCES & CHRO
LGBT Inclusion Matters

62% of LGBT Canadians responding to a survey by Pride at Work Canada and the Canadian Centre for Diversity and Inclusion say that they have either experienced or witnessed discrimination related to sexual orientation and/or gender identity in the workplace.

PRIDE AT WORK CANADA, CCDI, 2015

The estimated size of the LGBT market in Canada is between $90 to $100 billion or 7.2% of Canada's GDP

PROTEAN STRATEGIES, 2011

5% of Canadians identify as lesbian, gay, bisexual or transgender.

FORUM RESEARCH, 2012

Two in five gay and lesbian staff facing discrimination will change careers if discrimination continues.

HARRIS INTERACTIVE, 2010

Concealing one’s sexual orientation at work reduces productivity by up to 30%; employees need to be able to communicate openly and build supportive, cooperative relationships with colleagues, clients and customers

STONEWALL, 2008

57% of trans-identified employees report facing discrimination at some point during their career.

THE WILLIAMS INSTITUTE, 2007

74% of LGBT and 42% of non-LGBT consumers are less likely to buy products from organizations holding negative views of LGBT people

HARRIS INTERACTIVE, 2010
CITY OF LONDON

“The Corporation of the City of London is pleased to have been the first municipality to become a Pride At Work partner. We have benefited from formal learning and networking opportunities, such as informative and convenient webinars as well as the comprehensive workplace summit. We were pleased to host a seminar in our community, delivered by Pride At Work during the Pride London Festival. The Pride at Work team is always responsive to ad hoc requests for information, resources and support, assisting us with policy development and in responding to the needs of our employees.”

AIDAN PRINCE
HUMAN RESOURCES SPECIALIST
Partnership
The best employers recognize that people perform better when they can be themselves. Our National and Regional Partners acknowledge the critical role that LGBT workplace inclusion plays in enabling employees to do their best work.

Pride at Work Canada brings together leading Canadian employers aiming to realize fully inclusive workplaces for their LGBT employees. Our growing roster of National and Regional Partners collectively employ over one million Canadians. Each has full access to an exclusive, members-only network of expertise and contacts. Partnership enables employers to foster a workplace culture that recognizes LGBT employees as an important part of a diverse workforce.

Want Your Employer to Become a Partner?

If you would like to learn more about partnership or the business case for LGBT workplace inclusion you can:

• Learn about the business case for LGBT workplace inclusion on our website www.prideatwork.ca

• Contact our staff by email at info@prideatwork.ca

• Contact our staff by phone at 416–309–8410
**Partnership Benefits Employers**

Employers that become National and Regional Partners of Pride at Work Canada maintain access to a unique menu of services that help support affirmative environments for LGBT workers that includes:

- Access to in-person and online training opportunities that target human resources, diversity/inclusion and management staff groups
- The opportunity to participate in the annual LGBT Workplace Inclusion Index program, Canada’s definitive employer benchmarking tool focused on LGBT inclusion. The program includes focused recommendations based on the organization’s index score and business model
- Ad-hoc support on issues and/or challenges related to LGBT-inclusion such as policy review, speaker recommendations and referrals to external resources
- Commitment to LGBT inclusion communicated via Pride at Work Canada’s website, social media platforms, print and web ads
- Unlimited posts on Canada’s largest job board for LGBT job seekers
- Connection to a network of businesses promoting best practices in LGBT inclusion in a uniquely Canadian context

The needs of each of Pride at Work Canada’s National and Regional Partners are very different. It is for this reason that a defined amount of consulting hours and/or customized training are included with any partnership agreement. Any long-term consulting and/or training may involve a negotiable hourly fee in addition to the annual membership fee, based on the length and scope of projects.
Partnership Benefits Employees

• Free access to ongoing Pride at Work Canada in–person networking, personal and professional development events (Past events have taken place Toronto, London, Montreal, Calgary, Vancouver and Halifax)

• Defined amount of tickets to Pride at Work Canada’s annual signature networking event Toronto ProPride

• Priority access and discounts on events organized by Pride at Work Canada in collaboration with other organizations

• Discount on tickets to Pride at Work Canada’s annual Workplace Summit

• Access to advice and external referrals from Pride at Work Canada staff for any employer–supported LGBT employee resource groups (ERGs)

• Defined amount of consulting hours and or customized training

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Partnership Levels

<table>
<thead>
<tr>
<th>National Partnership</th>
<th>Regional Partnership</th>
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<tbody>
<tr>
<td>Pride at Work Canada’s National Partners are private, public or not-for-profit organizations that have employees in more than one Canadian province.</td>
<td>Pride at Work Canada’s Regional Partners are private, public or not-for-profit organizations that have employees in just one Canadian province.</td>
</tr>
</tbody>
</table>

Annual fee for employers

| $5,000 CAD | $2,500 CAD |

THAT INCLUDES ALL BENEFITS OF PARTNERSHIP IN THEIR PROVINCE.
DENTONS
Dentons is proud of our long-standing association with Pride at Work Canada (PaWC), an exceptional, forward-thinking organization with a vision to improve the climate of inclusion for lesbian, gay, bisexual and transgendered people in the workplace. As one of its founding partners, Dentons values PaWC’s efforts in raising awareness of the importance of embracing and supporting authenticity at a corporate level, as well as creating a workplace where LGBT employees can be themselves. Through its various programs, networking opportunities, and other professional–related events, PaWC has inspired Dentons to expand the scope of our commitment to diversity and inclusion, giving our people a deeper understanding and acceptance of the LGBT community.

ROGERS
“Our partnership with Pride at Work Canada has been essential to the educational support and training delivered about the LGBT community to large, diverse groups of our employees. Trainees appreciated the practical activities they were given to build their awareness and capacity about gender diversity, sexual orientation, and transgender topics. The professionalism of this organization sets them apart and they will continue to be a valued partner on our journey of inclusivity.”

EVGUENIA POTACHENSKAIA
DIRECTOR
INTERNAL TALENT MANAGEMENT AND INCLUSION & DIVERSITY

ROGERS

TIMOTHY M. BANKS
PARTNER

DENTONS
Equitek Employment Equity Solutions is Canada’s 1st and largest national outreach strategy that is “truly” inclusive of Canada’s vast multicultural population. With over a decade of experience in assisting Canadian corporations and institutions in augmenting their recruitment initiatives through a proactive outreach network of employment counselor’s, job coaches and mentors that represent diverse talent from aboriginal people, people with disabilities, visible minorities, women and internationally trained professionals that “are not” available with traditional recruitment strategies.

With Equitek’s 10 years of experience in providing “one-stop” outreach solutions and our partner OnLine Abilities, an not-for-profit organization committed to assisting disabled IT professionals, we have developed the Diversity Portal to further refined our services to help “Inclusive Employers” source more diverse qualified candidates quickly and efficiently by advertising their employment opportunities to the “hidden talent pool” of diverse qualified candidates.

**Equitek Basic Outreach Strategy**

**Retrieving and updating postings:** Every afternoon, Equitek will visit your corporate website and upload the hyperlinks of all the new employment opportunity over the last 24 hours and prepare them for broadcast.

**The Focused Media Broadcast** (FMB), is a broadcast to all of our outreach partners that they use as a tool to identify new and current employment opportunities, available locally within their region, for which their clients are qualified for. The FMB is used in a variety of ways. It’s a resource for employment counselors, posted on job boards, linked to career sites, combined with electronic newsletters and circulated through additional networks available to other job developers.

**Your company’s Landing Page:** Each client is given their own individual landing page on the portal and is allocated sufficient space to accommodate their corporate diversity statement and any associated branding material they wish to incorporate. The client can also include any application instruction that they would prefer candidates to include such as, self-identification, identifying Equitek as a source or format instructions.

**Receiving resumes:** Applicants responding to your employment opportunities are seamlessly hyper linked to you company’s applicant tracking system (ATS) saving you time and eliminating redundancies associated with will be directed to your corporate website where they will submit their resumes and your applicant tracking system will continue the recruitment function from there.

**Three tiers of a Diversity Outreach Strategy**

**Equitek, the Comprehensive Outreach Strategy:**
Is the foundation of a successful outreach program is the comprehensive approach that covers “all” of Canada’s demographics. This is the Equitek subscription

**The Strategic Outreach Strategy:**
Typically targeted to one specific demographic

**Distinct Outreach Strategy:**
Usually reserved for corporate internship, mentorship and graduate programs
The Goal of a Landing Page

Before you start with the design of your landing page, you want to decide what the goal of your landing page will be. If you are looking for applicants, the goal will be to have the visitor motivated by the content and follow the hyperlink back to your company’s ATS to apply for a position.

Do your research well and remember your visitors when creating your landing page and tailor it to fit their needs. By specifying your choices and concentrating on your visitor, you will stay on target.

Keep your focus

Your Equitek outreach strategy has pulled them onto your landing page. Now that you have got them there, don’t give your visitors a reason to stray. Keep the content relevant from an active job seekers perspective.

You’re call to action”

This is the perfect opportunity for a “brief” corporate diversity statement to be easily viewed by the candidates it was intended for. There’s no need to get long-winded diversity statement on a focused landing page. Your sentences should be brief or dot-points, but provide valuable bite sized chunks of information. Many applicants are not as knowledgeable about diversity as today’s HR professional. Keep the message simple and straightforward from the applicant perspective of “what does that mean to me”

Length of pages

The length should be short and to the point with content intended to convince a visitor to explore the possibility employment with your company by clicking through your Equitek landing page to your company’s ATS. The formula for a successful landing page is “fewer the clicks equal more applicants”.

General landing page instructions

- Word document not larger than 8.5x11 but if you would like it can be longer. Just try to keep the links within the screen
- Try to write the content so it appeals to the perspective of the job seeker. ie: DNA of candidate skills you’re looking for. What are the benefits of working for your company, like education & promotion incentives
- Your diversity statement is not essential but again try to make it relevant to the job seekers they aren’t as knowledgeable on diversity as you might be.
- Feel free to include links to as many initiatives as you would like. Your subscription isn't limited to just current opportunities you can include graduate recruitment, internships, part time/seasonal etc.
- Logo Preferences: Minimum Width 200 pixels if possible at 72 dpi. Any standard graphic format (8 or 16 bit, 16 to 32 colours) .jpg / .gif / .png / .bmp / .eps / .ai / etc
- Video is possible - prefer it to be accessible from another site such as YouTube. We can post video but it won't be "streaming"
- Include logos for any corporate awards you may have.
**Equitek Hot Job Subscription option**

The Hot Job denotes an organization’s reputation as an employer and defines "the image of your organization as a 'great place to work'". A version of Employer branding, the Hot Job is concerned with enhancing your company’s employer brand while defining your commitment to workforce inclusion.

Hot Jobs work in unison with your current branding features that are part of the Equitek basic solution. It’s intended to bring attention to a certain initiative or campaign that targeted on attracting qualified candidates from all of the underrepresented groups as seen through the eyes of “associates and potential hires”.

Different from the Equitek landing page the Hot Job will augment your reach and message to attract diverse candidates to a specific initiative or campaign as opposed to one specific job posting. The Initiative or campaign should have a national focus or inspire applicants, from all over the country, to apply.

**Focusing on:**

- **Your good name (in every sense)** – it’s the thing people know you by. Unless of course you need to re-engineer your reputation or your old name doesn’t fit what you do anymore.

- **Your business** – defining the your market and should remain an inspiring constant for staff and customers (providing it’s inspiring to start with, of course)

- **Define the special initiative- what’s the purpose**

- **The DNA of the candidates you’re looking for** – only change them if you’re going to make them more challenging

- **Your promises** – trust is the basis for any brand’s success. Without that, you’re nothing.

- **Your principles** – in today’s transparent markets, transgressions will be discovered. It’s just a question of time.

Simply put, your employer brand is your promise applicants. It tells them what they can expect from you as an employee and it differentiates your offering from your competitors’.

Your brand is derived from:

- who you are,
- who you want to be
- who people perceive you to be.
Today’s progressive corporations understand that being an employer that “values diversity” is more than being a good corporate citizen; it is a sound business strategy.

These Employers know that augmenting their traditional recruitment strategy “now” will position their corporation to tap into diversity talent pools with ease.

The Diversity Sourcing Insignia immediately identifies an employer as a “partner in diversity” that is committed to hiring an inclusive workforce by using our unique turnkey diversity outreach solutions.

**Workopolis** is the exclusive distributor of **Equitek Employment Equity Solutions**; our outreach programs assist corporations to generate an applicant flow through a proactive grass roots community recruitment network that represents the best diverse qualified talent from Canada’s pluralistic society.

Through our community recruitment network, The Diversity Sourcing Insignia instantly promotes an organization’s inclusive hiring practices and this powerful visual symbol can be added to an employer’s website, job postings and other advertisements.

To learn more about the Diversity Sourcing Insignia and how your organization can become a “partner in diversity” too, contact your Workopolis outreach specialists.
Alberta:

40 Miles Centre - Foremost
5th on 5th Youth Services
Ability Career & Employment Services
Aboriginal Futures Career & Training Centre
Accès Emploi Edmonton
AGRINET - Management Training and Employment
Airdrie Employment Services
Alberta Committee of Citizens with Disability (ACCD)
Alberta Injured Workers' Society
AmBraighe Education and Training Services Inc
ASSIST Community Services Centre
Association of Polish Engineers in Canada, Edmonton
Banff Avenue Community House
Bent Arrow
Bissell Centre Health
Blood Tribe Employment and Skills Training
Bow Valley College - Career Connection
Bow Valley College - Centre for Career Advancement and TOWES
Bredin Institute – Centre for Learning
Bredin Institute - Worksource program
Bredin Institute - Youth Connections
Brooks Employment Services
Calgary Catholic Immigration Society, BETS
Calgary Chinese Cultural Centre
Calgary Construction Association - Youth Employment Program
Calgary Immigrant Educational Society (CIES)
Calgary Immigrant Women's Association
Calgary Immigrant Women's Association (CIWA)
Calgary Labour Market Information Centre - Downtown Location
Canadian Association of the Deaf
Canadian Council on Rehabilitation and Work
Canadian Hearing Society
Canadian Native Friendship Centre
Canadian Paraplegic Association
Career and Employment services - Jasper Adult Learning Council
Career Assistance Network LTD
Career Employment & Counselling Services
Catholic Social Services East Office
Catholic Social Services, Central Office
Employer Connections, Alberta Works Offices
Employment Placement and Support Services - Red Deer
Engineering Employment Centre University of Alberta
Fast Labour Solutions Ltd.
Flexibility Learning Systems
Global Training Inc.
Goodwill Edmonton
Goodwill Industries of Alberta
Immigrant Services Calgary
Independent Living Canada
Independent Living Resource Centre of Calgary
Job Resource Centre
Junior Achievement Southern Alberta
Junior Achievement of Southern Alberta
Learning Disabilities Association of Canada
Linkup Employment Service
Lokken Camrose
Lokken Edmonton
Lokken Westlock
Lokken Wetaskiwin
March of Dimes Canada
McBride Career Group - Edmonton
McBride Career Group - High River
McBride Career Group - Okotoks
McBride Career Group Red Deer
McBride Career Group - Red Deer
Métis Employment Services Centre, P/T Multiple Regions
Métis Employment Services
Métis Employment Services, Bonnyville
Métis Employment Services, Calgary
Métis Employment Services, Edmonton
Métis Employment Services, Grande River
Métis Employment Services, High Prairie
Métis Employment Services, Lac La Biche
Métis Employment Services, Medicine Hat
Métis Employment Services, Peace River
Métis Employment Services, Red Deer
Métis Employment Services, Slave Lake
Métis Nation of Alberta Association
Alberta:

Catholic Social Services, South Office
CCA Youth Employment Program
Centre for Employment, Alberta
Centre for Foreign Trained Professionals, Bredin Institute
Centre for Newcomers
Champions Career Centres
Changing Together
Chinook Lodge Aboriginal Resource Centre (SAIT)
Chinook Regional Career Transitions for Youth
Chrysalis Charitable Foundation, Edmonton
CNIB Edmonton
Community Enrichment – Grant MacEwan College
Community Futures
Community Futures Central Alberta
Community Futures Wild Rose
CPA Edmonton
Diversified Staffing Services Calgary Head office
Diversified Staffing Services Calgary South West Office
Diversified Staffing Services Canmore
Diversified Staffing Services Edmonton
Diversified Staffing Services Medicine Hat
Diversified Staffing Services Red Deer
Edmonton Mandarin Immigration Society
Edmonton Mennonite Centre for New Comers
EmployAbilities
Metis Settlements General Council
National Defence, TAP Employer-Partners
Native Counselling Centre
NorQuest College
On Site Placement Services Association Calgary
Oteenow Employment & Training Society
Oteenow Employment Centre
Personal Support and Development Network Calgary
Personal Support and Development Network Edmonton
Piikani Employment Services, Calgary
Piikani Employment Services, Edmonton
Red Deer Aboriginal Employment Services
Settler Alberta Service Centre
Society for Selections (The): A Career Support Service
Spirit Staffing & Consulting Inc Calgary
Spirit Staffing & Consulting Inc Edmonton
Teamwork Training
The City of Calgary Youth Employment Centre
Viable Calgary
Viable Edmonton
Wainwright Alberta Service Centre
Wild Rose Career and Employment Services
WORKink's Alberta
Youth Employment Centre
YWCA of Calgary
<table>
<thead>
<tr>
<th>British Columbia</th>
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<tbody>
<tr>
<td>Aboriginal Community Careers Employment Services Society</td>
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<td>Aboriginal Training for Employment Program</td>
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<td>Access to Employment</td>
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<td>Alpine Employment Resource Centre</td>
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<td>Anduhyaan Emergency Women's Shelter</td>
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<td>Arrow and Slocan Lakes Community Services</td>
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<td>Assistive Technology - BC</td>
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<td>Association of Neighbourhood Houses of British Columbia</td>
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<td>BC Centre for Ability Association</td>
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<td>Building Opportunities with Business</td>
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<td>Campbell River, Quadra Island</td>
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<td>Career Assistance and Resources for Employment</td>
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<td>Career Quest Coaching</td>
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<td>Career Tracks</td>
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<tr>
<td>Cariboo-Chilcotin Aboriginal Training Education Centre Society</td>
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<td>Central Vancouver Island Multicultural Society</td>
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<td>Clearwater Employment Services</td>
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<td>CNIB BC</td>
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<td>Coast Clubhouse</td>
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<td>Coast Foundation Society</td>
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<td>Coast Mental Health, PACT Employment Services</td>
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<td>Coast PACT Employment Services</td>
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<td>Coast Salish Aboriginal Employment &amp; Training Society</td>
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<td>Columbia Valley Employment Centre</td>
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<td>Community Resource Center North Thompson</td>
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<td>Community Skills Centre - Aldergrove</td>
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<td>CONNECTRA SOCIETY</td>
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<td>Convenant House</td>
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<td>Courtenay: BC</td>
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<td>Cowichan Valley</td>
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<td>Craftcentre</td>
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<td>Dawson Creek Job &amp; Support Services</td>
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<td>Delta, Surrey, Langley, Cloverdale</td>
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<td>Duncan BC</td>
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<td>Employment Action</td>
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<td>Employment Action Prince George</td>
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<tr>
<td>Employment Connections,</td>
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</tbody>
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Employment Navigators
Employment, Network, Education and Training
Every Aspect
Every Aspect Management
Family Services of Greater Vancouver Downtown ERC
Family Services of Greater Vancouver East ERC
First Nations Employment Society
Foremost and Bow Island ERC
Fort Nelson
Fort Outreach Employment Services
Forty Mile Community Resource Centres
Fraser Valley Employment Resource Centres
Free Rein Associates Ltd.
Frog Hollow Neighbourhood House
FutureWorks
Gastown Vocational Services (GVS)
Global Vocational Services Inc.
Golden Employment Services
Goodwill Employment Services BC
Horton Ventures Inc. Quesnel
Horton Ventures Inc
Horton Ventures Inc. Williams Lake office
Iam Cares Society (Burnaby)
Iam Cares Society (Coquitlam)
Iam Cares Society (North Shore)
Iam Cares Society (Surrey)
Immigrant Services Society of British Columbia - New Westminster
Independent Living Canada BC
Jasper Adult Learning Council, Career & Employment Services
Jericho Professional Counselling Services Inc.
Job Options BC - North Delta
Jump On Board Employment Services
Kelowna Immigrant Services Society
Kootenay Career Development Society
Kootenay Employment Services
Kootenay Women in Trades and Technology
Labour Market and Career Information Association of BC
Learning Disabilities Association of Canada
Revelstoke Employment Services Centre
Richmond Employment Resource Centre
S.U.C.C.E.S.S Burnaby Campus
S.U.C.C.E.S.S. Coquitlam
S.U.C.C.E.S.S. Vancouver
Shuswap Nations Tribal Council Society
Skeena Native Development Society
Skway First Nation
South Delta Employment Resource Centre
Spectrum Job Search Centre
Start Here - ALDA. Adult Learning Development Association.
Sto:lo Nation Human Resource Development
Sustainable Employment Network Inc
The Edge Youth Employment Centre
The Employment Resource Centre. YWCA - Vancouver
The Job Shop Tradeworks Training Society
Theo BC, all offices
Trades Discovery for Women
Transition Youth Employment Services Society
Triumph Vocational Services, all offices
United Chinese Community Enrichment Services Society (SUCCESS)
Upper Skeena Development Centre
Vancouver
Vancouver Island Vocational Rehabilitation
Victoria Disability Resource Centre
Victoria Disability Resource Centre
Victoria Immigrant & Refugee Centre Society
Victoria Society for Educational Alternatives
Western Institute for the Deaf
Women in the Lead
Your Employment Services
Youth Employment Resource Centre
Youth Spot
Youth Spot Employment Centre Frog Hollow Neighbourhood House
YWCA Career Express North Vancouver
YWCA Career Zone Vancouver
YWCA Focus at Work
YWCA One Stop Career Shop
Eastern Canada

Aboriginal Peoples Training & Employment Commission
Aboriginal Peoples Training & Employment, Dartmouth
Aboriginal Peoples Training & Employment, Sydney
ACSBE – Job Depot
Active Living Alliance (ALA)
African Nova Scotian Employment Center [ANSEC
Antigonish Career Resource Centre
Argyle Employment Services
Association for New Canadians, Nfld
Autism Society of Newfoundland and Labrador (ASNL)
Baddeck IT Centre
Black Employment Resource Centre
CAMH- Newfoundland and Labrador (CMHA)
Canadian AIDS Committee - Newfoundland and Labrador
Canadian Hard of Hearing Ass Newfoundland and Labrador
Canadian Paraplegic Association of PEI
Canadian Paraplegic Association, Labrador
Canadian Paraplegic Association, New Brunswick
Canadian Paraplegic Association, Newfoundland
Career Connections
Career Development Association of Inverness Richmond
CareerworksNova
Chester Career Resource Centre
CNIB NLnd & Labrador
Coalitions of Persons with Disabilities - Newfoundland and Labrador (COD)
Cole Harbour Place Job Search Services
Community Inclusion Society
Consumer health Awareness Network Nfld & Labrador
Cumberland African Nova Scotian Ass.
Dalhousie University, Management Career Services
Digby Area Learning Association
Digby Disabilities Partnership Committee
Eastern Passage Job Search Services
Eastern Shore Job Search Centre
Employability Partnership (PWD)
Employment Solutions Society
Epilepsy of Newfoundland and Labrador
FutureWorx

Hants County Community Access Network
Independent living resource center - Newfoundland and Labrador
Independent Living Resource Centre, Labrador
Independent Living Resource Centre, NF
Job Junction
Job Search Services
Kings CMHA Outreach Employment Services
Lake City Employment Services Association
Learning Disabilities Association of Canada
Learning Disabilities Association of Newfoundland and Labrador
M.U.N. D.I.S.C.
March of Dimes Canada
National Defence, TAP Employer-Partners
New Waterford Employment Resource Centre
Newfoundland and Labrador association for community Living
Newfoundland and Labrador Association for the Deaf (NLAD
Newfoundland and Labrador Brain Injury Association (NLBIA)
Newfoundland and Labrador Down Syndrome Society
North Side Entrepreneurial Centre
Nova Scotia League for Equal Opportunities (NSLEO)
OJT.CA
Open Doors Career and Community Resource Centre
Opportunity Place
PEI Council of People with Disabilities
People first of Newfoundland and Labrador
PeopleWorx Society
Phoenix Learning and Employment Centre
Schizophrenia Society of Newfoundland and Labrador
South Shore Opportunities
Spryfield Employment Services Centre
TEAM Work Cooperative Ltd, N.S
The Flower Cart
The Native Council of Nova Scotia
West Hants African Resource Centre
West Nova Inclusive Employment Society
Women’s Employment Outreach
YMCA of Cape Breton Career Centre
YMCA of Greater Halifax
Mid-West

BSD Training and Resources Ltd
Canada-Saskatchewan Career and Employment Services
Canadian Association of the Deaf Saskatchewan
Canadian Association of the Deaf, Manitoba
Canadian Centre on Disability Studies
Canadian Council on Rehabilitation and Work
Canadian Hearing Society
Canadian Mental Health Association
Canadian Paraplegic Association, Saskatchewan
Centre for Aboriginal Human Resource Development Inc
CNIB Manitoba
CNIB Saskatchewan
Immigrant Women of Saskatchewan
International Women of Saskatoon
Learning Disabilities Association of Saskatchewan
Manitoba League of Persons with Disabilities Inc. (MLPD)
March of Dimes Canada
Metis Employment and Training
National Aboriginal Clearing/Connecting House on Disability
National Defence, TAP Employer-Partners
Northern Saskatchewan Independent Living Inc.
Open Door Society
Osborne Village Resource Centre
Persons United for Self-Help Northwest (P.U.S.H)
Reaching E-Quality Employment Services, Winnipeg
Regional Employment Development
Saskatchewan Abilities Council
Saskatchewan Association For Community Living
Saskatchewan Association for Rehabilitation of Brain Injured
Saskatchewan Brain Injury Association
Saskatchewan Deaf and Hard of Hearing Services
Saskatchewan Indian Institute of Technologies
Saskatchewan Indian Training Assessment Group
Saskatchewan NewStart program
Saskatchewan Voice of People with Disabilities (SVOPD)
Saskatoon Employment Access Resource Centre
STC Urban First Nations Services Inc
Winnipeg Transition Centre
Working For Women
Yellowhead Regional Employment Skills and Services
Youth Employment Services
Ontario

2-Spirited People of The 1st Nations
A1 Global training Institute
AAAPS
Aangen Community Centre
Ability Learning Network
AbilityEdge for Persons with Disabilities
Ableworks.ca
Aboriginal Labour Force Development Circle
Abrero Centre
Academy of Applied Pharmaceutical Sciences
Academy of Learning
Academy of Learning
ACCES Employment
ACCES Employment-Mississauga
ACCES Scarborough
ACCES Toronto
Action for Neighbourhood Change
African Canadian Social Development Council
African Community Services of Peel
African Training & Employment Centre
Agincourt Community Services Association
AGS Rehab Solutions Inc
ALSO
ALDER Centre Adult Learning Disabilities Employment
Algoma University
Alliance to End Homelessness
Alternative Youth Centre for Employment
Andersen College
Animbiigoo Zaagi'igan Anishinaabek First Nation
Apprenticesearch.com, Halton Industry Education Council
Apprenticeship Client Services Unit: Ministry of Training, Colleges & Universities
ARCH Disability Law Centre
Assembly of First Nations
Augmentative Communication Community Partnerships-Canada (ACCPC)
AYCE Employment Services
BALANCE for Blind Adults
Bayview Community Services
Birchmount Bluffs Neighbourhood Centre
Birkdale Community Centre
Black Youth Helpline
Bloorview Kids Rehabilitation Hospital
Bob Rumball Centre for the Deaf

Linkup Employment Service
Literacy and Basic Skills (TDSB)
March of Dimes Canada
Mazemaster / Youth@ilities
Mazemaster, Toronto Catholic District School Board
Medix College (health Care)
Medix School
Mennonite New Life Centre of Toronto
META Vocational Services
Métis Nation of Ontario
Métis Nation of Ontario – Toronto Regional Office
Metro Hall Social Services
Microskills ERC
Ministry of Training, Colleges and Universities - Employment
Minwaashin Lodge, Aboriginal Women’s Support Centre
Miziwe Biik Aboriginal Employment and Training
Mohawk College of Applied Arts and Technology
Mohawk Council of Akwesasne
Mohawks of the Bay of Quinte
Moose Cree First Nation
Mount Royal College- Aboriginal Education Prog
MP Office Rouge River - Rathika Sitsabaiesan
Namaygoosisagun First Nation
Na-Me-Res
N’Amerind (London) Friendship Centre
National Academy of health and Business
National Defence, TAP Employer-Partners
National Women’s Association of Canada
Native Canadian Centre of Toronto
Native Child & Family Services of Toronto
Native Women’s Resource Centre of Toronto
Neighbourhood Link Support Services
New Canadians Centre of Excellence
New Experience for Newcomer Women
New Horizon Canada
Newcomer Centre of Peel
Next-Steps Employment Centre Don Mills
Next-Steps Employment Centre Downsview
Next-Steps Employment Centre Dundas-Dixie
Next-Steps Employment Centre Riverdale
Next-Steps Employment Centre Scarborough Rouge
Next-Steps Employment Centre Vaughan
Ontario

Boys and Girls Club of East Scarborough
Boys and Girls Club of East Scarborough, Youth Employment and Local Leadership
Brampton Neighbourhood Resource Centre
Brock University, Aboriginal Student Services
Cabbagetown Youth Services
Caledon Community Services
Canadian Abilities Foundation
Canadian Access for International Professions & Skilled Trades
Canadian Arab Federation
Canadian Association of the Deaf
Canadian Cambodian Association of Ontario
Canadian Career College
Canadian Council on Rehabilitation and Work
Canadian Educational and Research Institute For Counselling
Canadian Federation of Business & Professional Women's club
Canadian Foundation for Physically Disabled Persons
Canadian Hearing Society
Canadian Injured Workers Alliance
Canadian Ismaili Council
Canadian Jewish Congress
Canadian Mental Health Association (CMHA)
Canadian National Institute for the Blind (CNIB)
Canadian Paraplegic Association Ontario - Employment Resource Centre
Canadian Ukrainian Immigrant Aid Society
Canadore College
Cantor Access Inc.
Career Foundation
Career Assistance Network Ltd
Career Connections
Career Edge
Career Foundation
Career Foundation, Weston
Career Services Fanshawe College
Career Systems Canada Limited
Career/LifeSkills Resources Inc.
Carefirst Seniors & Community Services
Carleton University - Aboriginal Student Services
Carlington Community and Health Services
Catholic Cross-Cultural Services
CDI college
Cedarbrae Library
Centennial College
Centennial College - Access Programs
Centennial College - Access Programs Job Connect
Niagara Centre For Independent Living
Nokee Kwe Occupational Skill Development Inc
North American Association of Asian Professionals
North West Scarborough Youth Centre
North West Scarborough Youth Centre
North West Scarborough Youth Centre
North York Central Social Services
North York East Social Services
North York Harvest Food Bank
North York YMCA Newcomer Centre
Northern Lights Canada
Oakville Women's information & Support Centre of Halton
Oasis Addiction Recovery Society
Oasis centre des femmes
Oasis Centre des Femmes Brampton
Odawa Native Friendship Centre
ODSP Employment Supports
Office of Corneliu Chisu Member of Parliament for Pickering—Scarborough East
Office of the Fairness Commissioner
OGWEHOWEH Skills and Training Centre
OJT.CA
One Voice Network
one2one COACHING
Ontario Association of Women's Centres
Ontario Association of Youth Employment Centres
Ontario College of Technology
Ontario Council of Agencies Serving Immigrants (OCASI)
Ontario Disability Support Program Branch - Ontario Early Years Centre - Scarborough Centre
Ontario Federation of Indian Friendship Centres
Ontario First Nations Technical Services Corp
Ontario March of Dimes
Ontario Native Women's Association
Ontario Society of Professional Engineers
On-Track
Oolagen Community Services
Operation Springboard
Opportunities for Work (NOW)
Ottawa Chinese Community Service Centre
Outreach Employment Services
Oxford College
Oxford College
Parliament ST ERC - CET
Pharma-Medical Science College
Ontario
Centennial College - Centre for Entrepreneurship
Centennial College (Women in non traditional)
Centennial College Access Programs Job Connect
Centennial College, School of Continuing Education
Central East Community Care Access Centre
Central Toronto Social Services
Centre d’Emploi et de Ressources Francophones de Durham
Centre for Addiction and Mental Health (CAMH)
Centre for Canadian Language Benchmarks
Centre for Education & Training - Employment Resource Centre
Centre for Education & Training, Multiple Offices
Centre for Independent Living in Toronto
Centre for Independent Living Toronto (CILT)
Centre for Information & Community Services
Centre for Information & Community Services of Ontario. Toronto Location
Centre for Internationally Trained Professionals & Trades People
Centre francophone de Toronto
Chiefs of Ontario
Chinese Professionals Association of Canada
Chippewas of Rama First Nation
Citizenship & Immigration Canada
City of Toronto
City of Toronto, Economic Development & Culture
City of Toronto, Family Residence Shelter
City of Toronto, Shelter, Support & Housing Admin
City of Toronto, Youth Employment Toronto
Clerical Workers Centre
CMDC Inc
CNIB - Reader Services
CNIB, Ontario
Colleen Scherberger Centre
Collège Boréal
College of Occupational Therapists of Ontario
Community & Neighbourhood Services
Community Head Injury Resource Services (CHIRS)
Community Information Fairview
Community Living Toronto
Community Living Toronto Scarborough Region Office
Community MicroSkills Development Centre
Community Outreach
Community Resources Centre Quinte
Comuptek College
Concordia University
Confederation College
Pinecrest-Queensway Health and Community
Polycultural Immigrant and Community Services
Portage Vocational Society
Positive Matters
Possibilities Online
Pride Employment Network
Progress Career Planning Centre
Project Work
PTP Adult Learning and Employment Programs
PTP East Centre
PTP WestCentre
Queens University, Four Directions Aboriginal Student Centre
Quinte United Immigrant Service
Reena
Resource Services of Georgian Bay Inc.
Respite Services
Rexdale Women’s Centre
Robetech Institute
Rosalie Hall
Ryerson University Access Centre
Ryerson University Career Centre
Ryerson University Student Services Department
Ryerson University, Aboriginal Services
Safehaven
Saugeen First Nation
Sault College of Applied Arts & Technology, Scarborough Civic Action Network
Scarborough Community Legal Services
Scarborough Housing Help Centre
Scarborough North Job Finding Club
Scarborough North Social Services
Scarborough Seneca Employment Resource Centre
Scarborough West Social Services, Employment Resource Centre
Scarborough Women’s Centre
Scarborough Youth Resource Centre
Seine River First Nation
Seneca College
Seneca College - Adult Academic College Upgrading Program
Seneca College - Business Office Skills Program
Seneca College - Employment Resource Centre, Re-Employment International Professionals
Seneca College – College of Applied Arts & Technology
Seneca College - Re-Employment Centre for International Professionals
Seneca College Employment Programs and Services
Seneca College, Job Connect Program
Convenant House
Corbrook
COSTI Immigrant Services
Costi Immigrant Services - JSW Program
COSTI
Crawford Healthcare Management
Credit Canada Debt Solutions
Cross Culture Communication Centre
CultureLink
CUPE 4400--Inspector, Health & Safety Committee
Davenport-Perth Neighbourhood Centre
Developmental Services Toronto (DSTO)
Disability Resource Centre For Independent Living
Discoverability
Diversity Rehabilitation
Dixie Bloor Neighbourhood Centre
Don Mills Employment Services
Downtown Toronto Social Services
Durham Catholic District School Board
Durham Children's Aid Society
Durham College, Community Employment Resource
Durham College, Job Connect
Durham College, Second Career Department
Durham Region Employment Network (DREN)
Durham Region Local Training Board, Tradeability.ca
Durham Region Unemployed Help Centre
East Metro Youth Services
East Scarborough Boys & Girls Club
East Scarborough Storefront
East York Employment Centre
Eastern Ottawa Resource Centre
Elspeth Heyworth Centre for Women
Employment & Education Centre, Ottawa
Employment & Social services
Employment Access, Mississauga
Employment Networks, Ottawa
Employment Training Services, Warden Woods
EnableLink-Canadian Abilities Foundation
Entry Point Program
Epilepsy Toronto
Equitek Employment Equity Solutions
Everest College-Scarborough Campus
Family Services of Peel
First Nations Jobs Ontario
First Nations Technical Institute
Seneca Employment Resource Centre
Seneca Employment Resource Centre
Seneca Employment Resource Centre
Service Canada
Settlement Integration Place
Settlement Integration Place
Settlement Workers in Schools
Sheridan Centre for Internationally Trained Individuals
Sheridan Institute of Technology
Sheridan Institute of Technology & Advanced Learning
Sioux Lookout Area Aboriginal Management Board
Skills for Change
Skills for Change, Newcomer Professionals
Skills for Change,Dufferin Mall Employment Resource Centre
SLAAMB
SNPG - The "Special Needs" Planning Group
Social Services, York / Humber Social Services
Society of St. Vincent de Paul
South Asian Family Support Services
South Asian Women's Centre
South-East Ottawa Community Health Centre
Spina Bifida & Hydrocephalus Association of Ontario
Springboard
St. Clair College, Aboriginal Student Centre and Services
St. Joseph's Healthcare, Schizophrenia & Community Srv
St. Stephen's community House
St. Stephen's Community House ERC
Surrey Place Centre
Taff Consulting Inc
Tamil Eelam Society of Canada
TDSB Employment Accessibility Exchange
TDSB Enhanced Language Training for Immigrant Women
TeamSource
The Career Foundation
Thorncliffe Neighbourhood Office
Times Change Women Employment Services
Times Change Women's Employment Services ERC/IRS
Torchlight Services, Community Options
Toronto Economic, Development Culture & Tourism
Toronto Adult Student Association
Toronto Business Development Centre (TBDC)
Toronto Catholic District School Board (TCDSB)
Toronto Community Employment Services
Toronto Community Housing
Toronto COUNCIL FIRE Native Cultural Centre
Ontario

Flemingdon Neighbourhood Services
Fred Victor centre Employment & Training Services
Fred Victor Centre
Gage Transition To Independent Living
Garden River First Nation
Gateway Café
GED Achievement
Geneva Centre for Autism
George Brown College
Global Experience Ontario An Access and Resource Centre for the internationally Trained
Global Tesol College
Goodwill
Goodwill Employment Services
Goodwill Greater Toronto, Central & Eastern Ontario
Goodwill Industries of Toronto
Grand River Employment and Training (GREAT)
Halton Multicultural Council
Hamilton Regional Indian Centre
Harbourfront Community Centre
Harmony Place Support Services
Hawkins Institute
HIRC
Hired Career Services
Homewood Disability Program
Humber College
Humber College - St Clair West ERC
Humber College Career Centre
Humber College Institute of Technology & Advanced Learning
Humber College, Lakeshore Campus
Humber College, Foreign Trained Professionals & Trades People
Huronia Area Aboriginal Management Board
Immigrant Women Services Ottawa
Immigration et Communautés Culturelles
Immigration Women's Job Placement Centre
Integra
Jane Finch Centre
Jewish Family Services of Ottawa
Jewish Information Services of Greater Toronto
Jimmie Simpson Recreation Centre
Job Skills
Job Skills- Simplicious Practice Firm
Job Start
John Howard Society of Ottawa
John Howard Society of Peel-Halton-Dufferin
Toronto District School Board
Toronto District School Board - Specialized Language Training
Toronto District School Board, Job Solutions
Toronto District School Board, Literacy and Basic Skills (LBS)
Toronto District School Board, Newcomer
Toronto Employment & Social Services, North York East Office
Toronto Employment and Social Services
Toronto Jobs
Toronto Region Immigrant Employment Council
Toronto Social Services Scarborough West Social Services Office
TRACKS Employment and Resource Services
Trent University, Department of Indigenous Studies
Trios College
triOS College
Tropicana Community Services Organization
Tropicana Community Services Organization - AYCE Employment Services
University of Ontario Indians
University of Ottawa, Telfer School of Management ERC
University of Sudbury, Aboriginal Student Services
University of Toronto Career Centre
University of Toronto, Academic Advising and Career Centre
University of Toronto, First Nations House
University of Toronto, Scarborough Campus
University of Waterloo Career Services
University of Western Ontario, The Career Centre
University of Windsor Turtle Island Aboriginal ERC
University Settlement, Employment and Training Department
Variety Village
Volunteer Centre of Toronto
vpi Inc.
VPI Inc., Employment Assessment Centres
VPI Inc., Skills Training Enhancement Programme
VR Placement
VR Placement
Welcome Centre Immigrant Services
West Scarborough Neighbourhood Community Centre
Wigwamen Incorporated
WIL Employment Connections
Women's Counselling Referral & Education Centre
Woodgreen Community Centre
Woodgreen East York Employment Centre
Woodgreen Employment Service
Woodgreen Immigrant Services
Working Women Community Centre
Ontario

- JVS
- JVS Toronto
- JVS Toronto Youth: Community Choices for Success
- JVS, Path 2 Work
- Kababayan Community Centre
- Kagita Mikam, Aboriginal Employment & Training
- Kasabonika Lake First Nation
- KCWA Family & Social Services
- KeeWayWin First Nation
- Kohai Educational Centre
- Korean Canadian Women's Association
- Labour Education Centre
- Lakehead University, Aboriginal Initiatives
- Lakehead University, Native Nurses Entry Program
- LASI World Skills Inc.
- Lawrence Square Employment Service Centre
- Learning Disabilities Association of Canada
- Learning Enrichment Foundation
- Learning Partnership
- Lebanese and Arab Social Services Agency of Ottawa (LASSA)
- Working World Training Centre
- Workplace Essential Skills Partnership (WESP)
- Workplace Safety & Insurance Board
- Yellowhead Regional Employment Skills and Services (Ma)
- YFS Access Centre
- YMCA
- YMCA - Employment and Community Services -- Scarborough
- YMCA Newcomers & ERC
- YMCA of Burlington/Hamilton/Brantford - ERC Centres
- YMCA of Greater Toronto LINC Assessment Centre
- YMCA of Greater Toronto, Peel Region
- YMCA Seneca College Employment & Community Services
- YMCA Seneca Employment Resource Centre, Richmond Hill
- York University, Aboriginal Services
- Youth Link
- Youth Services Bureau of Ottawa
- Yplanet Digital Learning Services
- YWCA Scarborough Village
- YWCA Scarborough Village Women’s Employment ERC
- YWCA Toronto
Quebec

Accès travail 1
Accès travail 12
Acces-Cible SMT
Accès-Travail de Montréal
Accueil Liaison pour Arrivants (ALPA)
Action main-d’oeuvre
Action RH Lanaudière 1
Action RH Lanaudière 2
Action RH Lanaudière 3
Action Travail Rimouski-Neigette (2)
Active Living Alliance:
  Afro-Montreal
  Agence Ometz (Contact ProMontreal)
  Association des Centres de recherche d’emploi du Québec
  Association of Polish Engineers in Canada
  C.A.R.E. Montmagny – Headquarters
  C.A.R.E. Saint-Fabien-de-Panel
  C.A.R.E. Saint-Jean-Port-Joli
  C.A.R.E. Saint-Pamphile
  CÉGEP Abitibi - Amos
  CÉGEP Abitibi - Rouyn-Noranda
  CÉGEP Abitibi Val d’Or
  CÉGEP de Baie Comeau
  CÉGEP de Chicoutimi
  CÉGEP de Granby
  CÉGEP de Jonquiere
  CÉGEP de la Gaspesie et des Iles
  CÉGEP de Matane
  CÉGEP de Rimouski
  CÉGEP de Riviere-du-Loup
  CÉGEP de Sainte-Foy
  CÉGEP de Saint-Felicien
  CÉGEP de Saint-Hyacinthe
  CÉGEP de Saint-Laurent
  Cégep de Sept-Îles
  CÉGEP de Sherbrooke
  CÉGEP de Trois-Rivieres
  CÉGEP de Victoriaville
  CÉGEP du Vieux Montréal
  CÉGEP Francois Xavier Garneau
  CÉGEP Heritage College
  CÉGEP Lionel Groulx
  CÉGEP Régionale de Lanaudiere à Joliette
  CÉGEP Rosemont

Club de recherche d'emploi Saint-Hyacinthe
Club de recherche d'emploi Sorel-Tracy
Club emploi-carrière
CNIB
Collège Alma
Collège Édouard-Montpetit
Collège Shawinigan
COPHAN
Côte-des-Neiges Job Search Center
Council of Canadians with Disabilities (CCD)
Cross-disability
Dawson College
Disabled Peoples International (DPI)
DisAbled Women's Network
Emploi-Services Bas-Saint-Laurent
Envol SRT
ÉquiTTravail
Executives Available
Groupe Intégration Travail (GIT)
Groupe Intégration Travail (GIT2)
Impact Travail - Club de recherche d'emploi de Thetford Mines
Intégration-Travail Laurentides
John Abbott College (NEADS)
L'Arrimage inc
La Croisée
La Relance Outaouais
Learning Disabilities Association of Canada
Les Services de Main-d'œuvre l'Appui
March of Dimes Canada
Marianopolis College
McGill University First Peoples House
Moelle épinière et motricité Québec
Montérégie SEMO
North shore SEMO
Option-Travail
Passage-Travail
Philippine Association of Montreal FAMAS
Quebec Paraplegic Association (APQ)*
ROSEPH
Saguenay region external employment services
SEMO Centre du Québec
SEMO Essor II
SEMO for Gaspe and the Islands
SEMO Horizon-travail
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<th>Quebec</th>
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<td>CÉGEP Saint-Jean-sur-Richelieu</td>
<td>SEMO L’ÉTAPE</td>
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<td>SEMO MAURICIE (Option Intégration Inc.)</td>
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<td>SEMO Saguenay-Lac-St-Jean</td>
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<td>The Eureka Centre Inc</td>
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<td>Cible-action inc</td>
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<td>YMCA, La Boussole</td>
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<td>Club de recherche d'emploi de la Rive-Sud</td>
<td>Canadian Access for International Professionals</td>
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<td>Club de recherche d'emploi du Sud-Ouest de Montréal (CRESOM)</td>
<td>Centre des femmes de Saint-Lauren</td>
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<td>Counsel de la nation Huronne-Wendat</td>
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<td>Club de recherche d'emploi Sainte-Marie-de-Beauce</td>
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POLICY STATEMENT:

The Corporation is committed to providing a work environment where all individuals are treated with dignity and respect and provided with equal opportunities. Each individual has the right to work in an environment that is free from harassment and discrimination based on a prohibited ground under the Ontario Human Rights Code.

It is a breach of the Corporation’s policy for any individual to harass another or discriminate on the grounds of: race, sex, ancestry, place of origin, religion, sexual orientation, handicap or disability and all other grounds as defined under the Ontario Human Rights Code.

It is a breach of the Corporation’s policy to discriminate in employment or in the services that it provides to the public because of a person’s race, sex, ancestry, place of origin, religion, sexual orientation, handicap or disability and all other grounds as defined under the Ontario Human Rights Code.

PURPOSE:

To create a climate of understanding and mutual respect among all persons and to acknowledge the dignity and worth of each individual working with and for the Corporation.

Furthermore, this policy outlines the human rights complaint procedure that provides avenues for those who work with and for the Corporation.

SCOPE:

All employees.

PROCEDURE:

DEFINITIONS:

For the purposes of this policy and procedure, the following definitions apply:
1. HARASSMENT

“Harassment” means engaging in a course of vexatious comment or conduct that is known or reasonably ought to be known to be unwelcome, and includes, for the purposes of this policy, one or a series of unwanted, unsolicited actions, behaviours, remarks or communications in any form, directed toward an individual or group, and which are related to any of the prohibited grounds of workplace or employment harassment in the Code (sex, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status or handicap).

Examples of harassment in the workplace include, but are not limited to:

- unwelcome remarks, jokes, innuendos or taunting about a person’s racial, ethnic or religious background, colour, place of birth, citizenship, ancestry, or any other prohibited ground;

- the displaying of racist, derogatory, equally suggestive or other offensive pictures or material;

- refusing to converse or work with an employee because of his or her racial, ethnic background or any other prohibited ground;

- insulting gestures or jokes based on sexual, racial, ethnic or other prohibited grounds which cause embarrassment or awkwardness; and

- sexual harassment such as unwelcome remarks or jokes about a person’s body, attire, or sex; leering (suggestive staring); unnecessary physical contact; a sexual solicitation or advance; or reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.

2. DISCRIMINATION

The treatment of an employee or potential employee differently and in a negative manner on grounds prohibited by the Ontario Human Rights Code. Such grounds include: sex, race, nationality, etc.
3. **WORKPLACE**

The workplace is not restricted to the offices, buildings, facilities and physical work sites of the Corporation. It also includes vehicles and any other locations where the Corporation’s business is conducted. Any allegations of discrimination or harassment that occurs outside of the workplace but has repercussions in the workplace by adversely affecting workplace relationships is also covered by this policy.

*Exceptions:*

This policy is not intended to unduly inhibit free speech or interfere with normal social relationships among employees. Individuals affected by this policy should ensure that they conduct themselves in an acceptable manner at all times and actively work to discourage any offensive, harassing, or discriminatory behaviour by others.

Properly and appropriately conducted supervisory and management responsibilities, including disciplinary action, are not considered to be discrimination or harassment.

**COMPLAINT PROCEDURE**

1. **CONFIDENTIALITY**

All complaints will be taken seriously by the Corporation, will be handled with respect for the individuals involved, and in a confidential manner to the extent possible and subject to the requirements of the law.

**RESPONSIBILITIES OF THE EMPLOYEE**

a. **Step 1 – Initial Occurrence**

Any individual who believes they may have been harassed or discriminated against by another employee, client or person in a position of authority in the Corporation is encouraged to immediately make the discomfort and disapproval of the conduct known to that individual and to ask the individual to cease the unwanted activity.
b. Step 2 – Filing Complaint with Human Resources Division

Should the conduct not cease, the employee shall forward their concerns directly to the Human Resources Division.

c. Step 3 – Documentation

The employee should document in written form, as soon as practicable, specific incidents of harassment or discrimination, detailing when and where the offence occurred, who was present and what specific conduct was offensive and unwelcome.

**Note: Recrimination or Reprisal**

If an employee fears recrimination or reprisal as a result of making their concerns known to the other person, the employee shall forward their concerns directly to the Human Resources Division.

2. RESPONSIBILITIES OF THE SUPERVISOR

a. Prevent and Discourage

Employees who are in a position of authority shall prevent and discourage discrimination and harassment. Failure to do so will result in disciplinary action, up to and including dismissal.

b. Prevention of Reprisal or Threat

Upon being advised of a harassment or discrimination complaint, the supervisor shall take the steps necessary to ensure that no reprisal or threat of reprisal is made or taken against the person and/or persons having made the complaint in good faith.

c. Advise the Human Resources Division

Upon knowledge of a harassment or discrimination complaint and/or concern, the supervisor shall inform the Human Resources Division immediately and advise the employee that the Human Resources Division will be in contact with her/him.
3. **RESPONSIBILITIES OF THE HUMAN RESOURCES DIVISION**

The Human Resources Division shall ensure that all allegations of harassment and human rights violations are:

   a. Taken seriously

   b. Fully investigated and documented

Furthermore, the Human Resources Division is responsible to ensure that all of the individuals involved and/or allegedly involved are treated with respect and dignity. Whenever possible, confidentiality will be maintained.

4. **INVESTIGATION PROCESS**

The Human Resources Division is responsible for managing the complaint process:

   a. Complaints are to be made in writing to the Human Resources Division.

   b. Upon receipt of a complaint, Human Resources will notify the appropriate Commissioner and the City Manager that a complaint has been lodged and conduct an investigation.

   c. Each complaint will be treated sensitively and investigated quickly. A Human Resources practitioner or an independent third party, fully trained in investigative techniques and processes, will conduct the investigation. All related reports and discussions will be treated in as confidential a manner as practicable. Such investigation shall include:

      i. interviewing separately the alleged offender and complainant;
      ii. interviewing any witnesses;
      iii. reviewing the information obtained and determining if either there is a basis for resolving the matter or further action is required; and
      iv. potentially asking the complainant to confront the alleged offender.

   d. A report will be prepared by the Human Resources Division and:
i. presented to the appropriate Commissioner, City Manager and the Director of Human Resources; and
ii. maintained in a file for human rights complaints. This file shall be separate from the complainant's and offender's employee file.

e. The conclusion of the investigation will be communicated directly to the complainant.

f. If discipline is administered to an employee as a result of the investigation, the discipline will become part of the employee file.

g. It is understood that if, following investigation, the employee’s complaint is found to be vexatious and/or frivolous in nature, the employee initiating the complaint may be subject to disciplinary action, up to and including dismissal.

5. **ONTARIO HUMAN RIGHTS COMMISSION**

The investigation process, as described above, does not preclude the employee from:

a. contacting the Ontario Human Rights Commission at any time throughout the process, nor;

b. forwarding their complaint to the Ontario Human Rights Commission should the resolution of the investigation process not be to their satisfaction.

**ACCOUNTABILITY:**

All employees of the Corporation are accountable to adhere to this policy as outlined. In addition, the Human Resources Division is accountable to ensure that the complaint process as outlined is fully adhered to.

**ADMINISTRATION:**

Human Resources Division, City of Brampton 1st Flr-2 Wellington St. West Brampton, Ontario L6Y 4R2

**CONTACT:**

Human Resources Advisor, Human Resources Division. (905) 874-2546 or (905) 874-3377
POLICY STATEMENT:

The Corporation will make every reasonable effort to accommodate the injured or disabled employee. The continued employment of an employee will be based on the employee’s specific functional abilities and specific job performance expectations as determined by the Corporation.

The Corporation will fulfill its obligations under the Ontario *Human Rights Code* and the *Workplace Safety and Insurance Act* with respect to accommodating the employee.

Situations, requiring accommodation, will be handled on a case-by-case basis and will respect the needs of both the individual and the Corporation.

PURPOSE:

To provide early and safe reintegration into the workplace and to provide suitable employment for employees who require accommodation.

SCOPE:

All employees.

PROCEDURE:

1. GUIDING PRINCIPLES

   a. Workplace accommodation is handled on a case-by-case basis with the full involvement of all parties affected.

   i. An accommodation plan may be designed to enable the employee to gradually return to the full and regular duties.

   ii. In the event that it has been determined that an employee’s disability is permanent, the Corporation will endeavour to provide employment consistent with the employee’s qualifications, skills and functional abilities.
b. Employees performing a temporary accommodation assignment will continue to be paid at their pre-disability rate of pay for all hours worked, and will continue to accrue service and related benefits.

2. **RESPONSIBILITIES OF THE EMPLOYEE**

   a. Provide medical documentation to substantiate the disability and as required thereafter.

      Should the medical evidence provided not be sufficient and/or there is conflicting medical opinion, the Corporation may request that an independent medical evaluation be conducted.

   b. Assist in identifying suitable employment that is consistent with functional abilities.

   c. Maintain satisfactory job performance consistent with their functional abilities and limitations.

3. **RESPONSIBILITIES OF THE SUPERVISOR**

   a. Provide, if possible, modifications to the employee’s regular work so that duties and responsibilities can be achieved. Modifications will include, but not limited to, creative and innovative solutions.

   b. Liaise with the Human Resources Division and colleagues endeavoring to design and make available temporary accommodation assignments that respect the employee’s functional abilities and limitations.

4. **RESPONSIBILITIES OF THE HUMAN RESOURCES DIVISION**

   a. Provide consultation and guidance to, but not limited to:

      i. The Employee
      ii. The Supervisor
      iii. The Union
b. Coordinate and monitor the workplace accommodation activities throughout the process.

ACCOUNTABILITY:

Supervisors are fully accountable to ensure adherence to this policy as outlined.

ADMINISTRATION:

Human Resources Division, City of Brampton 1st Flr-2 Wellington St. West Brampton, Ontario L6Y 4R2

CONTACT:

Human Resources Advisor, Human Resources Division. (905) 874-2546 or (905) 874-3377
POLICY STATEMENT:

The Corporation is committed to ensuring that the best-qualified candidates are selected for positions within the Corporation. While the employment of relatives is permissible, additional precautions are required to ensure that conflicts of interest do not arise. This policy provides direction to ensure that conflict of interest situations between relatives are avoided, and that, to the extent possible, hires, advancements, and promotions of City employees are done on the basis of the candidates’ merit, skill, ability to perform the duties of the position, experience and where applicable, past performance. It also provides direction to ensure that candidates for employment or advancement, who are related to existing City employees are not unduly discriminated against, if conflicts of interest between the candidate and his/her relative can reasonable be avoided.

PURPOSE:

To ensure the Corporation:

1. employs the best-qualified candidate
2. avoids any conflict of interest with respect to the employment of relatives, and
3. ensures that the hiring of candidates and advancement of City employees is not influenced by a relative(s) employed by the Corporation.

SCOPE:

All employees, including but not limited to regular, contract, temporary, and students.

DEFINITIONS:

1. For the purpose of this policy Related Employees and/or Relatives and/or a Family Member and/or a Family Relationship is defined as an Employee’s:

   - Spouse
   - Children/Step Children
   - Brothers/Step Brothers
   - Father-in-Law
   - Grandparent/Step Grandparent
   - Guardian
   - Parents/Step Parent
   - Sisters/Step Sisters
   - Mother-in-Law
   - Common-Law Spouse
   - Grandchildren/Step Grandchildren
   - Same-Sex Spouse
   - Son-in-law
   - Daughter-in-law
   - Brother-in-law
   - Sister-in-law
   - Aunt/Uncle
2. A direct reporting relationship is when an employee reports directly to a Family Member.

3. An indirect reporting relationship is when an employee reports indirectly to a Family Member or where the Family Member has the ability, as a result of his/her duties and responsibilities in the department to influence the employee’s working conditions and/or exert influence in the employees’ working environment and/or exert influence on the opportunity for advancement of the employee. An indirect reporting relationship exists even though there are levels of supervision in between two employees who are relatives.

PROCEDURE:

1. A relative of a City employee may be hired, advanced or promoted provided that:
   
   a. a complete application has been received by the City;

   b. the candidate has been screened and the application for employment has been processed by Human Resources Staff and by the hiring manager of the applicable department, in accordance with established corporate hiring policies and practices;

   c. the person hired, advanced or promoted is not assigned to a position that reports directly or indirectly, to his/her relative who is also employed by the City;

   d. a conflict of interest situation between relatives is not created by the relative being hired, advanced or promoted; and

   e. the relative employed by the City, is not in a position to influence the working relationship or working conditions of the other relative employed by the City or seeking employment with the City. Examples of influence include, but are not limited to the following:

      i. An employee participating in the screening and/or selection and/or hiring, advancement or promotion process for a position, where his/her family member is an applicant for the position.

      ii. An employee participating in matters that influence his or her relative in the following way:
1. Compensation & benefits
2. Hiring
3. Promotions and/or advancements
4. Entertainment of a grievance or other complaint
5. Discipline and terminations
6. Allocation of work assignments

2. In the event of a Family Relationship arising between two City employees, after the date the two individuals became employed by the City, or in an event of a proposed transfer or promotion of a City employee that will result in a contravention of any one of the matters set out in clause 1 above, then the Corporation will make reasonable efforts to relocate one of the employees to a comparable position within the organization.

3. Potential conflicts of interests between related persons are to be reported to the applicable Department Head and to the Director of Human Resources or his/her designate for consideration and determination, prior to the applicable hiring, transfer or promotion decision being made.

4. Conformity with this policy requires that family relationships as defined in this policy be stated on the employment applications and that subsequent family relationships are to be reported to the applicable Department Head and to the Director of Human Resources Division or his/her designate.

5. Conformity with this policy requires that members of hiring panels as well as other staff members participating in the recruiting process disclose to the Director of Human Resources, any family relationship the hiring panel member or the staff member participating in the recruiting process may have with any candidates for employment with the City.

6. If a potential conflict of interest arises then Human Resources Division staff and the applicable hiring manager must inform the applicable Commissioner for the hiring department, which will enable the Commissioner to consider all of the applicable circumstances and determine whether the employment, promotion or transfer of the candidate could be perceived as a potential conflict of interest. If the Commissioner decides that the hiring, promotion or transfer would result in, or has the potential to result in a conflict of interest, and if reasonable efforts to relocate the related employee to a comparable position within the organization is not possible, then the candidate will not be hired and/or will not be permitted to transfer into or be promoted into a work areas in
which a relative is currently employed, as the case may be.

7. Where a change in an employee’s circumstances results in a breach of this policy, Human Resources Division staff and the applicable managers of the employees directly affected shall, in consultation with the employees involved, explore reasonable options available to eliminate or avoid the breach.

ACCOUNTABILITY:

All of the Operating Departments and the Human Resources Division are accountable for ensuring adherence to this policy as outlined.

ADMINISTRATION:

Human Resources Division, City of Brampton 1st Flr-2 Wellington St. West Brampton, Ontario L6Y 4R2

CONTACT:

Human Resources Advisor, Human Resources Division. (905) 874-2177 or (905) 874-2156
POLICY STATEMENT:

The Corporation is committed to ensuring the best-qualified candidate is selected for positions within the Corporation. While the employment of Related Persons is permissible, additional precautions are taken to ensure that conflicts of interests do not arise. Furthermore, it is understood that hiring is done on the basis of merit and the following criteria will govern during the selection process:

- Skill and ability to perform the duties of the position;
- Applicable experience (including references); and
- Performance.

PURPOSE:

To ensure the Corporation employs the best-qualified candidate and avoids any conflict of interest with respect to the employment of Related Persons.

SCOPE:

This policy/procedure applies to all

a. Related Persons, as defined in section 2 of this policy/procedure, and
b. Members of Council.

PROCEDURE:

1. A Related Person cannot work in a position in which a Member of Council directly or indirectly supervises and/or is able to influence the working relationship of the Related Person or would otherwise create a perceived conflict of interest. Examples of influence include, but are not limited to the following:
   a. Participating in a panel interview;
   b. Participating in the areas of:
      i. Compensation & benefits
      ii. Hiring
      iii. Promotions
iv. Entertainment of a grievance or other complaint
v. Discipline and terminations
vi. Approving expenses or overtime
vii. Having access to confidential information, which may be of interest to the Related Person.

A direct reporting relationship is when a Related Person reports directly to a Member of Council. An indirect reporting relationship is when a Related Person reports indirectly to a Member of Council or where the Member of Council has the ability, as a result of his/her duties and responsibilities in the Corporation to influence the Related Person’s working conditions and/or exert influence.

2. A Related Person, for the purpose of this policy, is defined as a person who has any of the following relationships to a Member of Council.

- Spouse
- Children/Step Children
- Mother-in-Law
- Brother-in-law
- Common Law Spouse
- Grandchildren/Step-Grandchildren
- Parents/Step Parent
- Sisters/Step Sisters/Half Sisters
- Brothers/Step Brothers/Half Brothers
- Father-in-Law
- Sister-in-law
- Aunt/Uncle
- Son-in-law
- Daugther-in-law
- Same-Sex Spouse
- Grandparent/
- Step-Grandparent
- Guardian

3. A Related Person shall not be permitted to work in any position

a. for which the Member of Council is involved in recruitment or appointment, including, but not limited to, senior management (ie. Commissioners and directors), statutory officers (eg. Chief Building Official), and Fire Chief, or

b. by which the Related Person would provide services primarily to any Member of Council, including, but not limited to, positions in the Council office.

4. For the purposes of this policy/procedure, Members of Council shall be deemed not to influence the working relationship of a Related Person through Council approval of employment policies of general application. This section does not supercede the provisions of the Municipal Conflict of Interest Act.
5. Potential conflicts of interest are to be reported to the Department Head and the Director of Human Resources for determination, prior to a hiring decision being made. Should a resolution not be agreed upon, the City Manager will be notified, whose decision will be final and binding.

6. Conformity with this policy requires that relationships as defined in section 2 of this policy/procedure be stated on the employment application and subsequent relationships are to be reported to the Department Director and the Human Resources Division.

7. Where a change in a Member of Council’s marital status results in a conflict with this policy, the Human Resources Division and those directly affected shall explore options required to eliminate the conflict.

ACCOUNTABILITY:

The Human Resources Division is accountable for ensuring adherence to this policy as outlined.

ADMINISTRATION:

Human Resources Division, City of Brampton 1st Flr-2 Wellington St. West Brampton, Ontario L6Y 4R2

CONTACT:

Human Resources Advisor, Human Resources Division. (905) 874-2546 or (905) 874-3377
**POLICY STATEMENT:**

The Corporation is committed to providing employees with the opportunity for career advancement and therefore will ensure that vacancies for all approved permanent positions are advertised. Job Postings will be posted for a minimum of five (5) working days and will be located conspicuously throughout the organization.

An external candidate search, including advertising, may be conducted either concurrently or following the closing date of the job posting. An internal Job Posting will indicate if an external search is being conducted.

**Exceptions:**

In the following situations the job posting procedure may, at the discretion of the Corporation, be waived and may not apply:

1. A corporate or departmental reorganization;
2. The reclassification and evaluation of an existing position;
3. Contract conversions to permanent non-union positions where the position has been previously posted; or
4. Recall of employees from layoff.

**PURPOSE:**

To secure the best possible candidates and to provide notification to employees of potential career opportunities.

**SCOPE:**

All employees and individuals seeking employment and subject to relevant Collective Agreements.

**PROCEDURE:**
1. **RESPONSIBILITIES OF THE HIRING MANAGER**

   a. **Review the vacant position**

      All vacancies should be reviewed to ensure that information pertaining to the position is current. At a minimum, the review should take into account:

      i. The need to fill the vacancy.
      ii. If the position description is current and accurately classified.

   b. **Request for Hire**

      Complete the appropriate requisition and forward it to the Human Resources Division.

2. **RESPONSIBILITIES OF THE HUMAN RESOURCES DIVISION**

   a. **Monitoring of Annual Staffing Plans**

      The Human Resources Division will act proactively to ensure that staffing needs are met across the organization.

   b. **Provide consultation and expertise**

      Hiring Managers and the Human Resource Division are business partners in the recruiting process. Acting in the role of a recruiter, the Human Resources Division will:

      i. Ensure that the appropriate documentation is complete.
      ii. Obtain from the Hiring Manager the specifications of the position.
      iii. Prepare an internal job posting and/or external advertisement.
      iv. Place job postings in conspicuous locations throughout the Corporation and/or advertise the position.
      v. Act as the Corporation’s contact for prospective candidates and, in the event an external search firm is engaged, to assist in the search and recruitment process.

   c. **Receive applications**
Prior to the commencement of the selection process (See Policy 3.5.0 Recruitment – Selection), the Human Resources Division will:

i. Receive and acknowledge internal and external applications, where applicable.

ii. Review all applications as to the potential suitability for the position with the Hiring Manager.

3. RESPONSIBILITIES OF THE EMPLOYEE

   a. Application for Vacancy

      Employees interested in applying for a posted position, must forward a completed internal application form and/or resume to the Human Resources Division no later than the closing date indicated on the posting.

   b. Late Applications

      Management discretion will prevail with regard to the acceptance of applications after the posting has closed.

ACCOUNTABILITY:

Supervisors and the Human Resources Division are accountable for ensuring adherence to this policy as outlined.

ADMINISTRATION:

Human Resources Division, City of Brampton 1st Flr-2 Wellington St. West Brampton, Ontario L6Y 4R2

CONTACT:

Human Resources Advisor, Human Resources Division. (905) 874-2546 or (905) 874-3377
POLICY STATEMENT:

The Corporation is committed to ensuring the best-qualified candidate is selected for positions within the Corporation. The following criteria will govern during the selection process:

- Competencies to perform the duties of the position;
- Applicable experience (including references); and
- Performance.

PURPOSE:

To provide all employees and external candidates with a clear understanding of the selection process.

SCOPE:

All employees and external candidates and subject to relevant Collective Agreements.

PROCEDURE:

1. RESPONSIBILITIES OF THE HIRING MANAGER
   a. Applications received directly by a Hiring Manager are to be forwarded to the Human Resources Division.
   b. Prepare and conduct candidate interviews.
   c. Make the final selection decision and provide the Human Resources Division with the pertinent details to be included in the negotiation and offer.
2. **RESPONSIBILITIES OF THE HUMAN RESOURCES DIVISION**

   a. Provide consultation and expertise:

      During the selection process, Human Resource representatives are available to provide guidance and advice to the Hiring Manager. This includes:

      i. Assistance in preparing interview questions
      ii. Participating and facilitating panel interviews
      iii. Reference checking
      iv. Conducting interviews, as may be deemed necessary in specific circumstances

   b. Job Related Testing:

      Review job related testing criteria and conduct relevant tests, as appropriate.

   c. Reference Checking:

      Prior to an offer being discussed with a potential candidate, the Human Resources Division must obtain a minimum of two (2) satisfactory job related references. In instances where an internal candidate is being considered, the employee’s current manager is contacted to provide a reference.

   d. Offer of Employment:

      To ensure that employment conditions within the Corporation are safeguarded, letters of offer/notice are:

      i. Negotiated by the Human Resources Division
      ii. Preparted and presented by the Human Resources Division
Exception:

As designated by the Corporation, letters of offer/notice may be prepared by supervisors for seasonal and/or part-time employees.

e. Negotiate Release (applies to internal candidates only):

The Human Resources Division will negotiate releases of internal employees and every reasonable effort will be made to release selected candidates within ten (10) working days of the selection, subject to operational requirements.

f. Notification to Unsuccessful Candidates:

Upon securing the selected candidate, the Human Resources Division or the hiring manager will personally contact the remaining candidates to inform them of the decision to select another candidate prior to any public notification of the successful candidate. Upon request, a Human Resources Division representative will provide feedback to the unsuccessful candidates.

3. RESPONSIBILITIES OF THE EMPLOYEE

a. Upon being selected for an interview an employee is to:
   - i. Prepare for the interview
   - ii. Inform the individuals identified as references
   - iii. Complete the required testing

b. Upon accepting a new position an employee is to:
   - i. Ensure that current work, assignments and/or projects are up to date and that any and all outstanding issues are addressed with their Manager/Supervisor.

c. Employees are encouraged to keep their supervisor informed of their career intentions and their application to an internal job posting.
ACCOUNTABILITY:

Supervisors and the Human Resources Division are accountable for ensuring adherence to this policy as outlined.

ADMINISTRATION:

Human Resources Division, City of Brampton 1st Flr-2 Wellington St. West Brampton, Ontario L6Y 4R2

CONTACT:

Human Resources Advisor, Human Resources Division. (905) 874-2546 or (905) 874-3377
5.3

Personal information requested from prospective employees:

- Full name
- Contact info: Address, telephone number, email
- Do you require an accommodation for interview or testing?
- Proof of education / licences
- Disclosure of relationship with City employee
- Driver’s abstract and licence, as required

At pre-offer stage we facilitate obtaining:

- A criminal record check
- Employment references
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Inclusive Customer Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary</td>
<td>E-learning</td>
</tr>
</tbody>
</table>
| Description         | *Inclusive Customer Service training is mandatory for all staff.*  

The City is committed to providing barrier-free access to all goods, services, information and resources. All City staff are responsible for carrying out each service interaction in a manner that positively reinforces customer service excellence by treating each customer with dignity and respect, and by exercising care and attention to individual needs.

Inclusive Customer Service training is primarily delivered in an eLearning format. The course is approximately 45 minutes in length. For staff without Internet access, or for large groups, training can be delivered in classroom format upon request.

For more information on Inclusive Customer Service, please click here.
To register for the Inclusive Customer Service Online training module, please click here.

To request training in classroom format contact the Accessibility Coordinator.
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Human Rights, Workplace Harassment and Violence Prevention Training for non-supervisory employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary</td>
<td>This session will provide you with an overview of the Ontario Human Rights Code, Bill 168 and the corresponding City of Brampton Corporate policies. There will be specific strategies for employees for recognizing and dealing with harassment and workplace violence.</td>
</tr>
</tbody>
</table>
| Description  | **Duration:** 3 hours  

**Overview:**  
Today's changing world requires employees to be respectful of differences in the workplace. Inappropriate joking, innuendoes and aggressive actions may have been tolerated years ago, but these behaviours are no longer acceptable today. In fact, they are against the law. This session focuses on the need for all City of Brampton employees to work together in a safe environment that is free from human rights violations and workplace harassment and violence.  

**Target Audience:** Non supervisory employees (there is a separate session specifically for Managers and Supervisors)  

**Learning Outcomes:**  
At the end of this session you will be able to:  
- identify causes of harassing and violent behaviours  
- recognize different types of harassing and violent situations in the workplace  
- explain the impact of culture on behaviours at work  
- describe the prohibited grounds of the Ontario Human Rights code  
- explain the essential aspects of Bill 168  
- apply the City of Brampton's Corporate Policies regarding human rights and workplace harassment and violence prevention  
- define the roles and responsibilities for reporting, documenting and dealing with harassment and violence  
- employ strategies for working together respectfully
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Human Rights, Workplace Harassment and Violence Prevention for Supervisors and Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summary</strong></td>
<td>This session will provide you with an overview of the Ontario Human Rights Code, Bill 168 and the corresponding City of Brampton Corporate policies. Your responsibilities as a leader within the Corporation will be outlined, along with specific strategies for recognizing and dealing with actual or potential human rights violations, harassment or workplace violence situations. Special attention will be given to recognizing possible conflicts and resolving conflicts that occur.</td>
</tr>
</tbody>
</table>
| **Description** | **Duration:** 7 hours  
Overview: The Province of Ontario has many legal requirements regarding workplace human rights, harassment and violence in the workplace. However, managers and supervisors are often at a loss to deal with situations that occur in their departments. The workplace of today is very different from the workplace of past years. Inappropriate joking, innuendoes and aggressive actions may have been tolerated years ago, but these behaviours are no longer acceptable today. In fact, they are against the law. While it is important to reduce your legal liability, it is also critical to create a work environment where everyone is treated with dignity and respect. By understanding your responsibilities with regard to the law and the City's policies, you will be better prepared to ensure the employees you lead work in an environment that promotes mutual respect and is free from harassment and violence. |
| **Target Audience:** | Supervisors, Managers and Directors are required to take this training. |
| **Learning Outcomes:** | At the end of this session you will be able to:  
- identify causes of harassing and violent behaviours  
- recognize different types of harassing and violent situations in the workplace  
- explain the impact of culture on behaviours at work  
- describe the prohibited grounds of the Ontario Human Rights Code  
- explain the essential aspects of Bill 168  
- Apply the City of Brampton's corporate policies regarding human rights, workplace harassment and violence prevention  
- Define the roles and responsibilities for reporting, documenting and dealing with and investigating human rights complaints and situations of harassment and violence in the workplace  
- Demonstrate workplace conflict management strategies  
- confidently deal with troubled employees  
- demonstrate strategies for the prevention of harassment and violence |