

OPS diversity

Driving Change from a Solid

FOUNDATION 2009

OPS DIVERSITY THREE-YEAR STRATEGIC PLAN
& ANNUAL PROGRESS REPORT



Alternative formats available from:

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Welcome to the OPS Diversity Three-Year Strategic Plan and Annual Progress Report.

It's just over a year since the former Secretary of the Cabinet, Tony Dean and I co-signed a pivotal memo launching the framework for the first-ever strategic plan on diversity in the OPS. In it we committed to creating an Ontario Public Service where people feel valued for their differences – because of them, not in spite of them – and where everyone can reach their full potential.



On the first anniversary of that significant event, I want to re-affirm my commitment to advancing diversity and inclusion in our organization. It's the smart thing to do and essential to the OPS becoming an employer of first choice.

I'm happy to report that a lot has happened in our first year striving for diversity and inclusion in the OPS and some of those achievements are highlighted in this document. One foundational achievement was the creation of the OPS Diversity Office and the appointment of our first Chief Diversity Officer, Noëlle Richardson.

In recognition of the strategic importance of the Chief Diversity Officer position, Noëlle is an equal member of the Deputy Minister's Council as well as a member of its Executive Development Committee. This gives her a seat at the tables where many of the most important decisions for the OPS are made.

I strongly believe that building a diverse and inclusive organization is a journey – not an event – and I have every confidence that Noëlle and her team will decisively lead us in the direction we need to go on this voyage together.

continued on the next page

As the title of this report suggests, much of the work undertaken this year has been the essential task of building a strong foundation from which to drive long-term, sustainable organizational change in the OPS. Change that I'm convinced is necessary for us to continue to be a leading public service organization – one that anticipates and responds to the changing face and needs of the citizens we serve.

We've recently been named one of the top one hundred employers in Canada, and one of Canada's Best Diversity Employers but that doesn't mean the job is done, just that we've been recognized for our accomplishments so far. There is much more to do.

This report will serve as a signpost on our journey to remind us where we are; where we are going; and how far we've already come.

One of the ways we know we're on the right path is to ask OPSers what a diverse and inclusive workplace means to them. In this report you'll see how a few of you responded to that very question.

A diverse and inclusive OPS is a priority for me, personally – and for our organization. I encourage you to become familiar with our diversity strategy and to embrace our goal of being an OPS that is Inclusive, Diverse, Equitable and Accessible for all – an IDEA whose time has truly come.



Shelly Jamieson
Secretary of the Cabinet



A Message from Noëlle Richardson, Chief Diversity Officer

I can't tell you how pleased I am to have the privilege of leading our diversity and inclusion journey. While I've been here a relatively short time, I'm encouraged by how people and organizations around the OPS have already begun to demonstrate their support for our objectives. You'll notice that I've said this is a journey towards diversity and inclusion.

As well you may be asking yourself: why do we use both terms – diversity and inclusion? The simple answer is because it is not enough just to have a variety of different people in your workplace. There must also be an environment that values, celebrates and leverages those differences. That is the kind of OPS that we want to be.

At this juncture you won't hear me talk much about what's compelling us to act. We've all heard the reasons and I believe most of us get it. Instead, let's turn our attention away from the why – and focus on the how.

In the 2008 Framework for Action we set the stage and announced our diversity plan for moving forward over the next three years. But organizations are not static – especially ones the size and complexity of the OPS – so there is a need to continually refocus, and when necessary, recalibrate our compass as we progress on the diversity journey.

We have done just that.

The OPS Diversity Office has created a new three-year strategic plan to act as our map.

We've refined our OPS diversity vision through consultation with OPS employees at all levels of the organization. We've learned from other leading organizations – across Canada and around the world. While the outcome remains the same, we've re-framed our goals. I believe they are manageable, measurable and attainable.

This report illustrates the plan, describes the activities that will drive the necessary organizational change and highlights our successes to date.

While a great deal of activity is situated at the centre, the greatest impact will be seen at the ministry level. It's important to note that each ministry will need to address its own diversity and inclusion challenges as they relate to the ministry's work culture. The OPS Diversity Office will support each ministry as it creates its diversity plan.

One thing is crystal clear. This isn't a one person or even a one office job. It will take the commitment and determination of all of us to be successful. We'll need to take individual accountability. We need to challenge ourselves – and our potentially limiting beliefs.

We need diversity and inclusion leaders at all levels of our organization.

As Mahatma Gandhi said, "Be the change you want to see in the world."

Since this is a journey we are on together, I pledge to report annually to all employees on how we are doing along the way.

The road ahead will not be without its bumps; but I promise you the trip will be worth it.

I appreciate you taking the time to read our three-year plan and progress report and welcome your input as we move forward.

Warmest regards,



Noëlle Richardson,
Chief Diversity Officer



■ Take the Time – Have Your Say: The 2009 Employee Survey

We know that all OPS employees do not have the same experiences within the public service. Understanding those differences and how they impact employees' engagement are vital to informing the OPS Diversity Strategy.

The survey has a workforce profile component that is more wide-ranging and inclusive than ever before, reflecting a diversity strategy that is inclusive of everyone in the Ontario Public Service. The 2009 Employee Survey will benefit the organization in the following ways:

- Understanding how employees feel about working in the OPS and what drives their level of engagement will help identify ways to keep improving the overall OPS work environment.
- Collecting demographic information will help the OPS to better understand and meet the needs of all employees.
- Since the OPS Diversity Strategy does not set targets or quotas, this information will also support the strategy by establishing baseline data from which to benchmark the OPS against other organizations and best practices.
- Your opinion matters. Please take the time to provide your anonymous and confidential feedback through responding to the survey.

OPS DIVERSITY VISION AND GOALS

■ Vision:

A diverse and inclusive organization that delivers excellent public service and supports all employees to achieve their full potential

■ Strategic Goals:

Embed diversity objectives and outcomes in OPS policies, programs and services

Build a healthy workplace free from harassment and discrimination

Reflect the public we serve at all levels of the OPS workforce

Respond to the needs of a diverse population

(see strategy map on page 10)

Three-year Strategic Plan

Every successful journey needs a map to guide the way, and the OPS Diversity Strategic Plan is our map. It sets out our change management approach, a multi-year planning horizon and commits to strategic goals and priorities to realize our vision.

The plan was developed in consultation with OPS employees, including deputy and assistant deputy ministers. Bargaining agents were engaged in areas of interest pertaining to our diversity outcomes and feedback from our employee networks, interministerial councils and our External Diversity Advisory Council over the year also influenced the process.

OPS Diversity Office staff undertook consultations and research to learn about good practices from leading diversity practitioners in public and private sector organizations, such as the United Kingdom, Australia, the City of Edmonton, IBM, KPMG, and others. What we've learned is that all successful diversity programs have four key strategies:

- **Informed, Committed and Competent Leadership**
- **Mainstreaming and Integrating Diversity**
- **Behavioural and Cultural Transformation**
- **Measurement, Evaluation and Reporting****

Each section of this report is framed around one of these four strategies, the key focus area activities we'll undertake to support it and its successes to date. Outreach and education are also featured as they underpin all of the strategies, build momentum and support the plan's successful implementation.

It's important to note that the OPS Diversity Strategic Plan doesn't stand in isolation. The plan is also linked to, and nested in, other key corporate initiatives and plans such as: the OPS Values (specifically Fairness, Diversity, Collaboration and Responsiveness); the Public Service of Ontario Act and the behavioural expectations of public servants; and, in particular, the 2008–11 OPS Human Resources Plan led by HROntario.

The OPS Diversity Office does not currently own policies – but we inform and affect them. We provide input to operationalize diversity and inclusion through fair policies and practices in everything we do as an organization.

Since diversity includes everyone – and excludes no one – everyone in the OPS will benefit from this strategic plan.

*** Measurement, Evaluation and Reporting has been included as a key strategy to highlight its importance in achieving concrete and tangible results.*

Informed, Committed & Competent Leadership

Leaders who make diversity and inclusion a top priority in the everyday business of their ministry will inspire their employees to do the same.

We must also ensure that our leaders understand and can articulate diversity and inclusion as a business imperative.

Over the next three years, we will strategically engage our senior leadership by:

- Ensuring deputy ministers include ministry-specific diversity outcomes in their performance contracts to influence organizational change, drive results and embed accountability throughout the organization
- Updating Leader-Manager core competencies and the OPS Competency Dictionary to include diversity so that employees at all levels can demonstrate a commitment to creating an inclusive workplace**
- Drawing on the Interministerial Councils to establish an OPS Champions Network across the OPS
- Working closely with our OPS Accessibility Leadership Committee and line ministries to establish and implement an enterprise-wide plan to comply with the requirements of the Accessibility for Ontarians with Disabilities Act, 2005. Implementation began with the new accessible customer service regulation, which the OPS must be compliant with by January 2010
- Creating an awards program within the OPS to highlight, profile, and recognize diversity and inclusion champions from every level of the organization
- Encouraging OPS leaders to share the diversity and inclusion message in their blogs, on their websites and at ministry town halls – keeping the “diversity conversation” going in every ministry across the enterprise
- Leveraging the Deputy Ministers’ Committee on OPS Transformation to provide ongoing strategic advice and direction as we operationalize the diversity strategic plan
- Providing ongoing diversity and inclusion learning opportunities for OPS leaders.

■ ■ ACHIEVEMENTS:

Leaders across the OPS are already engaged in some exciting initiatives to increase diversity and inclusion and create an organization that reflects the public we serve:

- Ongoing deputy learning and development is taking place on diversity and inclusion.
- Learning opportunities are being provided to human resources directors across the organization.
- The OPS Diversity Office was established and the first Chief Diversity Officer for the OPS (Noëlle Richardson) was appointed.
- Secretary of the Cabinet Shelly Jamieson focused specifically on diversity and inclusion in more than half of the speeches she's delivered across Ontario since taking office in January 2008.
- The OPS Accessibility Leadership Committee, made up of DMs and ADMs on the accessibility transformational journey, is well established and working towards a barrier-free OPS.
- Deputy ministers have diversity commitments in their performance plans and have been involved in a reciprocal Diversity Mentoring Partnership Pilot Program.

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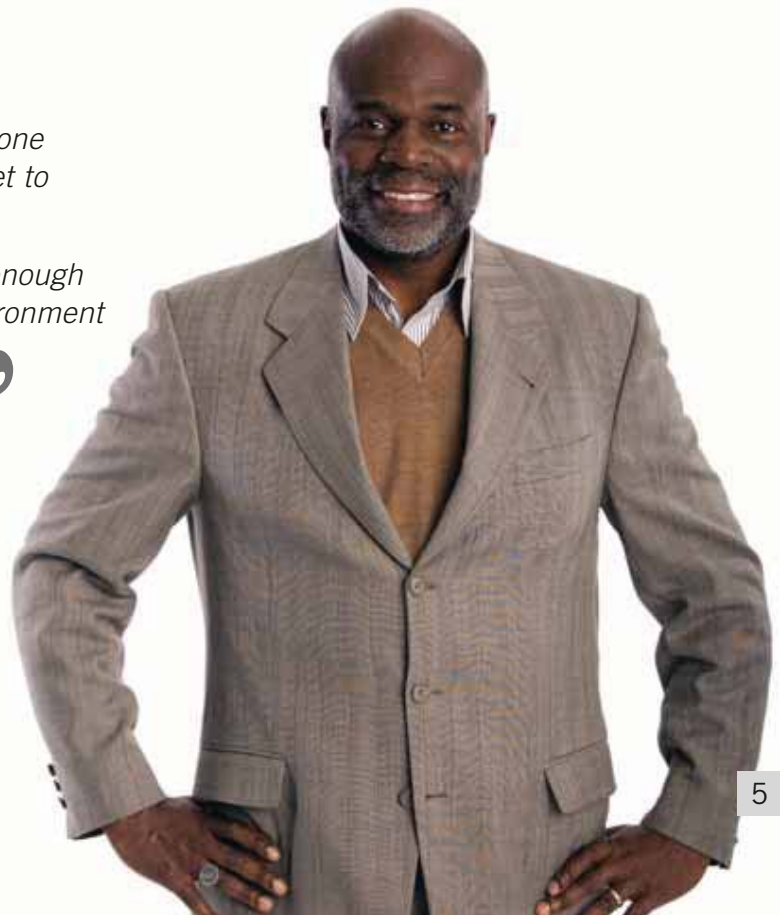
When I get on the OPS elevator I want to see everyone represented and I want to know that anyone can get to the top floor if they want to.

Inside the elevator, people should be comfortable enough to be themselves, and to laugh and joke in an environment free of racism, discrimination and stereotypes.

”

Jay Hope

Deputy Minister, Correctional Services
Ministry of Community Safety
and Correctional Services



Behavioural & Cultural Transformation

If we cling to the past we make ourselves irrelevant to the future.
Ontario is changing and so must the OPS.

We're already working on new ways to develop policies and deliver programs. We need to make every workplace and customer service centre a barrier-free space that allows each client to receive timely, high quality services in the manner in which they need them.

We want to be a culturally competent organization that is sensitive to, and accepting of, the cultural differences of each employee and customer.

We can go forward with better awareness of who we need to be as a public service provider by working together to make effective community connections, both within the OPS and with our customers.

Over the next three years, the OPS Diversity Strategy will spark behavioural and cultural transformation across our organization by:

- Partnering with HROntario to review and refresh key HR policies and their implementation (i.e., Staffing Operating Policy, Equal Opportunity Operating Policy, Workplace Discrimination and Harassment Policy) to ensure consistency between policies and practices**
- Reviewing and refreshing other policies as necessary to support the implementation of the Accessibility Standards for Customer Service, Ontario Regulation 429/07, across the OPS by 2010 and toward full accessibility by 2025
- Developing an OPS Accessible Customer Service Policy to be used by every ministry
- Widening our “recruitment net” to ensure we attract a diverse pool of candidates from a broader demographic**
- Supporting employee networks that create safe spaces for employees to connect with colleagues who share similar interests, backgrounds and/or experiences
- Expanding mentoring opportunities so management and staff can share information and learn from each other
- Ensuring diversity training is available to all staff
- Being aware of a diversity of talent in the recruitment process for senior management positions.

■ ■ ACHIEVEMENTS:

The OPS is already changing in many ways to better reflect our province and our customers:

- We now have seven employee networks, which are voluntary, employee-driven associations organized around shared interests, issues and a common bond or background. They focus on building a strong, inclusive organization with attention to improving the work environment and removing barriers to full participation. They are:
 - Black Ontario Public Service (BOPSers)
 - Disability Network (D-Net)
 - East Asian Network Group (EANG)
 - Francophone group (FrancoGO)
 - OPS Pride Network
 - South Asian Network
 - Tomorrow's Ontario Public Service (TOPS)
- HROntario's Centre for Leadership and Learning (CFL) launched a manager training course on diversity and inclusion to make leaders aware of how to leverage diversity and inclusion to serve citizens better.**
- Pilot programs are in development to access the skills of a broader demographic by recruiting and retaining new employees from historically underrepresented groups into the OPS. For example, the Ministry of Aboriginal Affairs is working with the OPS Diversity Office on a pilot recruitment strategy for Aboriginal persons.**
- In consultation with employees and partners, HROntario is reviewing the Workplace Discrimination and Harassment Prevention Policy (WDHP) with a goal of ensuring that it better reflects the needs of the current and future OPS.**
- The "May I Help You?" online course is available to all staff on the MyOPS portal, increasing awareness of barriers and improving customer service for employees and customers with disabilities.
- The Office of Francophone Affairs developed the FLEX (French Language Excellence) training program for professional development of bilingual staff with the support of the CFL. FLEX won an Amethyst award in 2008.

“

For me, an inclusive and diverse workforce ensures that we develop and deliver policies and programs that meet the needs of Ontarians.

I have been engaged in regional and provincewide initiatives aimed at establishing the OPS as a world class public service. The synergy that comes from working with people from a wide range of backgrounds is what makes that possible.”

Allison Rickaby

Acting Director, SME Policy and Outreach
Small and Medium Enterprise Division
Ministry of Small Business and Consumer Services
Vice Chair, Central Interministerial Council



Mainstreaming & Integrating Diversity

To fully embrace diversity and inclusion, we have to build it into the very fabric of the OPS. It needs to be a part of everything we do as an employer, a policy maker/regulator and a service provider.

The OPS Diversity Office is working in partnership with policy and program owners to ensure that we have policies and are integrating practices that are inclusive, accessible and fair. By taking these steps together, across every ministry and region, we will change how we go forward as an organization.

Over the next three years, the OPS Diversity Strategy aims to integrate diversity across our enterprise by:

- Ensuring ministries' service strategies are responsive to the needs of all the communities we serve
- Developing an OPS diversity lens that addresses accessibility and equity issues, along with other guidelines and tools to help ministries integrate inclusion, diversity, equity and accessibility into their business planning and service activities
- Undertaking assessments of diversity and inclusion in every ministry to develop ministry-specific diversity plans
- Integrating diversity and accessibility components into decision-making processes
- Developing initiatives to increase employee engagement and improve employees' understanding of how their work contributes to achieving diversity outcomes within their respective ministries and on the front line**
- Developing and implementing a multi-faceted, integrated plan to achieve OPS compliance and leadership in accessibility, including leveraging key initiatives currently underway across the OPS and providing support and assistance to ministries
- Working with HROntario to consult with the bargaining agents to develop a strategy to achieve diversity outcomes, e.g. a variety of flexible work arrangements**
- Implementing partnerships (e.g. Ability Edge – focusing on new graduates with disabilities) to enhance Youth and New Professionals programs to continue focusing on diversity**
- Building communities of practice in diversity and accessibility to leverage knowledge, share best practices, and ensure consistency in application of concepts
- Expanding recognition and award programs to profile successes and encourage even higher achievement.

■ ■ ACHIEVEMENTS:

There are a number of supporting initiatives that are building diversity and inclusion into the foundation of the OPS:

- An accessibility lens has been developed (to be integrated with the diversity lens) to identify and remove barriers in policies and programs and consider accessibility impacts before making decisions.
- The OPS Accessibility Transformational Road Map and Multi-year Accessibility Plan provides steps, guidelines and timeframes to ensure the OPS is in compliance with the AODA (Accessibility for Ontarians with Disabilities Act, 2005).
- Accessibility requirements have been embedded into the RbP (Results based Planning) guidelines and ministries' business continuity plans.
- The Office of Francophone Affairs has succeeded in having French-language services included in each ministry's RbP. Each ministry is evaluated on its progress.
- Accessibility and Diversity Communities of Practice were launched as forums for staff to share information, learn from each other and build organizational capacity in the areas of accessibility, diversity and inclusion.
- Diversity and inclusion are now in the achievement areas of the Amethyst Awards and other ministry recognition award programs.

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To me, diversity is a climate where our differences are valued, rather than hidden behind walls or simply tolerated. From this perspective, organizations embracing true diversity remove barriers to accessibility for its employees with disabilities and foster strong, inclusive relationships in their workplaces. This leads to positive growth for everyone.

”

Miguel Aguayo

Manager

Employer Outreach Secretariat

Ministry of Community and Social Services



STRATEGY MAP



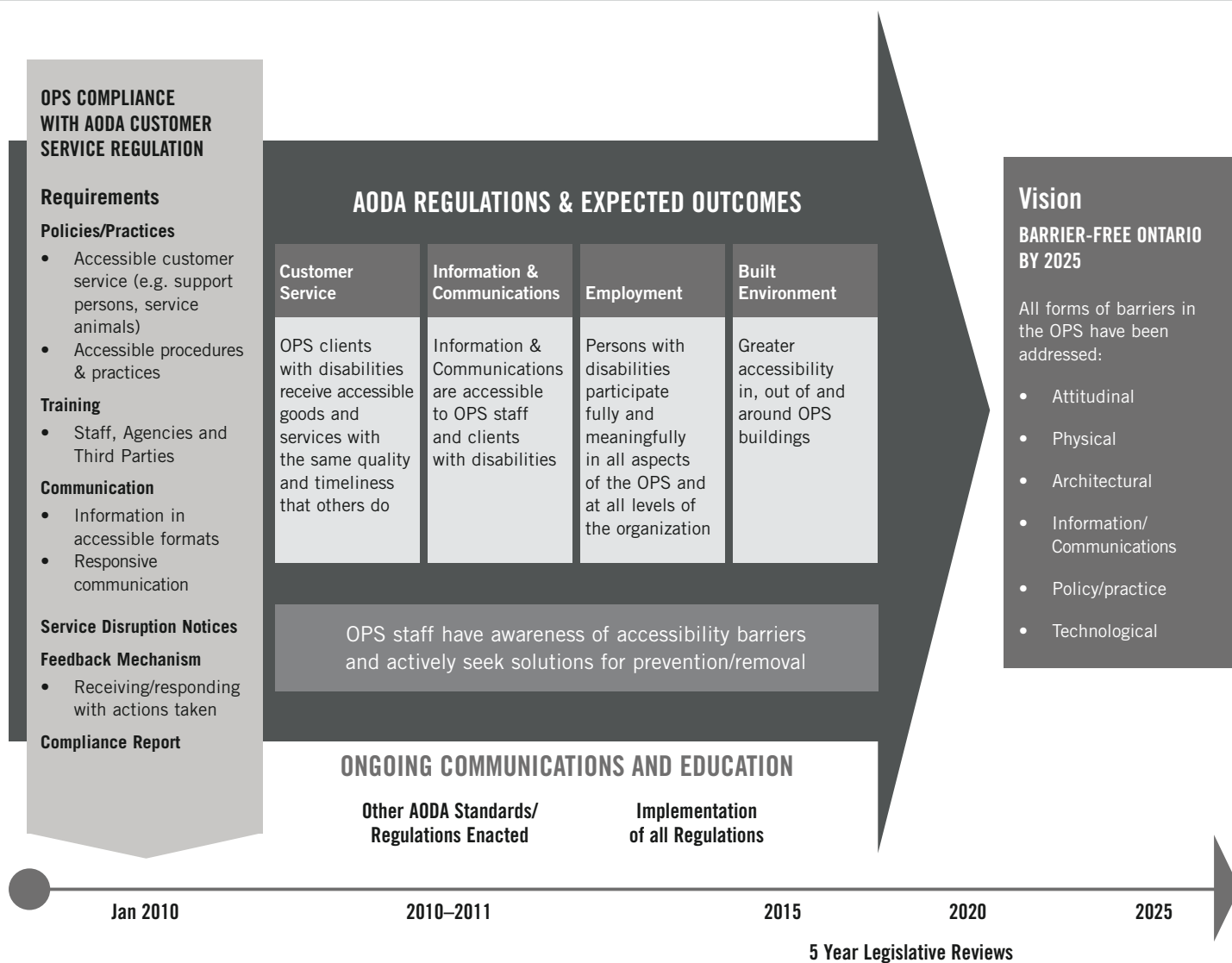
OUTREACH AND EDUCATION

OPS diversity

OPS DIVERSITY DELIVERABLES 2008–11

OPS DIVERSITY GOALS		What Results Will Look Like		
Strategic	Operational	After Years 1–2	After Years 2–3	Year 3 and Beyond
Embed diversity in all OPS policies and programs	Review policies and practices through the diversity lens for greatest impact across differences	Diversity Lens developed	Diversity Lens is used in all OPS decision-making processes (RbP, cabinet submissions, etc)	All policies and practices are examined through the Diversity Lens and fair practices are incorporated into Manager-Leader competencies
Build a healthy workplace free from harassment and discrimination	Establish a diversity and inclusiveness education curriculum to promote change from awareness to behaviour	Rollout curriculum to all executive level employees	Rollout curriculum to all OPS employees	All OPS managers and employees recognize and accept accountability for creating an inclusive and discrimination-free workplace
Reflect the public we serve at all levels of the OPS workforce	Increase employee representation to better reflect workforce availability across a broad demographic	Obtain OPS workforce demographic profile at all levels of the organization	Increase in the % of employees from underrepresented groups in the SMG level	Increase in the number of employees reporting that they work in a diverse and inclusive workplace
Respond to the needs of a diverse population	Track the level of customer satisfaction with public services across a broad spectrum of Ontario communities	Diversity questions are included in the Citizens First and Taking Care of Business customer surveys	OPS programs and services are adapted to meet the diverse needs of Ontarians	Increase in the levels of citizen satisfaction with OPS services, across a broad spectrum of the population

OPS ACCESSIBILITY TIMELINE



A DIVERSE AND INCLUSIVE WORKPLACE MEANS...

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I think a diverse and inclusive workplace is a healthy, happy, successful place. Great ideas can come from anybody, anywhere, and an employer who values and respects all individuals without discrimination clearly understands that.

The result is staff that treat the public with the same value and respect shown to them. It's a definite recipe for success.”

Natalie Dumont

Internal Communications Officer
Communications Services Branch
Ministry of Northern Development and Mines (Sudbury)

“

It's a fair and safe environment, free of barriers related to culture, sexual orientation, age, gender, and disability. A place where staff are able to be themselves, share their knowledge and experience, without prejudice, judgement or criticism. A place where staff have role models, with similar life experiences, to guide them in their careers.”

Eddie Coleman

Manager
Business Effectiveness and Operations
Chronic Disease Prevention and Health Promotion branch
Ministry of Health Promotion

“

A diverse workplace sees the forest and the trees – a fantastic, ever-changing source of growth and possibility. It's a workplace that searches for potential, actively encourages development and progress, and understands that work does not necessarily define a life. A truly diverse workplace demands everyone be accountable for inclusiveness, fairness, and respect. Uniformity is boring, stagnant. Diversity is teeming with life – and a lot more fun.”

Andrea McGowan

Project Coordinator
Centre for Employee Health, Safety & Wellness
Employee Relations Division, HROntario
Ministry of Government Services (Kingston)

Measurement, Evaluation & Reporting

Measuring results, evaluating and reporting on achievements will ensure that we continue in the right direction – with the appropriate momentum to reach our goals.

Measuring our progress is critical to drive results and demonstrate progress. This is consistent with best practice research that acknowledges a link between measurement, accountability and successful management.

A range of tools and measures will be put in place to allow accurate tracking, objective assessment and fair reporting of progress.

These tools will be our mileposts towards cultural change, staff and client engagement, and overall leadership in diversity and inclusion.

Over the next three years, this framework of monitoring tools and measures will support achievement, accountability and transparency:

- Benchmarking against organizations leading in diversity will ensure the OPS sets challenging, world-class diversity goals and that we learn from others' experiences.
- Collection of data using the OPS Employee and Citizens First surveys will establish a baseline workforce profile of the OPS. The survey tools will support fair comparisons to other public sector organizations and will enable us to identify the drivers of cultural change.
- Accessibility compliance reports will confirm OPS adherence to accessibility legislation.
- A Diversity Scorecard will provide effective measurement to assist the OPS in meeting its diversity and inclusion goals.
- How other organizations and jurisdictions recognize our achievements – e.g. awards, feature articles, visiting delegations, academic papers – gives us an objective perspective on our progress.
- Consulting with the OPS External Diversity Advisory Committee to obtain strategic advice will enable us to validate and ensure that the OPS has a strong, credible implementation plan to deliver results.

■ ■ ACHIEVEMENTS:

We are already measuring our progress through several initiatives:

- An Accessibility Performance Measurement Framework was developed in consultation with an interministerial committee and chief administrative officers (CAOs).
- Data has been gathered from other large organizations to help inform the benchmarking process.
- An enterprise diversity/accessibility compliance and performance monitoring/reporting system is already in development using the eVista suite (EASY).
- The External Diversity Advisory Committee (EDAC) was established and is providing advice, reviewing outcomes and sharing best practices.
- The OPS was named one of the top 100 employers in Canada, one of Greater Toronto's top 75 employers for 2009 and one of Canada's Best Diversity Employers for 2008 and 2009.

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A diverse and inclusive workplace enables me to be myself. It is a place where everyday, I am given the opportunity to enhance my talents and reach my fullest potential. As an OPSer, I'm proud to work in a professional environment where I do meaningful work that is inspiring and contributes to my personal and professional development.

”

Jowenne Herrera

Senior Marketing Consultant
Youth and New Professionals Secretariat, HROntario
Ministry of Government Services



Outreach & Education

To really drive long-term and sustainable change in the OPS we must build awareness and understanding to ensure commitment from all levels of our organization.

We need to build our cultural competence as individuals and as an organization. We'll do that through expanding our knowledge and appreciation of ourselves and our response to differences of all kinds that make up today's society.

Through a comprehensive outreach and education plan we can inspire confidence in the value of the diversity strategy for each employee and for the greater organization. The plan will underpin each of the key strategies featured in this report.

Over the next three years, we will focus on challenging existing beliefs and demonstrating the OPS' commitment to modernization by changing attitudes and behaviours to ensure the OPS becomes more diverse and inclusive. This will be achieved by:

- Ensuring the key concepts of inclusion, diversity, equity and accessibility are communicated and understood in all ministries and across all regions
- Developing an enterprise outreach and education campaign to build awareness and understanding of barriers to inclusion and inspire cultural and attitudinal change
- Creating education materials in print and electronic formats, i.e. intranet sites, presentations, toolkits, Qs and As, annual progress reports, diversity calendars, videos, and e-newsletters
- Developing methods for reporting progress and facilitating two-way communication between stakeholders
- Recognizing achievement in diversity and inclusion through documenting success stories and formal ministry recognition programs
- Building an education resource centre to support learning and development in the areas of diversity and inclusion, accessibility, and cultural competence
- Developing and launching diversity education and awareness sessions.

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It's a workplace that promotes and supports a culture where every individual is respected, engaged, and given the opportunity to perform to his or her full potential.

In my view, this needs to start with leaders who demonstrate both an appreciation for a diverse employee base with an understanding that their values and perspectives will diversify the talents and skills within the workplace.”

Jodie-Lynn Waddilove

Counsel

Crown Law Office – Civil

Ministry of the Attorney General



OPS Diversity Three-Year Strategic Plan & Annual Progress Report

■ ACHIEVEMENTS:

We are always looking for opportunities to reach out and share the diversity and inclusion message:

- An overall OPS diversity communications plan and a regional outreach strategic plan were created to bring the concepts of diversity and inclusion to all ministries and regions.
- The OPS Diversity intranet site was developed and launched (ontario.ca/opsdiversity) to provide information and resources to all OPS employees.
- AccessOPS (ontario.ca/accessops) was launched as an intranet site to provide key information to support the OPS Accessibility Leadership and Compliance Strategy for alignment with the regulations of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).
- Diversity and accessibility were profiled at Showcase Ontario 2008 and the Accessibility Expo 2008.
- Learning materials were distributed across the OPS, e.g. 2008 Framework for Action, Topical features, Qs and As, brochures, guides, online diversity calendar, and a diversity and inclusion lexicon.
- Diversity Office staff presented at a variety of regional interministerial council events, town halls, leadership forums, and senior management committee meetings.

OPS DIVERSITY OFFICE

The OPS Diversity Office is the lighthouse for our journey. As a centre of expertise, it will guide the organization toward its goals of diversity and inclusion.

Staffed with diversity and accessibility specialists in the areas of research, policy, communications and change management, the Diversity Office will help to transform the OPS into a global leader that is inclusive, diverse, equitable and accessible at all levels.

Establishing links across the enterprise is vital to this process. Recognizing that every ministry and region has its own unique culture, the Diversity Office partners with and supports ministries, program areas, policy owners and other key stakeholders to ensure diversity is embedded in everything we do as an organization.

As a hub of central strategic planning, the OPS Diversity Office is here to ensure consistency across the enterprise by developing plans and guides, such as: the OPS Diversity vision, goals and three-year strategic plan; an accessibility multi-year plan to guide the province in its compliance with the AODA; guidelines for the creation of OPS employee networks; a Diversity Lens; gap analysis tools; and an OPS Diversity Scorecard.

The Diversity Office also encourages and brings together input from across the OPS. These key contributors inform our work going forward. From employees at all levels of the OPS (through the employee networks and a diversity interministry community of practice) to external experts (External Diversity Advisory Committee – EDAC) and bargaining agents, the OPS Diversity Office consolidates this advice to create plans and programs that are relevant and credible.

The Diversity Office also has a vital role in helping to educate management and staff on the principles of diversity and inclusion. It will assist in raising the OPS' cultural competency to drive the long-term sustainable culture shift we need.

It will do so by developing resources and programs to build awareness and understanding, (e.g. Diversity Mentoring Partnership Pilot Program, diversity training for managers and staff in conjunction with HROntario's Centre for Leadership and Learning, diversity and accessibility intranet sites; and corporate resource centre).

Dual Focus on Diversity and Accessibility

Accessibility is a core pillar of diversity in the OPS and the Accessibility for Ontarians with Disabilities Act, 2005, (AODA) brings this initiative under specialized focus within the OPS Diversity Office.

As current and future regulation standards are released, the OPS Diversity Office will work with ministries to ensure compliance and to coordinate the reporting process.

The Diversity Office created and supports the Accessibility Leadership Committee. The committee's activities are coordinated through the office to enable consistent alignment with the AODA and its regulations.

Guiding the Way

In the end, the mandate of the Diversity Office is clear: through excellence and expertise, the office will serve as a beacon to guide the Ontario Public Service on its journey. The OPS will become an organization that lives its values and embraces the spirit of Inclusion, Diversity, Equity and Accessibility – an IDEA whose time has come.

“

To me a diverse and inclusive work place is similar to a potluck meal, where everyone should: be included; bring something different but complementary to the table; endeavour to get to know the other guests, particularly the newcomers; and collaborate with others in the process. The greater the turnout, the richer the conversation and the more interesting the meal is likely to be.

”

Tim Higgins

Senior Policy/Project Advisor
OPS Diversity Office
Ministry of Government Services



DIVERSITY IN FOCUS

Across the Ontario Public Service there are already many examples of programs, activities and events that are making diversity and inclusion a reality in the OPS today.

These initiatives illustrate some of the best ways to create an inclusive workplace, as they spark discussion, build commitment, and engage all employees in the process.

The **Diversity in Focus** section of our report aims to highlight some of these events and initiatives and the powerful effect they are having on the workplace culture of the OPS.

One excellent example of this kind of ministry level commitment are the many conferences taking place on the themes of diversity and inclusion. Events have been held in cities across Ontario by the **Ministries of Finance and Revenue, Community and Social Services, Correctional Services, and Interministerial Councils**.

OPSers are getting together in other forums to discuss the importance of diversity as well. A **Community of Practice in Diversity** was recently created to serve as a place where OPS employees involved in diversity initiatives can come together to discuss and share ideas and best practices.

Employees have taken the lead on diversity at the **Ministry of Education and the Ministry of Training, Colleges and Universities** with a Ministry Diversity Working Group. Participants are drawn from all divisions and levels within the ministries. Under the leadership of Executive Sponsors and Director Leads, the employee-driven Working Group will develop and implement a work plan, develop tools and supports for EDU and TCU. This will promote and integrate diversity and inclusion into the daily work of employees.

The OPS Internship Program for Internationally Trained Individuals is an exciting example of how we are better reflecting Ontario. Administered by the Ministry of Citizenship and Immigration in partnership with HROntario, the program provides internationally trained individuals with an opportunity to gain Canadian workplace experience that is appropriate to their qualifications and education level.

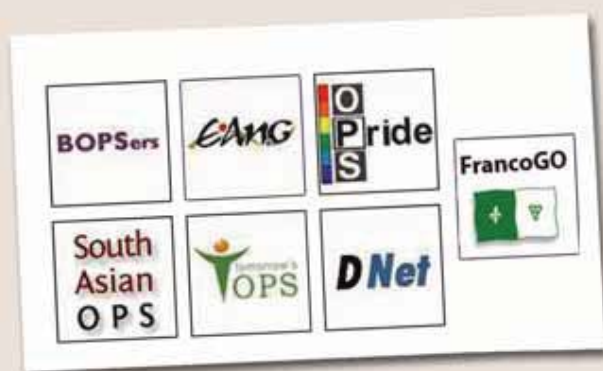
Demonstrating the power of communication between employees and leadership, The **OPS Diversity Mentoring Partnership Pilot Program** is currently partnering 30 deputies with 85 OPS employees in reciprocal mentoring relationships. The mentees are from five groups that are currently underrepresented in senior management. For updates on the program, visit the OPS Diversity intranet site at ontario.ca/opsdiversity.

Managers at the **Ministry of Community Safety and Correctional Services** are also communicating on diversity and inclusion through an innovative online tool. The “Forward” intranet site allows managers to access information on diversity initiatives, take part in informal learning experiences and share ideas and information in its forum space.

The **Aboriginal Youth Work Exchange Program** has been providing placements for three consecutive work terms of summer employment for the last three years. Administered by the **Ministry of Natural Resources**, and part of **HROntario’s Youth and New Professionals** suite of employment programs, this program now creates 60 employment placement opportunities annually for Aboriginal youth and promotes the OPS as an employer of first choice.

Helping internationally trained engineers gain critical Canadian work experience, the **Foreign Trained Engineers (PEGO Agreement)** pilot program enables engineers who have met academic requirements to work in the **Ministry of Transportation** in unclassified internship placements.

For the past two years, the **Ministry of the Attorney General** and the Ministry of **Community Safety and Correctional Services** have been sparking the interest of Francophone youth in legal careers. The *Carrières en Justice* program provides information to students on how the justice system works and encourages them to use available French services. Staff have participated in school “Law Days,” sharing their career stories.



The Employee Networks Diversity Council

The Council is comprised of the leadership from each network and meets once a month, giving members an opportunity to share news from their networks, discuss ideas and events with each other and share questions, concerns and requests with Diversity Office staff.



Wheelchair Dancer

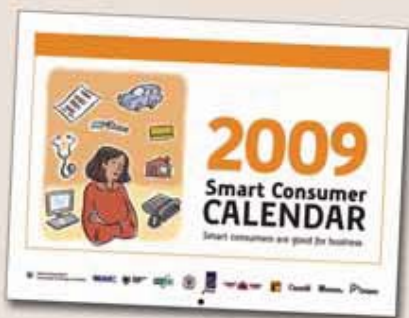
Spirit and her partner Perry Augustine, performed at the 2008 Accessibility Expo. The Expo welcomed close to 300 participants with interactive displays, demonstrations and keynote speakers.



Leadership Commitment to Diversity and Inclusion evident at BOPSers Event

Showing just how committed our leaders are to making the OPS a diverse, inclusive and accessible place to work and do business, the second annual BOPSers (Black Ontario Public Service) Town Hall speakers included Secretary of the Cabinet Shelly Jamieson;

Deputy Minister and Associate Secretary of the Cabinet, Policy and Delivery, Giles Gherson; Deputy Minister of Correctional Services Jay Hope; Chief Diversity Officer Noëlle Richardson and Associate Deputy Minister, HROntario, Angela Coke. Ministry of Government Services Deputy Minister Ron McKerlie was also in attendance.



2009 Smart Consumer Calendar Now Available in Six Languages

Distributed since 1998, the Smart Consumer Calendar, Ministry of Small Business and Consumer Services, provides Ontario consumers with a 14-month guide on how to protect themselves from fraud and scams in the marketplace. Reflecting Ontario's cultural diversity and the different needs of our clients, this year's calendar is available in six languages – English, French, Spanish, Portuguese, Punjabi and Chinese (simplified and traditional). The ministry's Deputy Minister Angela Longo is also an accessibility champion and a member of the OPS Accessibility Leadership Committee.



ServiceOntario Committed to Diversity and Accessible Customer Service

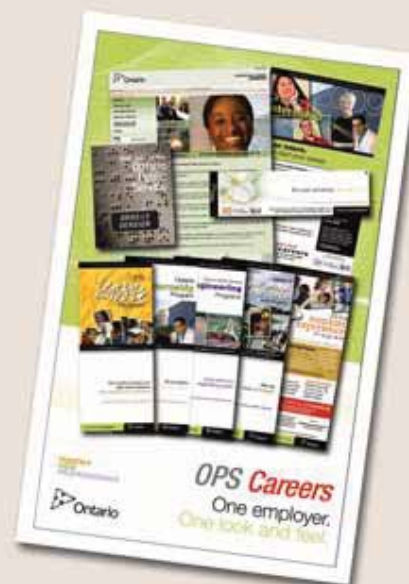
Accessibility for customers with disabilities is a top priority for ServiceOntario. All employees have, or are scheduled to take, the "May I Help You?" training and senior leadership, such as Deputy Minister and Chief Executive Officer Bob Stark are acting as Diversity and Accessibility Champions, sharing the importance of inclusion around the OPS.



Bluewater Youth Centre

The Bluewater Diversity Committee was created in 2003 at the Bluewater Youth Centre, a custody facility for male youths in Goderich. The goal of the committee is to plan activities that increase awareness in the community and working environment on issues of diversity.

From left to right are Diversity Committee members: Shannon Thompson, Marie Claude Robinson, Jen Doak, Shafee Ataw, Karen Muir, Laurie Arnold, Mary McInnes and Myra Johnston.



Youth and New Professionals Secretariat Promotional Material

A great example of embedding diversity and inclusion into our products and programs is the suite of OPS Careers employment promotional materials developed by the Youth and New Professionals Secretariat (YNPS), HROntario, Ministry of Government Services. These materials reflect the true diversity of the OPS.



Ministries of Finance and Revenue Sharing the Message with Diversity Video

The LIEP (Leadership Involvement – Employee Participation) Committee created a video for their annual employee forum, which was focused this year on “Valuing Diversity.” The video captured a diverse array of OPS employees (http://intra.trd.noncma-files.fin.gov.on.ca/trd/trae_liep_diversity.wmv) sharing what diversity means to them, and became a vehicle “not just to tell forum attendees about diversity, but to show them.”

Is there a diversity and inclusion event or initiative taking place in your branch, region or ministry?

Maybe your workplace has taken steps to be more accessible for persons with disabilities. We want to hear about it. E-mail the OPS Diversity Office at **OPSDiversity@ontario.ca** and your story could be featured on our website.

OPS DIVERSITY & INCLUSION LEXICON

Consistency of language and a common understanding of diversity, inclusion, and accessibility goals will be supported through this mini-lexicon. It will increase the cultural competence of employees through their understanding and use of the following terms and references.

- **Accessibility for Ontarians with Disabilities Act (AODA), 2005:** The purpose of the Act is to develop, implement and enforce accessibility standards in order to achieve accessibility for Ontarians with disabilities on or before January 1, 2025 in relation to: goods, services, facilities, accommodations, employment and buildings, structures and premises. The AODA, 2005 came into force on June 4, 2005.
- **Accessibility:** a general term used to describe the degree to which, or ease with which, something (e.g., device, service, and environment) can be used and enjoyed by persons with a disability. The term implies conscious planning, design and/or effort to ensure it is barrier-free to persons with a disability, and by extension, highly usable and practical for the general population as well.
- **Barrier:** anything that prevents a person with a disability from fully participating in all aspects of society.
- **Cultural Competence:** an individual's understanding and appreciation of cultural differences.
- **Disability:** the interaction between the social, cultural or physical environment and a person's impairment that creates barriers. Disability may be apparent to others or hidden, inherited, self-inflicted or acquired, perceived or presumed.
- **Discrimination:** actions often rooted in prejudice that serve to put at a disadvantage a person or group based on real or attributed characteristic(s).
- **Diversity:** refers to the presence of a wide range of human qualities and attributes within a group or an organization. The dimensions of diversity include, but are not limited to age, gender, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background, expertise, and experiences.
- **Employee Networks:** are voluntary, grass-roots, employee-driven associations organized around shared interests, issues and a common bond or background. The activity of networks must focus on building a strong, inclusive organization, with attention to improving work conditions and removing barriers and discrimination.

- **Equal opportunity:** ensuring all employees have equal access – free of barriers – to full participation in all aspects of employment.
- **Equity:** fairness, impartiality, even-handedness. A distinct process of recognizing differences that are inherent within groups of individuals for achieving equality in all aspects of an individual's life.
- **Human Right:** basic rights held to belong to every living person, e.g. the right to freedom, justice, etc.
- **Impairment:** a physical, sensory, intellectual, learning, or medical condition, including mental health disorders, that limits functionality and/or requires accommodation. Impairment may be apparent to others or hidden, inherited, self-inflicted or acquired, and may exist alone or in combination with other impairments. Impairment can affect anyone and therefore crosses all dimensions of diversity (gender, race, culture, religion, etc.)
- **Inclusion:** is about creating an environment that values and celebrates the differences among us so that we all have a place at the organizational table. It's about ensuring we all have equal access to sharing and using our skills and talents equally in, being a part of, and contributing to the organization's work environment and delivery of public service.
- **Organizational culture:** the attitudes, values and typical patterns of relationships, performance and behaviour, which are characteristic of the organization.
- **OPS organizational values:** are about how the OPS operates, how we treat each other and our customers and how we do our jobs. They guide our behaviour and relationships.
- **Organizational shift:** the transformation of an organization's philosophy from one paradigm to another.
- **Paradigm:** a mode of viewing the world that underlies the actions and behaviours of an organization or individual.
- **Racism:** belief in the superiority of a particular race.
- **Reciprocal or two-way mentoring:** an ongoing, reciprocal relationship or partnership to share information, experiences and knowledge in a friendly, non-judgmental environment for each person's professional and personal growth.
- **Systemic barrier:** a policy or practice that, when applied in the same way to everyone, has the effect of excluding or restricting the participation of some individuals or groups in the workplace, based on their characteristics.
- **Underrepresentation:** inadequate representation of a particular group in a workforce or sector of an organization.

* The full lexicon can be found on the Diversity intranet site ontario.ca/opsdiversity