



Toronto Community Housing Corporation
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Briefing Note: For Information

To: Board of Directors

From: Barbara Shulman, Vice President, Human Resources (Interim)

Date: June 6, 2021

Re: Public Action Item #3: Staff Demographics

At its November 20, 2020 meeting, the Board asked Management to report back to the Board of Directors with the “*number of staff who identify as Black and their placement in the organization (e.g. unionized, management, director and above)*”.

To date, Toronto Community Housing has not conducted workforce surveys that ask its employees to identify whether they are a member of an equity-seeking group. As a result, it is not possible to provide the information requested at this time.

It should be noted that TCHC’s Human Resources staff are in the process of developing and implementing a comprehensive Equity, Diversity & Inclusion (“EDI”) Strategy and framework. As part of the roll-out of the EDI strategy, one of the priority initiatives for 2021 will be the implementation of TCHC’s first Workforce Survey. This survey will be the mechanism to determine the current representation of individuals who are members of equity seeking groups throughout the organization. The Workforce Survey will invite employees to voluntarily disclose how they self-identify. The outcome of this initial Workforce Survey will provide an important baseline against which to measure the effectiveness of the various initiatives that TCHC will implement as we strive to build a more equitable, diverse and inclusive workforce in all divisions and at all levels of the organization. The information will also help direct the development of targeted strategies to increase representation of specific under-represented and equity-seeking groups and/or to target efforts to specific areas in the organization, as appropriate.

It will take time to realize meaningful outcomes from implementation of our fulsome EDA strategy, however the strategy is being implemented with short and long-term action plans to realize change as quickly as possible. In particular, the following

changes to the recruitment process are being implemented now, to accelerate our progress towards increasing diversity at all levels of the organization:

- Recruitment Coordinators and hiring managers discuss outreach strategies to increase diversity of any applicant pool;
- Consideration is given to engaging external search firms to ensure broad outreach when filling senior leadership positions;
- Job postings are viewed through an equity lens to ensure they do not pose systemic barriers to applicants;
- Interview tools are assessed to ensure inclusivity and eliminate systemic barriers;
- Ensure that hiring panels reflect diversity; and
- Behavioural competencies that align with TCHC's culture model and embrace diversity are incorporated into interviews and evaluations.

An education campaign to make employees aware of the upcoming survey and the objectives behind the survey has begun. This is intended to help build employee trust and to encourage participation in the voluntary survey.

It is anticipated that staff will report on the outcome of the survey in Q1 2022.
