

D. Human Resource Policies & Practices

Policies and practices that promote equitable recruitment and retention ensure that the municipal workforce is representative of the diversity of the community and that employee diversity is respected and supported.

	Invisible	Awareness	Intentional Inclusion	Culture of Inclusion
Workplace culture	Employees are expected to adapt to abide by the same societal and cultural norms and traditions of the workplace	Employees that work in an office environment have some flexibility to personalize their workspaces and dress	Attempts are made to accommodate the practices and holidays of all religions and cultures	The organization's reputation in supporting workplace diversity makes it an employer of choice
Diversity of staff	Most staff are of similar age, gender, race, ethnicity, or religion and are not representative of the community's demographics	Staff from marginalized groups are often concentrated in specific departments, or in positions with lower pay and less decision-making authority	Persons from marginalized groups are increasingly being employed by various departments, including in positions of leadership	Staff is reflective of the diversity of the community, across all departments, all levels of position and pay
Hiring practices	Employees in charge of hiring are not aware of their own bias or stereotypes, which influence their choices in hiring	The municipality's website or job postings state that it offers a diverse or inclusive workplace, but in reality, this is not the case	Hiring managers are educated in understanding cultural differences and the impact their biases may have on hiring decisions	Hiring panels are educated about bias and inclusion and are representative of the diverse population the municipality serves
Workplace equity	Management is not sure whether its human resource policies and practices are up-to-date with legal and human rights regulations	The municipality's human resource policies comply with human rights legislation, but not all departments know about or buy into following the policies	All departments abide by the municipality's human resource policies, which align with human rights legislation and employment equity policies	Workplace policies are implemented using an inclusion lens that considers language, dress, physical appearance and non-traditional schedules
Accommodation of needs (e.g. disability, religion, gender, etc.)	There is no attempt to accommodate the unique needs of applicants or employees	Managers understand accommodation practices, but rarely offer or encourage the use of them	Accommodation for employees are implemented on a consistent basis, but some employees view it as special treatment	Accommodation programs for employees are implemented consistently across all departments, without being questioned by others

