



City of Kingston
Information Report to Municipal Accessibility Advisory Committee
Report Number MAAC-22-009

To: Chair and Members of the Municipal Accessibility Advisory Committee

From: Neil Carbone, Commissioner, Corporate Services

Resource Staff: Kevin Stephenson, Supervisor, Recruitment & Selection

Date of Meeting: November 3, 2022

Subject: Recruitment & Retention Accessibility Update

Council Strategic Plan Alignment:

Theme: Corporate business

Goal: See above

Executive Summary:

The City of Kingston through its Human Resources and Organization Development Department supports the objectives behind the Accessibility for Ontarians with Disabilities Act (AODA) and the Ontario Human Rights Code. The City is committed to developing and sustaining an inclusive and accessible workplace that allows full participation of persons with disabilities in City of Kingston employment.

This report provides a summary of the City's recruitment and retention strategies and highlights activities and progress improvements. The recruitment and retention strategy aims to advance the City's goals to foster an organizational culture that champions employment equity.

Recommendation:

This report is for information only.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

**Neil Carbone, Commissioner,
Corporate Services**

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Lanie Hurdle, Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Paige Agnew, Commissioner, Community Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Brad Joyce, Commissioner, Transportation & Public Works	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required

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Options/Discussion:

The City of Kingston is committed to accessing talent from various candidate pools and recognizes the benefits of a diverse and inclusive work environment. Making accessibility a part of the City's culture can help to improve productivity, increase employee/job satisfaction and can increase the size of the skilled labour pool overall.

In Canada, people with disabilities make up nearly 3.8 million of the population and are the largest of all minority groups nationwide.

Under the guidance and support of the Municipal Accessibility Advisory Committee, the City can further look to develop its strategies and outreach activities in relation to providing services and programs for those with disabilities or accommodation needs.

Organization Design and Development

The Organization Design and Development division continues to provide mandatory training to all staff on important accessibility legislation and related policies (IASR - Integrated Accessibility Standards Regulation, The Ontario Human Rights Code and Accessibility for Ontarians with Disabilities Act (AODA), Code of Conduct Policy, Respect in the Workplace, Workplace Violence & Harassment). Unpaid volunteers and co-op students also cover similar material via the Contingent Worker handbook to ensure that information on accessibility is consistently shared across all those who provide services to the City of Kingston. As changes are applied, the courses and handbook are edited, republished, and volunteers retrained as required.

Organization Design and Development staff regularly conduct needs assessments with City departments to deliver customized and creative options to make engaging, accessible learning opportunities using a variety of strategies and tools. In 2022, we began to use a new learning content development tool with voice-over capabilities that reads out the content to the learner.

Participation in the Disabilities Mentoring Day took place in 2021, despite the constraints of the pandemic. Through this experience, we had an opportunity to meet, share and support an individual with interest in a career in Learning and Development. This experience was mutually beneficial, and we plan to participate in this program again in the future.

Disabilities Mentoring Day facilitates the pairing of job-ready persons with disabilities with companies that utilize the skills they have or are developing through training. The mentees gain insight from practicing professionals around job requirements, jobs duties and tasks and where mentee skill sets are a best fit.

Equity, Diversity & Inclusion (ED&I) has linkages to accessibility. We are also working with ED&I on initiatives to strengthen the workplace and contribute to the future growth of the City such as recent 2SLGBTQ+ Allyship & Awareness sessions for staff.

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Recruitment and Selection

All employment agreements provided to new hires reference the City's [Accommodating Disability Policy](#) that can be accessed through the internal intranet or hard copy through the recruitment and selection team. A total of 24 policies unique to Human Resources & Organizational Development have now been reviewed and updated with a lens to equity, diversity, inclusion & accommodation.

In addition, job applicants are notified at all stages of the recruitment and selection process (from time of application to the first day on the job) that accessibility accommodations are available if required.

The City has incorporated the following opening and closing statements for all job posts through its Applicant Tracking System.

Opening Statement

We acknowledge that the City of Kingston is situated on traditional Anishinabek (Ah-nish-in-ah-bay), Haudenosaunee (Ho-den-o-show-nee) and Huron-Wendat (huron-wen-dat) territory and is the home of many Indigenous peoples. We are grateful to reside and work on this land.

Kingston is a smart, livable city in the heart of eastern Ontario. Its stable and diversified economy includes global corporations, innovative start-ups and all levels of government. Kingstonians enjoy a high quality of life with access to world-class education and research institutions, advanced healthcare facilities, affordable living and vibrant entertainment and tourism activities.

We take our core values of Trust, Respect, Integrity and Pride seriously and apply these standards to everything we do. We foster a working environment that reflects our community's diversity and respects people's dignity, ideas and beliefs. The City of Kingston views diversity as its strength and encourages people from all backgrounds, including but not limited to women, racialized groups, Indigenous peoples, Persons with Disabilities and persons who identify as members *2SLGBTQ+ communities, to apply.

Closing Statement

Please inform us of any accommodations we need to make to ensure a barrier-free recruitment experience. Accommodations are available in accordance with the Ontario Human Rights Code (OHRC) and Accessibility for Ontarians with Disabilities Act (AODA) at any stage in the recruitment process. We are happy to provide more information if you email us at HRCity@cityofkingston.ca

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External Agencies & Partnerships

Since 2018, the City subscribes to Equitek Employment Equity Solutions (Equitek), a diversity outreach platform and broadcast service for Canadian corporations seeking to make their employment opportunities available to qualified job seekers from all of the underrepresented demographics across Canada. Equitek simultaneously works with many diverse groups across Canada and provides assistance to generate an applicant flow of diverse candidates through a proactive recruitment network. Equitek is a one stop comprehensive solution that seamlessly interacts with the City's applicant tracking system. Equitek has over 2 decades of experience in assisting corporations in generating an applicant flow of diverse candidates through a proactive recruitment network of Job Counsellor's, Job Coaches and Mentors located in community Employment Resource Centres.

In 2021, the City also embarked on a partnership with the Discover Ability Network (DAN).

DAN is a free online portal and resource that connects Ontario businesses directly to people with disabilities. The online portal connects the City of Kingston directly with persons with disabilities seeking employment and acts as a great resource for our Recruitment & Selection team where it can provide answers and advice related to the hiring and retention of employees with disabilities.

Recruitment staff collaborate regularly with other community agencies (i.e. KEYS, March of Dimes, Drake International, etc.) to connect people with disabilities who are potentially unemployed or underemployed to opportunities within the City of Kingston. Planning is underway to participate in in-person job/career related events locally and abroad once again. Over the past 2 years, City recruitment staff have participated virtually at post-secondary recruitment events along with local career fairs.

Participation in the YGK Virtual Job Fair and the Kingston Hiring Summit took place in 2022 with plans to attend the University of Ottawa, Queen's University, SLC and Centennial College career fair events in the fall of 2022.

Hiring Manager Interview Training

In 2021, further enhancements have been made to the City's Hiring Manager Interview Training program, moving it to a virtual platform in light of the Covid-19 pandemic. This has allowed for a much broader reach to all new and existing hiring managers who have not received this specific training. These sessions are co-led by our Recruitment & Selection team and our Learning & Development team and are intended to provide a robust overview of behavioural based interviewing, the legalities of interviewing, AODA and interview best practices overall. Training is offered on a regular basis throughout the year.

When a recruitment initiative is identified, a collaborate decision is made around the makeup of the interview panel, interview accessibility and accommodations, consistency in process, and

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questions asked during the recruitment & selection stage. Each candidate goes through the exact same process and are asked the same questions, including specific questions related to equity, diversity and inclusion.

Permanent & Temporary Accommodations

The City informs all employees of the policies and procedures used to support employees with disabilities, including procedures on disability management that outline the provision of job accommodations that take into account an employee’s accessibility needs due to disability. A return to work / accommodation process with related accommodation support is in place for employees returning to work due to a disability and requiring disability-related accommodations.

The City regularly meets as a group (recruitment and occupational health) to review individuals that require a permanent accommodation and work together to identify opportunities for placement within the corporation.

In 2022, a process around temporary accommodation has been established through a Temporary Accommodation Committee with the goal of pooling positions together for consideration when placing staff into a role on a temporary basis while they progress back to regular full-time employment in their home position.

Future Plans

A comprehensive review of the City of Kingston’s recruitment and retention strategies is currently underway with work being done related to a Talent Management Framework (TMF). Groups are currently being formed to review the current state of branding/attraction, recruitment, learning & career development, retention & total rewards and overall workplace culture & wellbeing all with a lens to equity, diversity, inclusion and accessibility.

The City’s recruitment team has future plans to further track hiring success rates across all underrepresented groups through its Applicant Tracking System (ATS). Opportunities for self identification during the application phase, live captioning in virtual interviews, providing interview questions ahead of time, providing standardized candidate instructions, etc. are all areas of focus as we continue to advance the recruitment and selection practice at the City.

Existing Policy/By-Law:

None

Notice Provisions:

None

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Accessibility Considerations:

None

Financial Considerations:

None

Contacts:

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Other City of Kingston Staff Consulted:

Debbie Radley, Supervisor, Organization Design & Development

Deanne Roberge, Director, Human Resources & Organization Development

Exhibits Attached:

None