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City of Winnipeg's Equity Office
Governance Model

Purpose

Working as an independent division within the Human Resource (HR) Services Department, the Equity Office (EO) provides leadership, commitment and accountability for sustainable and meaningful progress of the Council approved Equity, Diversity & Inclusion (EDI) Policy & Strategy. It will support the Public Service's achievement of the EDI Vision, Mission and Goals in alignment with the City of Winnipeg Strategic Plan, related Council priorities, and applicable human rights related strategies.

Equity Office Functions

- Visibly champion, implement and communicate the City's EDI Policy & Strategy.
- Create the governance structure for the EO.
- Create the foundational frameworks and terms of reference for EDI programs and initiatives such as the Professional Equity Networks (PEN).
- Lead the creation of the EDI Leadership Committee and oversee the work the Committee engages in.
- Consult with and support City Departments as they work toward achieving their EDI priorities consistent with the City's EDI Strategy.
- Develop resources for City Departments to use such as an EDI lens toolkit, employment program frameworks, and educational programming.
- Share information with, and solicit input from, the broader employee population, particularly equity employees (Indigenous, First Nations, Inuit and Red River Métis), Women, Racialized Peoples, Persons with Disabilities, Newcomers, and 2SLGBTQQIA+ Peoples, French-speaking (Francophone and Francophiles).
- Amplify the voices, needs, and interests of equity groups and City employees.
- Promote an organizational culture where EDI is built into operational excellence in support of the City's and Council's strategic direction and priorities.
- Support the work of the Human Rights Committee of Council (HRCC) as it relates to the Public Service.
- Provide advice and expert EDI guidance to leaders in the management & engagement of the City workforce, HR processes, and the workplace.
- Remain current, gather input, and provide advice on EDI issues, strategies, trends, and community/industry information.
- Source opportunities for EDI partnerships that elevate and complement the City's EDI Strategy & Policy.
- Report on progress and metrics through the annual Workforce Diversity Report and the Diversity Dashboard.
- Use EDI metrics to inform program creation and prioritize activities.
- Participate in and provide an EDI lens on City-wide departmental initiatives as needed.

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Equity Office Core Services

The Equity Office consults with and supports City Departments as they work toward achieving their EDI priorities. Currently, the EO focuses on three primary areas of work including: (1) Employment Programs, (2) Employee Education, and (3) Representative Workforce. In addition, the EO supports EDI strategic projects across all City departments as requested. This can also include new EDI related program creation or existing program/ strategy review with other city departments teams such as CMS, IRD, Accessibility, and Social & Sustainable Procurement.

With the current funding structure and fiscal constraints, the EO must be cautious to stay within this internal focus as resources and FTEs are limited. The EO recognizes that various Departments EDI projects may be scheduled over weeks, months or years. Current projects include:

Employment Programs	**Employee Education**	**Representative Workforce**

• Pre-Employment Programs
• Bridging, Supported and Internship Frameworks
• Supporting Department-led Talent Acquisition:
  ○ Targeted Recruitments
  ○ Career Fairs
  ○ Interview support
• Employment Systems Review, for e.g.:
  ○ Recruitment & Retention
  ○ Job Accommodation
  ○ Performance Management
• Supporting Departmental Reviews of Policies & Programs
• Connections and Partnerships with Community Stakeholders and Indigenous Rightsholders
	• Facilitation of Education for Staff, HR and Leaders
	• HRCC & EO Awareness & Action Series
	• Employee EDI Education for e.g., anti-racism, anti-oppression and cultural competency series
	• Special EDI & Human Rights Events
	• Supporting HR with the investigation process or employee outcomes through an EDI lens
	• Leading workshops and facilitating difficult conversations related to EDI as needed
	• Guidance or education to leaders on EDI
	• Communications support for topics associated with EDI. e.g. CAO messages to employees.
		• Diversity Dashboard detailing employee demographics
		• Annual and monthly reporting
		• Self-Declaration Questionnaire support and department assistance to encourage employee completion rates
		• Promoting a culture of inclusion and belonging through various initiatives
		• Leading the creation and framework for City-wide Professional Equity Networks (2 of 6 currently created).

Equity Office Composition

The EO consists of three positions currently reporting to the Director, Human Resource Services & the Equity Office:

1. Equity Officer Manager – 1.0 FTE
2. EDI Coordinator – 1.0 FTE
3. Equity Office Administrative Support (0.6)

There is currently an operating budget of $75,000 for the Equity Office.

EO Leadership & City Committee Involvement:

EDI Leadership Committee

The EDI Leadership Committee (Strategy item 1.3.3) will consist of a core group of internal stakeholders and rightsholders. Together, they will map out next steps for the City's EDI Strategy and help determine priorities when assistance is needed. They will participate in respectful community conversations and engagements while exhibiting cultural humility to improve EDI programs or services at the City. Together, this group will focus on ensuring there are programs across the City focused on improving the demographics of the workforce and supporting existing staff. Where required they will assist in identifying opportunities for City Departments to participate in EDI programs to ensure all City of Winnipeg Departments reflect the communities we serve. Terms of Reference will be developed by the Committee once established.

EDI Leadership Committee Membership

1. EO Manager
2. EDI Coordinator
3. Community Services Representative
4. SMT – Executive Team member
5. Department Representative – Emergency Services
6. Department Representative - Transportation & Utilities
7. Department Representative – All Other City Services
8. Senior HR Representative
9. IRD Representative

EO Community Advisors

The EO Community Advisors will be comprised of respected external stakeholders and rightsholders, including persons with lived experience and / or specialized expertise in the field of equity, diversity and inclusion to help guide the work of the EO and EDI Leadership Committee as needed. The EO Community Advisors will be chosen by City of Winnipeg EDI Leaders to provide advice to the Public Service.

Human Rights Committee of Council – City of Winnipeg Director Liaison
Director, Human Resource Services & Equity Office

Human Rights Committee of Council and Sub-Committees

1. Accessibility & Inclusion
2. Equity & Diversity (EO Representative – Bradley West

Internal Stakeholders and Rightsholders
Internal stakeholders and rightsholders are groups responsible for other human rights related strategies for the City. In addition to the EDI Policy & Strategy, these include:

1. Indigenous Relations Strategy
2. The Newcomer Welcome and Inclusion Policy & Strategy
3. The Poverty Reduction Strategy
4. Official Languages / French Language Services
5. The Universal Design Policy
6. Respectful Workplace, Code of Conduct, Conflict of Interest
7. Human Resource Programs & Administrative Standards
8. Social & Sustainable Procurement
9. OurWinnipeg 2045
10. City of Winnipeg - Corporate Strategic Plan

Equity Office Partners & Core Department Teams

City of Winnipeg has several Departments that consistently support EDI work in their own unique way to meet the needs of the City of Winnipeg. These teams often work together to support the EDI priorities in the Departments. That support can range from full partnership in events, offering feedback on documents, consultation on joint programs, consultation on projects, and EDI service design and implementation. The Core Department Teams, that partner with the EO regularly include:

- Community Services
- Indigenous Relations

- Universal Design & Accessibility (Asset & Project Management)
- Corporate Talent Acquisition Team
- Corporate Employee Development & Training Division

Unions & Employee Associations

The City of Winnipeg has approximately 10,400 employees, approximately 10,000 of those employees are represented by eight Unions and Associations. The Equity Office works with Labour Relations to ensure programs include a labour relations lens. Labour Relations and Union involvement may be requested by the EO to support education and presentation of EDI information to employees. The EO will support Labour Relations at bargaining, management meetings, and when considering, addressing, or implementing EDI related initiatives pursued through, and / or implemented after collective bargaining, as needed. City of Winnipeg Unions / Associations include:

1. Amalgamated Transit Union (ATU)
2. Canadian Union of Public Employees Local 500 (CUPE)
3. Manitoba Government Employees' Union (MGEU)
4. United Fire Fighters of Winnipeg, Local 867 of IAFF (UFFW)
5. Winnipeg Association of Public Service Officers (WAPSO)
6. Winnipeg Fire Paramedic Senior Officers' Association (WFPSOA)
7. Winnipeg Police Association (WPA)
8. Winnipeg Police Senior Officers' Association (WPSOA)

Professional Equity Networks

Professional Equity Networks (PENs) provide the forum and structure for equity employees to gather and provide key insights on their interests, which help inform the implementation of the Equity, Diversity & Inclusion (EDI) Strategy and other human rights related strategies. PENs create space for their members as they amplify equity employees' voices and raise awareness among all employees of the Public Service promoting education and belonging. PENs bring forward ideas to drive relevant changes in support of their members through initiatives and the assigned EO Liaison. PENs offer an additional support to staff which hopefully improve employee self-declaration rates, a sense of inclusion, and supports the recruitment and retention of diverse staff at the city.

The PENs identified include:

1. Women at Work Committee – Established 2020
2. Indigenous Employee Group – Established 2002, shifting to PEN Structure in 2023
3. 2SLGBTQQIA+ Peoples – Established December 2022
4. Racialized Peoples
5. Persons with Disabilities
6. Newcomers
7. French-Speaking Employees (Francophones, Francophiles)

The first three are currently in place or underway. The others will be scheduled as outlined by the Equity Office in the coming years. Other equity groups in support of any of the *Human Rights Code* protected characteristics may contact the EO to express interest in additional PEN opportunities. Refer to the EDI Policy for the list of Human *Rights* protected characteristics. *See Appendix A – PEN overview and structure.*

Community Partners

Relationships with key community partners representing equity groups in the community are an integral focus of the EO Governance Model. The equity groups include and are not limited to the following: Indigenous Peoples, Women, 2SLGBTQQIA+ Peoples, Racialized Peoples, Persons with Disabilities, Newcomers, French-Speaking Peoples (Francophones, Francophiles).

In the spirit of Reconciliation, we aim to align with an Indigenous Circle approach centering on relationships with Indigenous Rightsholders and Indigenous stakeholders. This focus on relationship first will frame how we engage with and seek opinion and input from Indigenous community partners. The Equity Office takes its lead from the Indigenous Relations Division as it relates to policy and strategy development, engagement, education, and programs that are EDI related and touch upon the Indigenous communities. The City is committed to constructive and respectful communication with the Red River Métis Nation, First Nations, and Inuit Rightsholders. Rightsholders in this context refers to both Treaty and Indigenous Rights, which were given constitutional recognition in Section 35 (1) of *The Constitution Act*, 1982. *See Appendix B for current list of community partners.*

Community Conversation, Opinion Gathering, & Engagement

Community conversation, opinion gathering, and engagement with internal and external stakeholders and rightsholders will be planned and coordinated with the assistance of the

Office of Public Engagement. The approach will be tailored as needed, with input from involved parties.

For the purpose of understanding the EO views, consultation is considered the approach as defined by Indigenous rightsholders. For instance, should the City engage in formal consultation and engagement with the Manitoba Métis Federation the Equity Office will promote full partnership per Resolution 8 which reads as follows:

1. Notice & Response
2. Funding & Capacity
3. Consultation & Engagement
4. Accommodations & Considerations

Therefore, the EO will only ever use the term consultation to describe engagement with First Nations, Red River Métis, and Inuit organizations as directed by the City of Winnipeg when that fulsome consultative process is to be initiated.

A modified **RACI** inspired Matrix model (Responsibility, Accountability, Communication/Collaboration, and Information), will be used to outline levels of involvement and decision-making for EDI Strategy implementation.

Responsibility

Roles that are responsible for:

- **Decisions**: these are roles responsible for creating the recommendation and background context
- **Process, function or action (timelines, resources)**: these are the roles responsible for ensuring the work is performed

Accountability

Role that is accountable is typically a single role who can approve a decision or authorize that the work performed is completed as expected, and reported to the EDI Leadership Committee in a timely manner

Communication/Collaboration

Roles that participate within the work or are contributors (i.e. subject matter experts, stakeholders, rightsholders, etc.)

- Focus is on fostering a long-term relationship including collaboration, Indigenous consultation or engagement and effective two-way communication

Information

Roles that are informed of progress where there is one-way communication followed by Q & A period and / or sharing information in a static process for e.g.: updates on the EDI Website

The matrices are used to help:

- Ensure appropriate and adequate communication occurs for specific roles
- Ensure appropriate levels of engagement
- Ensure work is distributed appropriately
- Ensure transparency and clear expectations of roles and responsibilities

The matrix will be used collaboratively with all supports identified in the EDI Strategy for each strategic action / project.

For example: A high priority strategic action item is the creation of an EDI Lens Tool. This tool will be used by the EDI Leadership Committee and other groups to create or analyze systems, programs, products, services, etc. to ensure they are responsive to diverse needs and interests.

EDI Lens Tool, Strategic Action 1.1.1

Activity	Director EO	EDI Mgr	EDI Coord	Internal S& R	Unions	HRCC Sub Comms	PEN	Comm Partners
Research EDI Lens Tools	A	R	R	R	I	I	I	I
Define Purpose & Analyze Core Elements	A	R	R	R	C	C	C	C
Review of Proposed Format	A	R	R	R	C	C	C	C
Final EDI Lens Tool	A	R	R	R	I	I	I	I

Communication Plan

Communication plans will be developed with the assistance of Corporate Communications and in alignment with the EDI Policy & Strategy and associated projects and initiatives.

Change Management Plan

Change management plans will be developed using current City of Winnipeg processes and in alignment with the EDI Policy & Strategy to help promote leadership accountability and engagement.

Records Management

Records management plans will be developed and utilized in consultation with the Privacy Office aligning with City of Winnipeg Administrative.

http://citynet/clerks/docs/archives/born-digital-archival-records.stm

Governance Model Review

Annually for the first five years (2023-2028), and bi-annually thereafter.

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Appendix A

City of Winnipeg – Equity Office
Professional Equity Networks

1. Introduction

The City of Winnipeg's Equity Office has led the creation of Professional Equity Networks (PENs) and created a Framework which outlines the scope within which PENs will function to support the Equity, Diversity & Inclusion (EDI) Policy & Strategy, employees, and the organization. PENs are key for the long-term support of employees and sustainable success of the City on our Journey of Reconciliation, Inclusion, and becoming a Human Rights City.

2. Purpose

Professional Equity Networks (PENs) provide the forum and structure for equity employees to gather and provide key insights on their interests, which help inform the implementation of the Equity, Diversity & Inclusion (EDI) Strategy and other human rights related strategies. PENs create space for their members as they amplify equity employees' voices and raise awareness among all employees of the Public Service promoting education and belonging. PENs bring forward ideas to drive relevant changes in support of their members through initiatives and the assigned EO Liaison. PENs offer an additional support to staff which hopefully help improve employee self-declaration rates, a greater sense of inclusion, and support the recruitment and retention of diverse staff at the City.

3. Structure

Terms of Reference (TOR) are developed by each PEN. The following items apply to all:

- Terms of Reference are reviewed every other year.
- Committee positions are posted on CityNet.
- PEN are assigned an EO Liaison, and to the extent possible their own Executive Sponsor, and support of a Council Advisor.
- PEN activities are aligned with the EO governance model and EDI Policy & Strategy.
- Scheduled meetings occur approximately every two months and employees need permission to attend as needed.
- An annual priority planning meeting is organized and led by the EO in collaboration with PEN Committees.
- Meetings, work, and activities are documented and stored in SharePoint, with full EO access.

- Outreach to City employees is done only via EO Liaison and only to employees who identified on the self-declaration questionnaire in PeopleSoft that they were open to being contacted.

4. Strategic Alignment

PENs align with and inform implementation of EDI and other human rights related strategies as follows:

- Provide the forum and structure for equity employees to gather and share key insights on their interests and experiences.
- Create space for members as they amplify equity employees' voices and raise awareness among the employees of the Public Service.
- Bring forward ideas to drive relevant changes in support of their members through initiatives and the assigned EO Liaison.
- Offer an additional support to staff which helps improve employee self-declaration rates, and the recruitment and retention of diverse staff.
- Help the City to understand and improve the work environment thereby fostering a more inclusive workplace culture and offering additional psychological and cultural safety to employees.
- Promote networking, professional development, and help to build a true sense of belonging within the Public Service.

5. PEN Committee contributions are shared across the City

- Web presence on the City's EDI website
- Committee vacancy opportunities posted on CityNet
- Events on the City's EDI calendar of events
- Activities included in the annual EDI & Workforce Diversity Report which is presented to the Human Rights Committee of Council, Executive Policy Committee, and City Council.

6. PEN Timeline

New PENs are scheduled to be introduced over a period of time to ensure sustainable progress of each group as follows:

- Women at Work Committee Q2 - 2020
- 2SLGBTQQIA+ [Gender & Sexual Diversity] Employees Q4 - 2022
- Indigenous Employees Group Q2 - 2023
- Racialized Employees Q4 - 2023
- Employees with Disabilities Q2 - 2024
- Newcomer Employees Q4 - 2024
- French- Speaking Employees [Francophones, Francophiles] Q2 - 2025

7. PEN Governance Structure

Each PEN will include the following (to the extent possible):

EO Liaison who is the primary source of support for the PEN, accesses information, and provides information needed to support the PEN.

Executive Sponsor who supports the PEN, helps to remove barriers, promote messaging and discusses issues raised by PENs at the Senior Management Team level.

Council Advisor will attend meetings and special events as invited; helps to amplify and promote PEN messaging to Council and other networks, as requested; and supports relevant recommendations put forth by the PEN via EO Liaison.

a. Executive Sponsor and Council Advisor will be determined at the recommendation of the EO, and in cooperation with the CAO Office and the Director, Human Resource Services & Equity Office.

Committee composition must include:

- **Chair:** liaises with the EO, representing members' views, interests and needs in support of EDI Strategy implementation and to present the PEN's recommendations.
- **Administrative Lead:** schedules meetings, prepares agenda and meeting minutes and adheres to records management protocols.
- **Other roles** may include Researcher, Treasurer (as approved by EO), Awareness Series Lead and any other role deemed necessary to fulfill the PEN's vision, mission and objectives.

Formal recognition of employees' active contributions to a PEN can be requested from the EO Liaison should it be requested as part of their performance evaluation. PEN committee members make important contributions and strengthen valuable skills (leadership, cultural competency, EDI competencies, communication, and influencing) in their involvement of the PEN.

Members at Large: equity members and allies

PEN Terms of Reference may include the following elements:

- PEN Name
- Vision, Mission, Goals
- Committee Leadership Structure, Roles and Responsibilities
- Recruitment, Onboarding and Succession Plans
- Annual Priority Planning, Metrics & Budget allocation.

Communication & Records:

- MS Office 365 (meetings, formal documentation, records management)
- Meetings held on MS Teams primarily
- Website (EDI Website Page(s)
- Outreach to PEN members
- Communication support to promotion various Awareness Events
- Updates to and from Executive Sponsor and the EO
- PEN reports are submitted to the EO for approval first, and then the Executive Sponsor for review and to be finalized
- Committee Chair provides PEN reports to the EO to be approved and included in the Workforce Diversity Report to HRCC, EPC and Council, and once accepted as information, reports are posted on PEN website
- Progress reports are submitted to Executive Sponsor and EO Liaison. Updates are posted to the website to promote transparency.
- If resulting recommendations and action plans include a need for additional funding, PENs will work with EO to prepare appropriate Briefing Notes / Administrative Reports for Executive Sponsor to request support.

Awareness Series Plan:

- EDI Awareness Series participation or attendance
- Human Rights Committee of Council & Equity Office Awareness & Action Series (sponsored by HRCC, led by EO)
- Collaboration with other PENs on intersectional topics

Committee Meetings

- Schedule – formal priority planning and team building meetings (on work time).

- Schedule – informal gatherings (optional, on personal time, for e.g. movie watching party or participating in a community event on the weekend)
- All efforts are made to keep committee meetings within the time commitments made. Any additional meetings or requests for time away from the workplace must be approved by the committee member's supervisor.

Resources:

- CCDI's Employee Resource Group Toolkit
- Understanding Employee Resource Groups: A guide for Organizations
- Starting your Employee Resource Group: A Guide for Employees
- Recognizing and Rewarding the work of Employee Resource Groups
- Executive Sponsors Fuel High-Performing ERGs

We remain committed to supporting all employees. Please contact the Equity Office team should you have any questions regarding PENs or the Equity Office at the City of Winnipeg.

Respectfully,

Bradley West
Manager, Equity Office
bwest@winnipeg.ca

Diane Burelle
EDI Coordinator
dburelle@winnipeg.ca

Appendix B – List of Community Partners (Alphabetical Order)

1. Accueil Francophone
2. Amik.ca (Professional Indigenous Engagement Services)
3. Assembly of Manitoba Chiefs
4. Association des municipalités bilingues du Manitoba
5. Aurora Family Therapy Centre
6. Black History Manitoba
7. Canadian Council on Rehabilitation & Work (CCRW)
8. Canadian Heritage, Multiculturalism and Anti-Racism Branch
9. CNIB Frontier Accessibility Solutions Western Canada
10. Congress of Black Women of Manitoba
11. Conseil jeunesse provincial
12. Deaf Centre Manitoba
13. Employment Services Manitoba
14. End Homelessness Winnipeg
15. Federal Indigenous Relations
16. Immigrant Centre
17. Immigration Partnership Winnipeg
18. IRCOM
19. Le Collectif LGBTQ2E*
20. Manitoba Association of Newcomer Serving Organizations (MANSO)
21. Manitoba Human Rights Commission
22. Manitoba Keewatinowi Okimakanak (Northern Chiefs)
23. Manitoba League of Persons with Disabilities
24. Manitoba Métis Federation
25. Manitoba Start
26. Manitoba Women's Advisory Council
27. Mosaic Newcomer Family Resource
28. Neeginan Centre Inc.
29. Pride Winnipeg
30. Province of Manitoba Diversity and Equity Branch
31. Province of Manitoba Multiculturalism Secretariat
32. Rainbow Resource Centre
33. Reaching E-Quality Employment Services (REES)
34. Ready, Willing & Able, Inclusion Canada
35. Réseau in immigration francophone du Manitoba
36. SCE Lifeworks
37. SEED Winnipeg, Inc. Supporting Employment & Economic Development

38. Sioux Valley Dakota Nation
39. Southern Chiefs Organization
40. Success Skills Centre
41. Sunshine House
42. Treaty No. 1 Nation
43. Tunngasugit (Winnipeg Urban Inuit)
44. Two-Spirited Peoples of Manitoba, Ltd
45. Union nationale métisse Saint-Joseph du Manitoba