HALIFAX

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Item No. 13
Halifax Regional Council
May 23, 2023

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY:

Original Signed
_____

Cathie O'Toole, Chief Administrative Officer

DATE: May 17, 2023

SUBJECT: **Safe Workplace Update Q3-Q4 2022-23**

INFORMATION REPORT

ORIGIN

On December 3, 2019, Regional Council passed the following motion:

MOVED by Councillor Karsten, seconded by Councillor Nicoll

THAT Halifax Regional Council:
1.   Amend its June 19, 2018 resolution to require a semi-annual reporting schedule for Safe Workplace updates (Q1/Q2 and Q3/Q4) rather than quarterly reporting; and
2.   That the semi-annual reports include the following information:
   - The type of harassment complaint made under the Policy
   - The method of conflict resolution employed
   - Number of active files

MOTION PUT AND PASSED

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter, subsection 34(1), as follows:
Council and Chief Administrative Officer Relationship
34   (1)   The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

BACKGROUND

On June 19, 2018, Regional Council passed the following motion:

MOVED by Deputy Mayor Mason, seconded by Councillor Mancini:

THAT Halifax Regional Council expresses support for the actions and response from the Chief Administrative Officer, June 11, 2018, regarding HRM's commitment to a safe workplace, responding to the Employment Systems Review and the Human Rights Commission report, and;

That the Chief Administrative Officer be directed to provide quarterly public progress reports to Regional Council, subject to the appropriate redaction of personal information on the following:

1.   the findings of the external HR consultant regarding HR processes, procedures and implementation;
2.   a plan to implement the recommendations of the consultant;
3.   results to date and issues that may be identified during implementation of both the ESR review and the external HR consultant reports;
4.   open and completed harassment and discrimination complaints involving workplace bullying, sexual harassment and race both through regular HR processes and the newly established hotline, and;
5.   with quarterly reports to begin no later than September 2018.

On December 3, 2019, Regional Council amended the June 19, 2018, motion to require a semi-annual reporting schedule and to require the reports to include the type of harassment complaint made under the Policy, the method of conflict resolution employed, and the number of active files (see origin section for wording of the motion).

DISCUSSION

In accordance with Regional Council's direction, the following information provides a semi-annual update for the period from October 1, 2022 to March 31, 2023 on the Employment Systems Review (ESR) and the external HR consultant (KPMG) review of processes, procedures, and plans to implement the recommendations of the consultant; results to date and issues that may be identified during implementation of both the ESR review and the external HR consultant reports; open and completed harassment and discrimination complaints involving workplace bullying, sexual harassment and race, both through regular HR processes and the CAO's hotline.

Employment Systems Review (ESR) Report

The Employment Systems Review (ESR) Report is located on HRM's website as follows: ESR Report.

The report, dated January 16, 2016, includes 90 recommendations. Of the 90 recommendations, 89 were accepted by the organization at the time of the publication of the report.   A complete list of the recommendations and their status as of March 31, 2023, is attached as Appendix A.

As of March 31, 2023, 77 recommendations have been completed. The organization has supporting evidence on each of the completed recommendations to confirm its completion.

Of the remaining recommendations, eight (8) are actively in progress and will be completed with the implementation of the following initiatives:

- Employment Equity Program document (recommendation #2)
  - Current status - program is in draft form; anticipated completion is June 30, 2023.

- Duty to Accommodate policy & supporting materials (recommendation #54, 56, 59, 60, 61)
  - ➢ Current status - in draft form; anticipated completion is June 30, 2023, with a roll-out to follow.
- Formalize the exit interview annual reporting process (recommendation #79)
  - ➢ Current status - reporting process is in draft form; anticipated completion is June 30, 2023.
- Respectful Workplace Program (recommendation #65)
  - ➢ Current status - in draft form; anticipated completion is June 30, 2023, with a roll-out to follow.

When the report was initially produced, recommendation #2 was not accepted by the organization. In 2023, the Auditor General's report on Management of Respectful Workplaces recommended that, "*If management does not plan to implement certain recommendations, this should be documented and communicated to Regional Council as appropriate.*" In accordance with this recommendation, there are an additional four (4) ESR recommendations that will not be implemented and have been marked as Not Accepted in Appendix A. The rationale for each of these is as follows:

Recommendation # 3: *It is recommended that a senior leader within MOPS be identified as responsible for implementing the Employment Equity Policy and reporting to Council annually on the program's activities, achievements, and outcomes.*

Rationale for not completing this recommendation:

- The Employment Equity Policy is a corporate policy with specific responsibilities for the CAO, Human Resources, the Office of Diversity & Inclusion/ANSAIO and all business units. Updates on the program's activities, achievements, and outcomes are reported on at a corporate level and not by specific business units.

Recommendation # 64: *It is recommended that a restorative plan be developed and implemented to change and heal the workplace and bring a closure to past grievances so that all employees are able to move forward together.*

Following the release of the ESR report, some work was done to address this recommendation. Business unit leaders, in conjunction with the D&I/ANSAIO office, held Town Hall meetings with employees to review the recommendations, to outline the employer's plan to prioritize and implement the recommendations and to give employees the chance to ask questions. Notes from the meetings, including responses to the questions asked, were circulated to all employees following the meetings.

Also, a Diversity & Inclusion Committee was created, consisting of members from the underrepresented groups outlined in the Employment Equity Policy. The Committee held meetings and developed a Terms of Reference, but ultimately disbanded due to insufficient interest from employees.

The work that was done does not constitute a restorative plan as outlined in recommendation #64; therefore, this recommendation cannot be marked as Complete. There is no intention on developing such a plan for the following reasons:

- The report was written after an assessment of the Municipal Operations (MOPS) division of the Transportation & Public Works (TPW) business unit. MOPS is no longer a division within HRM. A realignment took place around the time of the ESR report that split the work of the former MOPS unit between two business units - TPW (now Public Works) and Parks & Recreation. While many of the employees continue to work for the organization, there has also been turnover of leaders and employees over the years since the report was issued.
- Rather than looking back on issues that pre-date the ESR report, which are now over seven years old, we have chosen to focus on informal and formal restorative options as situations arise.

- The Workplace Rights Harassment Prevention Policy, updated in 2017, includes restorative practices as an available tool to address complaints and has been utilized in various instances since the implementation of the policy.

Recommendation # 71: *It is recommended that the workplace culture survey recommended elsewhere in this report be used as a metric through which to measure the extent to which supervisors and managers are creating respectful work environments, and that this information be included as part of their performance appraisal.*

Rationale for not completing this recommendation:
- Data from the Employee Engagement Survey tool is produced at a business unit level and does not provide specific data on any particular supervisor or manager that can be included as part of their performance review. Data is gathered at a high level to encourage all employees, including those in small work groups, to feel comfortable participating in the anonymous survey.

Recommendation #85: *It is recommended that MOPS develop a Diversity and Inclusion Plan, with input from employees, which is supported by appropriate financial and human resources. The activities in the Plan should include, but not be limited to, implementing the recommendations made in this report.*

Rationale for not completing this recommendation:
- The Office of Diversity & Inclusion/ANSAIO is an internal resource to oversee the organization's diversity and inclusion initiatives at a corporate level. It is not recommended that financial and human resources are allocated to a specific work group of HRM to take on this responsibility.

External Review (KPMG Report)

HRM, through a request for proposals, secured an external consultant (KPMG) to undertake a comprehensive review of HR policies, programs and organizational practices that support a safe, healthy, diverse, inclusive and harassment-free environment. The review also included the mechanisms that support it, such as conflict resolution processes and procedures, communications and messaging to employees, employees/managers' roles/accountability in maintaining a harassment, discrimination-free and respectful workplace, training to support the policy and program, as well as any information, technology, operational or structural changes that might be required.

The Human Resources Processes and Practices Review report was presented to Regional Council on January 28, 2020 (Item 15.1.2). Specific recommendations were directed to be implemented and an update on the status was provided at the January 11, 2022 meeting (Information Item No. 2).

Of the 31 recommendations contained in the report, 26 were accepted by the organization. A complete list of the recommendations and their status as of March 31, 2023, is attached as Appendix B.

As of March 31, 2023, 23 recommendations have been completed. The organization has supporting evidence on each of the completed recommendations to confirm its completion.

The remaining recommendations are actively in progress and will be completed as follows:

- **Recommendation #5** - *Conduct annual review of employee diversity in the succession planning process to increase gender and non-gender diversity at the leadership level, and then all levels of the organization over time, and take corrective action where gaps/opportunities exist.*
  - Current status - A revised Succession Planning process was recently launched for Non-Union employees. The Employee Career Path Interview Guide has a voluntary self-identification section. Once the program has been fully implemented in the organization, there will be a tracking of this data.

- **Recommendation #15** - *Clarify the scope of the Workplace Violence Prevention Corporate Procedure, update the EHSM system to be more user-friendly, clearly outline the responsibilities of all stakeholders involved, and track mandatory H&S training of employees*.
  - ➢ Current status - The Workplace Violence Policy and Procedure will be incorporated into the Respectful Workplace Program; anticipated completion is June 30, 2023, with a roll-out to follow; EHSM system refresh is currently with ICT business unit; health and safety training modules are available now online for all employees and leaders to access with data available on uptake.

- **Recommendation #17** - *Further simplify the conflict resolution process and create and monitor refresher training in conflict management/resolution for managers and supervisors. Ensure training focuses on teaching managers and supervisors how to approach difficult conversations, disputes, and how to support employees.*
  - ➢ Current status - Respectful Workplace Program in draft form (will include updated training requirements); anticipated completion is June 30, 2023, with a roll-out to follow.

Open and completed harassment and discrimination complaints

As noted previously, the *Workplace Rights Harassment Prevention Policy* supports Halifax Regional Municipality in its commitment to provide a harassment-free environment where all persons are treated with dignity and respect. The Policy addresses harassment based on prohibited grounds of discrimination specified under the *Nova Scotia Human Rights Act*. These grounds consist of age, race, colour, religion, creed, sex, sexual orientation, gender identity, gender expression, physical or mental disability, irrational fear of contracting an illness or disease, ethnic, national or aboriginal origin, family status, marital status, source of income, political belief, affiliation or activity, and an individual's association with another individual or class of individuals having the characteristics of any of the prohibited grounds. This Policy also extends to other forms of harassment not linked to a prohibited ground.

Complaints Filed

Between October 1, 2022 and March 31, 2023, there were **nine (9)** formal harassment complaints filed under the Workplace Rights Harassment Prevention Policy, as follows:

    Personal Harassment – 5
    Poisoned Workplace – 2
    Racial Harassment – 1
    Sexual Harassment – 1

Complaints Resolved

Between October 1, 2022 and March 31, 2023, there were **eight (8)** harassment complaints resolved, including those initiated in prior years. They are as follows:

    No Further Proceedings under the *Policy* – 4
    Investigation – 3
    Alternative Dispute Resolution –1

Current Active Complaints

Total of active harassment complaints as of March 31, 2023 – **two (2)**

FINANCIAL IMPLICATIONS

There are no financial implications associated with this information report.

COMMUNITY ENGAGEMENT

No community engagement was required.

ATTACHMENTS

Appendix A - ESR Recommendations
Appendix B - KPMG Recommendations

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Laura Nolan, Director, Employee Relations, Human Resources 902.225.6720

Appendix A- Complete List of ESR Recommendations and Status as of March 31, 2023

#	Recommendation	Status
1	It is recommended that HRM update its Employment Equity Policy to identify the roles and responsibilities of the CAO, Human Resources, Diversity and Inclusion Office, leaders and others in implementing the policy, identify the activities that must be undertaken to implement this policy, and require that the organization report to Council annually on the implementation of the policy and the results achieved.	Complete
2	It is recommended that HRM follow through on its stated commitment to Employment Equity by developing, implementing, appropriately resourcing and monitoring an Employment Equity Program. The Employment Equity Program should model the federal requirements for employment equity, including collecting and analyzing workforce data and focusing efforts to address areas of under-representation.	In Progress
3	It is recommended that a senior leader within MOPS be identified as responsible for implementing the Employment Equity Policy and reporting to Council annually on the program's activities, achievements, and outcomes.	Not Accepted
4	It is recommended that the Managers Toolkit provide specific guidance to managers on how to achieve the organization's objectives of increasing the representation of the Employment Equity Designated Group and immigrants.	Complete
5	It is recommended that the Hiring Practice be updated to: • Reference the Employment Equity Policy and the organization's commitment to creating a diverse workforce that reflects the community served • Identify diversity as a consideration in hiring, and • State the organization's commitment to meeting its obligations under the Human Rights Act to be non-discriminatory and to provide accommodation throughout the hiring and selection process	Complete

#	Recommendation	Status
6	It is recommended that HRM take further steps to ensure that hiring decisions are not influenced by nepotism, by: • Expanding the definition of nepotism to also include individuals with whom an employee has a close personal relationship • Identifying the attempt to improperly influence another employee to hire one's immediate family or someone with whom they have a close personal relationship with as nepotism • Specifying that employees are not permitted to participate in or influence the hiring or placement of a member of their immediate family or someone with whom they have a close personal relationship, including being involved in screening resumes, interviewing, or in making or influencing the hiring decision • Identifying nepotism as a conflict of interest • Identifying someone to which violations of this policy can be reported • Specifying consequences for the violation of this policy.	Complete
7	It is recommended that those involved in the hiring process be held accountable for ensuring a process free from nepotism by requiring that they sign a statement to that effect and that the signed statement be maintained in the competition files.	Complete
8	It is recommended that HRM work with CUPE Local 108 to develop a Letter of Understanding or clause that reflects a joint commitment to Employment Equity, diversity and inclusion.	Complete
9	It is recommended that the Manager's Quick Start Checklist for Staffing (Plan for Staffing) be revised to include the following: • The need to conduct outreach recruitment when advertising the job to ensure a diverse applicant pool • The need to provide accommodation during the hiring and selection process based on any human rights protected ground *How to consider diversity when making the final hiring decision	Complete
10	It is recommended that HRM reword the educational requirements for manual jobs to reflect the level of education needed to successfully enter the position	Complete

#	Recommendation	Status
11	It is recommended that HRM find a reliable and consistent method to notify existing employees about job openings.	Complete
12	It is recommended that HRM allow existing employees to apply to job openings through a means other than the online Applicant Tracking System.	Complete
13	It is recommended that the HRM Employment webpage be updated to include job seekers with information for newcomers to support their ability to secure employment with HRM, including how to get their foreign-earned credentials assessed.	Complete
14	It is recommended that the Human Resources Department develop and implement an outreach recruitment strategy that provides some or all of the following activities: • Advertising individual jobs or employment programs, or guiding the public to HRM's website, through community and ethnic newspapers and websites and church bulletins • Sharing job ads with community and employment agencies that support job seekers from diverse communities, backgrounds and identities • Holding open houses to showcase jobs within MOPS and providing information to potential applicants about the application and selection process • Sharing information with high schools about jobs with MOPS and public service in general through Career Days and other relevant activities • Participating in job fairs held by community agencies and educational institutions.	Complete
15	It is recommended that HRM analyze the self-identification data to determine whether barriers to hiring a more diverse MOPS workforce exist at the pre-application stage (e.g. assess the extent to which members of diverse communities apply to job openings) or whether members of these communities do apply but are not successful in the selection process. This analysis will help to focus its efforts to diversify the workforce	Complete
16	It is recommended that when engaging head-hunters, HRM instruct them to seek out and include on the shortlist qualified Aboriginal, disabled, racially visible and female candidates.	Complete
17	It is recommended that job seekers be informed that HRM will accept resumes by email and that this information be prominent on the Employment page of the website and on each job ad.	Complete

#	Recommendation	Status
18	It is recommended that HRM update the self-identification section of the online application form to: • Allow job candidates to self-identify as belonging to more than one group • Allow for the collection of disaggregated race-based data • Allow for the collection of data of data on immigrants • Provide definitions to allow for accurate self-identification.	Complete
19	It is recommended that the Managers Toolkit provide examples for hiring managers about what accommodation may be required in the hiring and selection process.	Complete
20	It is recommended that the accommodation statement be updated to ensure that job applicants understand that accommodation will be provided based on any human rights protected ground, including disability, family responsibilities, and religion.	Complete
21	It is recommended that the FAQs section of the Employment webpage answer the question, "What is accommodation?" and provide examples to help job applicants understand whether they should be requesting accommodation.	Complete
22	It is recommended that HRM require that the blind scoring of tests be the standard practice of the organization and be reflected in the Managers Toolkit and other written documents to support the hiring process.	Complete
23	It is recommended that HRM incorporate testing of new employees to ensure that they are able to meet the physical demands of the job.	Complete
24	It is recommended that Human Resources include at least one woman, Aboriginal person, or racially visible person on the interview panels to diversify the interview panels. This may mean including someone from the Diversity and Inclusion Office or a supervisor or manager from another HRM business unit on the panels.	Complete
25	It is recommended that all interviews include a question to assess the candidate against the Valuing Diversity competency, particularly when interviewing for leadership positions.	Complete

#	Recommendation	Status
26	It is recommended that all interview questions be closely linked to the assessment of the skills and abilities of the candidate as it relates to the job. Questions asked to get candidates to review their knowledge and qualifications could be restructured to support candidates to review their resume or work history as it relates to the knowledge and skills needed for the job.	Complete
27	It is recommended that the Managers Toolkit and other related materials, indicate that those on the interview panel are required to take notes during an interview. These documents should provide guidance with respect to the completeness of these notes.	Complete
28	It is recommended that interview panel members be instructed to score the candidate's responses to each question independently, prior to coming to a consensus with the other panel members.	Not Accepted
29	It is recommended that the wording for the rating scale be changed to refer solely to the candidate's skills and abilities to perform the duties of the job.	Complete
30	It is recommended that the 21 recommendations made from the 2014 Summer Employment Review be implemented to improve the recruitment and selection process.	Complete
31	It is recommended that MOPS use the student hiring program and the hiring of new seasonal employees to diversify its workforce and that a certain number of these positions be designated for this program, e.g. 25-50%.	Complete
32	It is recommended that a student exit survey be used to determine the extent to which students from diverse communities, backgrounds and identities have access to summer positions within MOPS and to identify any issues or challenges they experienced during their employment with HRM.	Complete
33	It is recommended that a review of the recall process, including a survey of seasonal employees, be conducted to identify and resolve issues associated with recalling seasonal employees	Complete
34	It is recommended that the Reference Checks and Security Checks Policy specify the number of references to be checked for internal and external candidates.	Complete
35	It is recommended that the reference checks include a question to assess the job candidate's ability to work effectively in a diverse workforce and with a diverse client population.	Complete
36	It is recommended that 360 Reference Checks be conducted when hiring for supervisory and leadership positions.	Complete
37	It is recommended that 360 Reference Checks include questions pertaining to the candidate's ability to manage a diverse work team and ability to understand and meet the needs of a diverse client population.	Complete

#	Recommendation	Status
38	It is recommended that managers be provided with information on and support to assess "suitability" and "fit" and not violate the Human Rights Act.	Complete
39	It is recommended that job seekers only be asked about criminal convictions when it is a bona fide occupational requirement	Complete
40	It is recommended that hiring managers be provided with guidance on how to ensure that consideration of an employee's attendance record in the hiring process does not violate the Human Rights Act.	Complete
41	It is recommended that Human Resources ensure that attendance records are checked as part of the selection process, as stated in the Reference Checks and Security Checks Policy.	Complete
42	It is recommended that Human Resources, in cooperation with the Diversity and Inclusion Office, provide guidance to managers on how to make hiring decisions that support the organization's commitment to Employment Equity and diversifying the workforce.	Complete
43	It is recommended that the Managers Toolkit provide guidance to managers to ensure that they are assessing candidates based on their qualifications, skills and abilities to do the job, and not personality, or cultural background.	Complete
44	It is recommended that all those involved in the hiring process be provided with training to help them understand unconscious bias, how it impacts the hiring process, and how they can minimize the impact of their biases in the hiring process.	Complete
45	It is recommended that the hiring decision for all positions, including leadership positions, be transparent and that a record of decisions remain in the competition file	Complete
46	It is recommended that Human Resources communicate with those involved in the hiring process the need to maintain complete competition files and follow up to ensure that all files are complete.	Complete
47	It is recommended that hiring managers and/or Human Resources staff be provided with guidance on how to appropriately conduct a debrief session for employees who are not successful in a job competition, and that employees be informed that they have the right to ask for and receive a debrief session after a competition.	Complete
48	It is recommended that HRM regularly communicate with MOPS employees about the hiring process, including any changes to the process, to strengthen their confidence that HRM has a fair and bias-free process that supports the equitable assessment of candidates from all communities, backgrounds and identities.	Complete
49	It is recommended that MOPS ensure that training opportunities are communicated to all employees, including technical training and corporate training courses, to ensure all employees know about and are able to express an interest in participating in these opportunities	Complete

#	Recommendation	Status
50	It is recommended that MOPS report annually on the number and demographic composition of employees who have taken training and which training opportunities they have taken, e.g. technical training and corporate training courses, to assess the extent to which there is equitable access to these training opportunities	Complete
51	It is recommended that Human Resources work with the Diversity and Inclusion Office to develop a leadership development program for African Nova Scotians to ensure that they have the training, knowledge, and skills needed to be successful in a supervisory position.	Complete
52	It is recommended that HRM develop a strategy to remove the apparent barriers to African Nova Scotian employees advancing within the organization and increase their representation in supervisory and management positions. This strategy might include a mentoring program, increasing access to training and temporary opportunities, ensuring that equal numbers of racially visible and White employees are interviewed for supervisory positions, bias awareness training for those conducting these interviews, and a leadership development program for African Nova Scotians.	Complete
53	It is recommended that development of succession plans or mentorship programs in MOPS be done through an equity and diversity lens to ensure no barriers to participation for the under-represented groups and that these programs be used to support the advancement of under-represented groups within the business unit.	Complete
54	It is recommended that HRM develop an Accommodation Policy with procedures to ensure that it meets its obligations to provide accommodation to current and prospective employees based on any human rights protected ground. It should be noted that the policy applies to all employees, including seasonal employees and students.	In Progress
55	It is recommended that HRM and CUPE 108 negotiate a Memorandum of Understanding that addresses the duty to accommodate employees based on any human rights protected ground.	Complete
56	It is recommended that the HRM do more to educate managers and employees about the duty to accommodate and the rights and responsibilities of employees, supervisors, managers and the organization, through information sessions, information on the HRM's intranet, employee orientation and documentation, and printed materials. It is also important to emphasize that accommodation is part of HRM's legal obligations and failure to accommodate is a violation of the Human Rights Act.	In Progress
57	It is recommended that HRM better educate and support supervisors to ensure that employees, particularly seasonal employees, are able to better balance work/life responsibilities and are provided with accommodation to meet family responsibilities.	Complete

#	Recommendation	Status
58	It is recommended that HRM update its bereavement leave policy to include foster-relationships and other informal parent-child relationships, and to address the needs of immigrants who need to travel in the event of a death in the family.	Complete
59	It is recommended that HRM develop a Religious Accommodation Policy that supports the organization's legal obligation to provide religious accommodation, short of undue hardship.	In Progress
60	It is recommended that accommodation training, procedures and guidelines developed for supervisors and managers also include information to help them meet their duty to accommodate based on religion, including religious dress, scheduling shifts, time off for religious observances, providing prayer space, etc.	In Progress
61	It is recommended that information be developed (e.g. an Employee Guide to Accommodation) to inform employees about their rights and responsibilities with respect to accommodation in the workplace (based on any human rights protected ground) and include information on their right to confidentiality and who to contact should they feel that they have not been appropriately accommodated.	In Progress
62	It is recommended that appropriate resources be allotted for intake and investigation of workplace harassment and discrimination complaints, so that employees can immediately be provided with information about their rights, and that investigations can immediately begin and be completed within 90 days, with investigations going beyond that only in extraordinary circumstances.	Complete
63	It is recommended that emphasis be placed on restorative justice when handling issues of workplace harassment, to help the workplace heal and not further deepen racial divides in the workplace. As such, when management is deciding on what course of action to undertake upon completion of an investigation, someone with human rights expertise should be consulted.	Complete
64	It is recommended that a restorative plan be developed and implemented to change and heal the workplace, and bring closure to past grievances so that all employees are able to move forward together.	Not Accepted
65	It is recommended that HRM develop and implement an awareness campaign to ensure that all employees understand their right to a workplace free from violence, harassment and discrimination, and who to contact for more information or to make a complaint.	In Progress
66	It is recommended that HRM demonstrate its commitment to creating LGBTQ positive spaces by implementing a positive space initiative. This might include appropriate training for managers and employees, along with posting positive space posters in all workplaces.	Complete
67	While the issue may not have already arisen in the workplace, it is recommended that HRM ensure that it is ready to support transgender employees. This means raising awareness of managers and preparing policies and procedures with respect to accommodations such as gender neutral washrooms.	Complete

#	Recommendation	Status
68	It is recommended that HRM update its Anti-Harassment Policy to address the identified issues and ensure the policy is in compliance with the Human Rights Act and best practices	Complete
69	It is recommended that when conducting human rights investigations emphasis be placed on assessing whether managers and supervisors known or ought to have known about the incident and whether they have in effect condoned the behavior.	Complete
70	It is recommended that more training and supports be put in place for supervisors and managers to help them create and maintain an inclusive and welcoming work environment for all employees. Emphasis should be place on condonation and the fact that they themselves could receive discipline for failing to act to stop harassment and discrimination once they become aware of it. Managers should be consulted to identify what more they need in order to undertake this critical management responsibility.	Complete
71	It is recommended that the workplace culture survey recommended elsewhere in this report be used as the metric through which to measure the extent to which supervisors and managers are creating respectful work environments, and that this information be included as part of their performance appraisal.	Not Accepted
72	It is recommended that refresher workplace violence, discrimination and harassment prevention training be provided to all permanent employees on an annual basis.	Complete
73	It is recommended that anti-Black racism be acknowledged and addressed in HRM's Diversity and Inclusion Strategy, with actions such as education and training for managers, supervisors and all employees included in the strategy. RVEC should be consulted on how to address issues of anti-Black racism and what is needed to create change and healing within the business unit.	Complete
74	It is recommended that HRM take a leadership role in celebrating Black History Month to help employees and the broader community understand and appreciate the long history of African peoples in the province and their contributions to building the province.	Complete
75	It is recommended that RVEC be formally engaged by management and Human Resources to identify issues of race and racism as well as to educate and inform racially visible employees.	Complete
76	It is recommended that voluntary turnover data for MOPS be calculated to identify trends and issues (should there be sufficient numbers) and reported annually to Senior Leadership Team.	Complete
77	It is recommended that a policy and/or guidelines be developed to guide the use and administration of exit interviews.	Complete
78	It is recommended that HRM develop and consistently use an exit interview survey to enable departing employees to anonymously provide feedback about their experiences at HRM. Questions pertaining to workplace discrimination and harassment, accommodation, diversity and inclusion should be included.	Complete

#	Recommendation	Status
79	It is recommended that the data from the exit interview survey be summarized annually to identify trends and issues, and reported annually to SMT.	In Progress
80	It is recommended that senior managers, line managers and supervisors be provided with training and ongoing support to enable them to lead and model a culture of inclusion in all MOPS workplaces.	Complete
81	It is recommended that the leadership within MOPS make an effort to get to know the employees on the frontlines and recognize these employees for the work they do. This can be done by doing regular walk arounds to the various worksites, attending staff meetings, and job shadowing employees as they perform their daily tasks.	Complete
82	It is recommended that the organizational culture survey (recommended elsewhere in this report) ask questions to determine whether employees feel appreciated by supervisors and managers and whether and how their work is recognized.	Complete
83	It is recommended that a communications strategy be developed to: • Increase manager and employee understanding of workplace EDI • Address the facts and myths associated with workplace EDI • Communicate a business case for workplace EDI and link the need for EDI initiatives to operational considerations • Generate buy-in for initiatives by showing that EDI initiatives create more equitable hiring practices and creates a more inclusive work environment that benefits all employees.	Complete
84	It is recommended that MOPS employees be supported to understand the need and rationale for its EDI efforts. This might include sharing this report and the resulting action plan with employees and providing regular updates with respect to implementation.	Complete
85	It is recommended that MOPS develop a Diversity and Inclusion Plan, with input from employees, which is supported by appropriate financial and human resources. The activities in the Plan should include, but not be limited to, implementing the recommendations made in this report.	Not Accepted
86	It is recommended that MOPS create a Diversity Advisory Committee, comprised of representatives from the various under-represented groups (e.g. women, racially visible employees, Aboriginal peoples, and persons with disabilities) as well as White men and LGBTQ employees, to support and provide advice on the development of the Diversity and Inclusion Plan, implementation of recommendations from this report, and on other efforts needed to create a diverse workforce and an inclusive organizational culture.	Complete

#	Recommendation	Status
87	It is recommended that managers commit to and be provided with adequate supports, including training, to enable them to demonstrate a greater personal and professional commitment to EDI through behaviors and language that demonstrate inclusion and respect for all employees.	Complete
88	It is recommended that the business unit's workplace EDI efforts be championed at the highest level of the organization. This could include identifying a senior leader as the formal champion of the business unit's EDI efforts.	Complete
89	It is recommended that HR initiate an organizational culture survey to be administered every other year. This anonymous survey should consistently use the same questions so that change within the business unit can be assessed over time.	Complete
90	It is recommended that HRM include the Diversity and Inclusion Office, and the proposed Diversity Advisory Committee, in its review of HR policies to ensure that they are reviewed through an "Equity and Diversity Lens" and to ensure that no new barriers are created for employees from diverse communities, backgrounds and identities.	Complete

Appendix B- Complete List of KPMG Recommendations and Status as of March 31, 2023

#	Recommendation	Status
1	Continue to provide inclusive leadership training to HRM leaders and managers and deliver cultural competency and unconscious bias training to all employees in the organization. Business unit directors should actively report on their employee participation in this training to allow managers and employees to be held accountable for attendance (i.e. include in yearly performance reviews).	Complete
2	Review hiring, performance management and evaluation, promotion and compensation processes and criteria, and take corrective action to mitigate unconscious bias in talent decisions.	Complete
3	Focus on the attraction, retention, development and promotion of under-represented populations, including women, Urban Indigenous peoples, African Nova Scotians, and immigrants at every level (i.e. through targeted development programs and awareness about them).	Complete
4	Integrate a performance KPI(s) at the individual and organizational levels to introduce accountability for people goals, including those relating to fostering safe, healthy, diverse, inclusive and harassment-free environments (measure in 360 feedback or similar tool) and require review and discussion in yearly performance reviews.	Not Accepted
5	Conduct annual review of employee diversity in the succession planning process to increase gender and non-gender diversity at the leadership level, and then all levels of the organization over time, and take corrective action where gaps/opportunities exist.	In Progress
6	Have the Director of HR present the future state workforce planning strategy and concept to the CAO and Directors/Managers. This will foster their alignment and understanding on how to plan for future workforce needs.	Not Accepted
7	Implement a centralized system to see consolidated information from the Hiring 2.0 Employee Onboarding Program.	Complete

#	Recommendation	Status
8	Implement a learning management system (LMS) to collect and manage training participation data and adopt a training policy that offers "supported learning hours" where employees are granted 1-2 days per year to complete required learning. Follow up with the employee on training completed during yearly performance review.	Not Accepted
9	Establish a budget to support the implementation of a D&I strategy and conduct a quarterly review of the progress, as measured by metrics and KPIs to take corrective action where needed.	Complete
10	Increase transparency and accountability through improved communications with key internal and external stakeholders on ongoing D&I operations and progress towards goals. Key messages should be related to who does what in HR, hiring progress towards goals hiring roles and responsibilities (Hiring 2.0) and simplified step-by-step guide with SOPs (Standard Operating Procedures) for all policies with clear responsibilities defined between the HR and the business roles.	Complete
11	Regularly review and update HR policies and programs to increase the use of simple language and easy communication throughout all business units.	Complete
12	Make the Office of Diversity & Inclusion a separate business unit from HR. This separation will provide the D&I Office with increased autonomy, allowing D&I to be recognized as important to HRM.	Complete
13	Develop internal capabilities to gather qualitative and quantitative data to track representation, retention and advancement rates at each level by gender, race, Indigenous status and persons with disabilities annually.	Not Accepted
14	Develop, fund, implement and communicate an Employee Recognition Program.	Complete
15	Clarify the scope of the Workplace Violence Prevention Corporate Procedure, update the EHSM system to be more user-friendly, clearly outline the responsibilities of all stakeholders involved, and track mandatory H&S training of employees.	In Progress

#	Recommendation	Status
16	Communicate, standardize and put into practice the multiple flexible work options available in HRM; where feasible, redefine to consider and improve employee wellness and wellbeing.	Complete
17	Further simplify the conflict resolution process to be user-friendly and consistent, communicate the availability and importance of refresher conflict management/resolution training to managers and supervisors, and ensure this training focuses on teaching managers and supervisors how to approach difficult conversations, disputes, and how to support employees.	In Progress
18	Develop a 5-year D&I strategy and action plan with diversity targets that are reported annually.	Complete
19	Ensure the Office of Diversity & Inclusion and a representative from each business unit regularly review HR policies and programs and their integration with the D&I strategy, track the strategy implementation, identify improvement opportunities, talk to employees regularly to make sure objectives are known and actions are taken throughout the organization.	Complete
20	Develop a talent management strategy over five years to foster an active pipeline at all levels for under-represented populations, including women, Urban Indigenous peoples, African Nova Scotians, and immigrants.	Complete
21	Embed D&I content into employee communications with messaging from the CAO, directors and managers, and opening opportunities for employees to become actively involved in key decisions.	Complete
22	Have managers/supervisors foster open communication and employee engagement by asking for employee input where possible to demonstrate that employees play a key role in making the workplace better for everyone.	Complete
23	Embed leadership skills, D&I capabilities and respect for each person into all roles at HRM and communicate how each employee contributes to creating a respectful workplace.	Complete

#	Recommendation	Status
24	Train those who manage people to help them develop the skills to address sensitive workplace issues, and coach them to act as role models.	Complete
25	Develop training procedures for recruitment and onboarding with D&I principles and practices clearly embedded. Ensure candidates possess leadership aptitudes and/or skills in addition to technical skills during the recruitment process for all roles.	Complete
26	Communicate monthly updates from each business unit so that all business units are informed of what is happening in the organization.	Not Accepted
27	Embed D&I in a communications strategy and Plan on a Page 2017- 21 and communicate how diversity contributes to the sustainability of the organization.	Complete
28	Continue to use the D&I website page to communicate the organization's commitment to D&I.	Complete
29	Increase transparency about HR policies and practices that include consideration for managers and supervisors on how to interpret the policies to improve reputation amongst HRM employees and citizens.	Complete
30	Use D&I messaging in job postings, public reports, website and traditional and social media.	Complete
31	Provide frequent updates to the media to improve HRM's reputation, "tell your story", and communicate HRM's compliance with legislation and its commitment to making HRM a better workplace.	Complete