



AUDITOR GENERAL

Halifax Regional Municipality

Diversity and Inclusion Audit

December 11, 2024

Steps Taken

- HRM established Diversity and Inclusion Framework in 2018
- Business units have taken steps to improve diversity and inclusion:
 - Developed strategies
 - Implemented new programs
 - Completed specific actions



Actions Tested – Office of D&I

- Tested 49 Actions – 42 complete or in progress
 - Considered actions from 4 strategies – Accessibility, French-Language Services, Immigration and Indigenous History Cornwallis Task Force Report
- Included:
 - Improvements to accessibility of Halifax.ca
 - Establishing partnerships with immigrant-serving organizations
 - Hosting 2023 North American Indigenous Games

Developing Strategies & Providing Support

- Office of D&I developing:
 - Anti-Black Racism Strategy – Expected to rolled out in fall of 2024
 - 3 years late
 - Gender Equity & Indigenous Services Strategies still in development
- Office of D&I provides advice and support to HRM business units



Business Unit Summary – Testing Results

Business Unit	Implemented	Partial	In Progress (Long-term)	Not Complete
Halifax Reg. Fire	3	3		1
Halifax Reg. Police	4			1
Halifax Transit	5	1		
Human Resources	2		1	
Parks & Recreation	1		1	
Planning & Development	5	1		2

Business Unit Examples

- Examples of actions we saw:
 - Halifax Regional Fire – Assistant Chief, Workplace Culture
 - Halifax Regional Police – Added 2SLGTQIA+ training for staff
 - Halifax Transit – Implemented its Transit Code
 - Human Resources – Added career development tools for employment equity candidates
 - Parks & Recreation – Have connected with underrepresented groups to improve access
 - Planning & Development – Have mandated all staff take Anti-Black Racism training

D&I Training

- 31 of 50 employees tested had completed required training
- Corporate D&I overview training offered 29 times during 24-month audit period
 - Concerns noted about availability
- HRP do not expect civilian staff and experienced officers to complete training
- *2 recommendations – Assess sufficiency of offerings and ensure all staff are taking it*



Oversight Lacking

- HRM lacking oversight of framework implementation
- No one has assigned responsibility for oversight centrally
- No assessment of whether actions and steps taken are correct
 - Resources used effectively vs just used
- *2 recommendations – Assign responsibility and periodically assess work and prioritize future work*

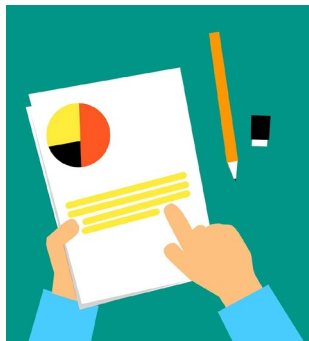


No Guidance on Implementation Plans

- Office of D&I created a template, but did not share with business units
- No other direction or guidance provided
- Results in 4 of 6 business units having no implementation plans
- Fire and P&D both had plans, minor concerns noted
- *1 recommendation – Define expectations for documenting actions and provide guidance to BU's*

No Monitoring

- HRM does not monitor framework implementation
- Office of D&I requested quarterly and annual reports from business units
- All annual reports provided, but only Fire has provided all 8 quarterly reports
 - Remaining 5 business units have only provided 14 of 40 quarterly reports



No Monitoring

- Office of D&I do not review quarterly reports
- Our testing identified some concerns with reports
- *1 recommendation – Determine what amount of reporting is necessary and provide guidance*



Annual Reporting Ineffective

- Extensive reporting to Council
 - Annual report from HRM on framework
 - Individual reports on D&I strategies
- Lack clear updates on progress towards goals
- Hard to tell what was completed and what is ongoing
- *1 recommendation – Consider options to streamline reporting and focus on progress*

No Data Collected

- HRM has no process to collect data necessary to assess progress
 - Quarterly and annual reports did not have performance measures with results
- *1 recommendation – Determine what is needed and develop a plan to collect it*



Wrap Up

8 Recommendations

All accepted by management

HRM to implement
recommendations

Follow up in 18 months



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Questions?