**Diversity and inclusion in the workplace framework**

“Many perspectives … a common goal”

**Vision**
The City of Calgary is a corporation where the collective strength of experience, skills and perspectives of our diverse workforce creates a positive work environment, exemplary results and quality public service for all Calgarians.

**Approach**
By attracting and leveraging a diverse workforce, and building an inclusive workplace, The City is stronger, more resilient and a more competitive organization able to continue to deliver sustainable, quality public service to Calgarians.

**Attracting and leveraging a diverse workforce**

**Building an inclusive workplace** contributes to

**Increased engagement, productivity and innovation**

**Delivery of sustainable, quality public service**

**it’s up to us**

Shared accountability
Everyone has a role and responsibility in creating an inclusive workplace:

**Leaders**
- Champion inclusion
- Integrate into plans and measures
- Ensure accountability

**Supervisors**
- Communicate expectations
- Address issues
- Promote fairness

**Employees**
- Practice inclusion
- Demonstrate respect for differences
- Work together

**it’s up to me**

Individual accountability
“I can make a difference:”
Try to understand others
- Ask questions for clarification

Lead by example
- Practice inclusion and demonstrate respectful behaviours

Support each other
- Work together and assist each other in achieving goals

Get to know the person
- Recognize, acknowledge and appreciate the individuality of others

**Principles**

**Diverse workforce**
We recognize, appreciate and use the unique insights and perspectives of a qualified diverse workforce. We value the skills, innovation and creativity that diversity offers.

**Inclusive workplace**
We are committed to building an inclusive workplace by drawing on the talents and ideas of all employees.

**Fair treatment**
We believe in fair (equitable) treatment for all employees. This means different needs are recognized, respected and accommodated when reasonably possible.

**Integrated approach**
We are committed to building diversity and inclusion into business plans, policies, practices and programs.

**Barrier-free organization**
We are committed to ensuring our systems, policies, practices and work environment are barrier-free and accessible.

**Equal opportunity employer**
We hire and promote the most qualified person for the position, based on merit.

“Take action — make a difference”
Diversity and inclusion in the workplace framework

“Working together … it’s up to us”

Shared accountability

Leaders lead by example by building organizational support for, and demonstrating commitment to workforce diversity and inclusive workplaces. Leaders champion inclusion as a core value, and ensure accountability through integrated business plans and measurement.

Supervisors use their sphere of influence to establish a respectful and equitable workplace environment, and empower and support employees to do their best work.

Employees demonstrate leadership and work together to create inclusive workplaces. Employees take individual responsibility to treat each other with respect and dignity, and to address non-respectful behaviour.

HR professionals are partners, advisors and subject matter experts providing support and resources in building a diverse workforce and creating an inclusive workplace.

Business drivers

• Work, workplaces and workforces are transforming at a pace never before seen due to changing demographics, globalization and technological innovation. Their combined impact is transforming every element of work and the way that organizations do business.

• Critical skills shortages are expected given the aging workforce, declining birth rates and the global demand for skilled talent that will seriously impact competitiveness, productivity and profitability. The labour market is increasingly dependent on the influx of immigrant skills and experience.

• Tighter labour market conditions are expected as the economy recovers, the unemployment rate declines, and there is movement to an employee market.

• As an organization, The City of Calgary is experiencing the benefits and challenges of a diverse workforce.

• Calgary is a diverse community requiring and accessing municipal government services.

Definitions

Diverse workforce “All the ways in which we differ.” A workforce composed of individuals with unique dimensions of diversity including colour, race, ethnicity, gender, disability, age, religion, sexual orientation, work style, communication style, learning preferences and others.

Inclusive workplace A positive work environment that welcomes, supports, respects and values individuals for their differences, perspectives, talents and contributions.

Take action — make a difference

Create a more productive workplace
Recognize, appreciate and use the unique insights, perspectives and backgrounds of others.

Increase your self-awareness
Be aware of your own values, beliefs and any prejudices that may shape the way you act and react to new situations and experiences.

Upgrade your knowledge, skills and abilities
Learn to interact with people different than yourself and perform more effectively with diverse employees and teams.

Understand the needs in your area
Conduct an assessment and build an action plan to address specific needs.

Integrate actions into department and business unit plans
Indicate performance measures and evaluate performance related to these actions.