



# 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.



### 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

“Take action — make a difference”

## 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

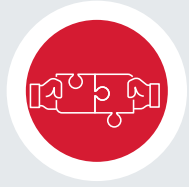
We are committed to ensuring our systems, policies, practices and work environment are barrier-free and accessible.

### Equal opportunity employer

We hire and promote the most qualified person for the position, based on merit.

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“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

“Get them, grow them, keep them”