

Appendix D – Equity, Diversity, and Inclusion Gap Analysis

The SWOT analysis is outlined in the table below. This analysis is based on the findings from the BelongING Metric survey, staff interviews, and policy and document review.

Pillar	Focus Areas of the Pillar	Strengths	Weaknesses	Opportunities	Threats
Leadership & Decision-Making	<p>The key areas of focus include:</p> <ul style="list-style-type: none"> - Accountability - Decision-making and staff engagement - Manager-employee relationships 	<p>The workforce appears to be engaged. Namely, staff want to be involved in decision-making and initiatives.</p> <p>Some departments and managers are making their direct reports feel valued and are actively engaging them in decision-making.</p>	<p>While Town leadership has begun to engage in EDI work, communicating intentions and goals is lacking. This is contributing to staff being unsure about leadership's commitment to EDI work.</p> <p>Power and subsequently, decision-making capabilities are located among a small group of people.</p> <p>Leadership structures are reflective of top-down approaches. Staff who have similar identities to those in leadership positions have the most positive outcomes when decisions are made.</p>	<p>EDI considerations can be integrated into decision-making processes, which can include the development of an EDI decision-making matrix and developing a plan/process for collective decision-making.</p> <p>Internal communication guidelines can be developed. This is also an opportunity to support accountability across the organization. Regular communications will require the Town to provide updates on goals, actions, and progress related to EDI commitments (and other types of commitments) that have been made.</p>	<p>Legislative requirements, such as the Ontario Municipal Act reinforce top-down leadership approaches and structures, which may create a barrier to engaging in collective decision-making.</p> <p>Collective decision-making is not emphasized as important within settler nations (e.g., Canada), meaning that there may be attitudinal barriers.</p>

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Equitable Employment Policies & Practices	<p>The key areas of focus include:</p> <ul style="list-style-type: none"> - Power dynamics - Workforce diversity - Staffing considerations 	<p>There is one staff member who has partial responsibility for EDI work and this position is not located within human resources.</p> <p>The Town has a robust policy library. While EDI considerations will need to be applied across the Town's policies and documents, many necessary foundational policies and documents have already been implemented.</p>	<p>Psychological safety is not consistently present among staff, which could lead to high turnover, burnout, a lack of mental well-being, decreased innovation, and a limited number of new ideas and approaches.</p> <p>Diverse perspectives are not being sought or considered. For example, there are inconsistent opportunities to provide input and feedback.</p> <p>Top-down power dynamics are reinforced by policies and other documents, resulting in a lack of recognition or consideration of unique needs or perspectives of staff who are not in leadership positions.</p>	<p>Policies and other written documents should be revised to ensure they are supportive of the needs of diverse staff.</p> <p>Work toward building trust among staff and management, which could include:</p> <ul style="list-style-type: none"> - Consistently share updates with staff. - Provide opportunities for formal and informal feedback, such as anonymous surveys or forms. - Create clear expectations for staff and provide regular feedback on how staff are tracking toward their performance. 	<p>Budget limitations may impact the Town's ability to:</p> <ul style="list-style-type: none"> - Ensure there is adequate internal expertise to support EDI work. - Support revisions of policies, procedures, and other documents. <p>EDI work requires going beyond minimum legislative compliance. The Town may experience attitudinal barriers with understanding why more than just legal compliance must be achieved.</p>

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Equitable Connections & Cultures	<p>The key areas of focus include:</p> <ul style="list-style-type: none"> - Staff experiences and social identities - Workplace culture - Relationship building 	<p>Many staff are experiencing inclusion in their peer-to-peer relationships.</p>	<p>Staff from equity-denied groups are overall experiencing less belonging when compared to staff who are not from equity-denied groups.</p> <p>Bias from managers is impacting staff access to advancement and professional development opportunities, which is disproportionately impacting staff from equity-denied groups.</p> <p>Access to opportunity is mediated by social identities, with staff who self-identified as having disabled, racialized, and 2SLGBTQIA+ identities experiencing the least access.</p>	<p>Create more structured opportunities for managers and their direct reports to connect to support trust-building and increasing psychological safety (e.g., comfort in taking risks).</p> <p>Continue collecting data on an ongoing basis that includes anonymously surveying staff on demographics, experiences, and perspectives. Integrate diversity data with inclusion data to understand differences in staff experiences across identities.</p>	<p>As a result of equity initiatives, changes in workplace culture may be met with attitudinal barriers from those who have historically benefitted from the current culture.</p> <p>Required training to support greater understandings of systemic inequities, bias, and power for people managers may be impacted by budget limitations.</p> <p>Trust will need to continue to be built with staff so that they understand why data is being collected and how it will be used to drive change.</p> <p>It is common in many workplaces that staff are hesitant to complete employee surveys, particularly those deployed by HR as survey responses can be linked back to individual staff. The Town will need to consider what</p>

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					<p>department will be responsible for deploying surveys and storing responses. Survey deployment and response storage by an external third party may also need to be considered. It will be important to build trust with employees by sharing the purpose of surveys and communicating the findings and how they will be used.</p>