Recruitment and Retention
Equity, Diversity and Inclusion
Action Plan
2023-2026

Coquitlam

Contents

Land Acknowledgement

We acknowledge with gratitude and respect that the name Coquitlam was derived from the hәńq̓әmińәm̓ word kʷikʷәƛ̓әm (Kwikwetlem), meaning "Red Fish Up the River".

The City is honoured to be located on the kʷikʷәƛ̓әm (Kwikwetlem) traditional and ancestral lands, including those parts that were historically shared with the sq̓әc̓iy̓aʔɬ tәmәxʷ (Katzie), and other Coast Salish Peoples.

This report was completed by RADIUS SFU for the City of Coquitlam. RADIUS is honoured to be part of the City's work in advancing its commitments towards equity, which supports the awareness, capacity, and efforts towards reconciliation, a shared value individually and collectively.

About this Report

About this Report

The City has identified Equity, Diversity, and Inclusion (EDI) as an 'A' Business Priority as well as an overarching theme in its Business Plan. EDI informs decision-making across all business and service areas. The content of this report builds on the City's commitment to advancing EDI and enables modern recruitment and retention processes through best-practices.

This important work aligns with and supports the shared goals of advancing equitable practices within both the community and organization. This supports the City's strategic goals of:

- building *safe and complete neighbourhoods*,

- enhancing the *local economy and local jobs*,

- developing a *healthy community and active citizens*,

- enabling *sustainable services, environment and infrastructure*, and

- providing *excellence in city governance*.

Why Equity, Diversity and Inclusion Matters

Coquitlam is one of the fastest growing cities in the country, accounting for the fifth-largest population in Metro Vancouver and sixth-largest across the British Columbia. As of 2021, the population comprises approximately 56% people of colour. Around 46% are newcomers and most are within the employable age range.

The current labour market presents complex recruitment and retention challenges.

British Columbia and the Metro Vancouver region are facing a looming labour market shortage over the next decade. This is resulting from retirements, the expansion of the gig economy increasing competition amongst employers for top talent, and a changing economy.

While these realities create a pressure, they also present an opportunity to innovate, support EDI to widen talent-pools, and identify modern strategies to enhance organizational performance.

Increasingly, prospective candidates, **particularly those entering the workforce from Generation Z**, and current staff are seeking employers that possess a values alignment and that take tangible action on EDI and **societal challenges like climate change**.

Regardless of industry, workplaces are at a key juncture where the strengths and benefits of a diverse and inclusive workforce must be considered.

Simply *being* diverse is not the solution. Organizations must be strategic in harnessing the value that is created by diversity of thought, experience, and background.

How Will This Plan Support Coquitlam's EDI Journey?

As the City continues on this path, everyone involved is embarking upon a process of learning and unlearning. This will require support through training, access to resources, and enhanced collaboration across departments. This will be a journey that can and should be adapted to match the City's needs and strategic priorities.

It is an exciting time to explore and adopt evolving best practices in order to widen hiring and succession pipelines, ensure increased EDI-awareness in public service delivery, and enhance inclusivity in the City.

In action, and building upon the City's current commitments, this involves assessing the City's current workplace culture and Human Resources (HR) policies and practices as they relate to recruitment and retention. This may require, if appropriate, adjusting these policies and practices to further enable and support an equitable and inclusive workplace. As an organization, we will remain focused and able to deliver public services through an EDI lens and high-level of awareness on these matters. This necessitates a focus on fostering an inclusive culture that ensures that diversity is not only valued and respected, but also prioritized and leveraged strategically.

How This Plan Was Developed

The *Recruitment and Retention EDI Action Plan* (Action Plan) is a result of early efforts and initiative after the City committed EDI as an 'A' Priority as well as an overarching theme in its Business Plan. It was informed by best practices, efforts of comparable public sector organizations, and in collaboration with the City to ensure the unique realities of Coquitlam were reflected.

The Action Plan offers a multi-year framework to help guide the organization's EDI initiatives within an identified focus on recruitment and retention. Each element of the Action Plan is crucial and influential in signaling the City's commitment to EDI through its interactions with prospective candidates and current staff, and enhancing a foundation and culture of inclusion for all, while at the same time creating further growth opportunities for managerial and leadership positions. These actions will help to build an organization that is equipped with the knowledge and resources to serve the needs of the growing and diverse population as a public service provider.

Vision for the Recruitment and Retention EDI Action Plan

Furthering on the City's vision to sustain a high quality of life for current and future generations, where people choose to live, learn, work and play, this Action Plan envisions:

Building a culture and workforce that is equipped to continually identify, create, and support initiatives that enhance inclusivity and belonging. With a focus on EDI best practices, the goal is to understand where the City currently stands and what can be done to build upon this foundation holistically as a public service provider. This starts with enhancing EDI foundations within workplace culture and processes, as well as building and retaining a diverse and talented workforce able to serve the needs of our growing community.

Framework: Overview

	Building Blocks		Best Practices	
	Recruitment and Hiring	**Development and Retention**	**Capacity and Culture**	**Organizational Processes**
	Identify and take action to address any barriers to recruitment or hiring to ensure equal opportunity to meaningful employment.	Review HR policies and practices related to employee onboarding, growth, and retention for opportunities to incorporate themes of inclusion and belonging.	Equip organization with the knowledge, ability, and confidence to support a diverse and inclusive workplace and workforce.	Review and develop processes and practices to advance and sustain equitable changes to recruitment and retention in a safe and supportive manner.

The framework is divided into two overarching pillars: ***Building Blocks*** and ***Best Practices***. These pillars encompass key themes for the City's focus which further cascade to specific objectives.

The Recruitment and Retention EDI Action Plan spanning 2023-2026 will help guide the City as it builds-out the groundwork already laid relative to EDI within its workplace and workforce culture. The strategic actions, as summarized below, are prioritized as I*mmediate, Medium-Term, Long-Term, and Ongoing* priorities in order to realistically complement the City's commitments to EDI.

Immediate — **Medium-Term** — **Long-Term** — **Ongoing**

Framework: Immediate Priorities

2023

Summary of Strategic Actions	Timeline	Category	
1. Finalize Equal Opportunity Employer statement and update the City's Career Portal and EDI webpage as recruitment tools	2023-2024	Building Block: Recruitment and Hiring	
2. Begin to review current job-ad language/ structure and expand job-promotion channels (i.e. seek to diversify the talent pipeline)	2023-2026	Building Block: Recruitment and Hiring	
3. Begin to review and revise current HR Policies and Guidelines with an EDI lens	2023-2025	Building Block: Development and Retention	
4. Begin to explore and address any gaps in existing HR Policies or Guidelines that would further support employee inclusion (i.e. Transition Policy or Trans-Inclusion Guidelines)	2023-2025	Building Block: Development and Retention	
5. Conduct an Employee Benefits review from an EDI-lens to advance equitable organizational change	2023-2026	Best Practice: Organizational Processes	
6. Continue to expand and invest in external relationships, focused on supporting EDI collaboration, with local organizations and associations for tangible partnership opportunities	2023-2026	Best Practice: Capacity and Culture	

Immediate — Medium-Term — Long-Term — Ongoing

Framework: Medium-Term Priorities

2024

Summary of Strategic Actions	Timeline	Category	
1. Develop a reporting mechanism to track progress on the Action Plan and success of EDI initiatives across the organization	2024-2026	Best Practice: Organizational Processes	
2. Establish and implement an Inclusive Recruitment Toolkit that supports and guides HR Practitioners	2024-2026	Building Block: Recruitment and Hiring	
3. Review and further develop the Leadership Development Program processes with an EDI lens	2024-2026	Building Block: Development and Retention	

Immediate — **Medium-Term** — Long-Term — Ongoing

Framework: Long-Term Priorities

Summary of Strategic Actions	Timeline	Category	
1. Review employee life-cycle for opportunities to further incorporate EDI	2025-2026	Building Block: Development and Retention	
2. Explore opportunities to include EDI as a core leadership competency and embed this competency culturally across the organization	2025-2026	Best Practice: Organizational Processes	
3. Conduct an accessibility/inclusion focused needs assessment to ensure organizational readiness (i.e. physical, tech capacity)	2025-2026	Best Practice: Capacity and Culture	

Immediate   Medium-Term   **Long-Term**   Ongoing

Framework: Ongoing Priorities

2026

Summary of Strategic Actions	Category	
1. Engage with Department leaders to assess impacts of the Action Plan on respective work and planning processes	Best Practice: Organizational Processes	
2. Explore feasibility of developing Employee Resource Groups (ERGs)	Best Practice: Capacity and Culture	
3. Continue to enhance EDI competency of all employees through training, workshops and access to learning and support resources	Best Practice: Capacity and Culture	
4. Provide inclusive hiring resources, tools, and training for all Hiring Managers	Building Block: Recruitment and Hiring	

Immediate　　Medium-Term　　Long-Term　　**Ongoing**

Moving Forward

The City has the privileged opportunity to further strengthen its long-standing and reputable status as one of BC's Top Employers through its identified commitment to EDI and the exciting journey this presents.

This *Action Plan* provides strategic next steps for the City to build upon this commitment across the organization by taking intentional and focused action on its workplace culture, policies, and processes. This Plan enables the realization of increased inclusion and belonging amongst staff and catalyzes the growth needed to support and sustain an organization that is home to a diverse and talented workforce.

Coquitlam