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To: Sproule, Joanne (Clerks)
Subject: RE: SaskTel Centre Diversity Plan

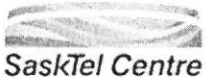
From: Will Lofdahl [mailto:wlofdahl@sasktelcentre.com]
Sent: Friday, June 08, 2018 4:31 PM
To: Sproule, Joanne (Clerks) <Joanne.Sproule@Saskatoon.ca>
Subject: SaskTel Centre Diversity Plan

Hello Joanne,

At the budget meetings last fall, City Council requested that each Board develop a diversity plan to be submitted by June of 2018. Attached, please find SaskTel Centre's plan. Please let me know if you have any questions.

Thanks,

Will Lofdahl | Chief Executive Officer



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SaskTel Centre

Diversity and Inclusion Plan 2018

Current State

Employee Population for July 31, 2017

From a total employee population of 89, the following measures this employee population by equity group.

Equity Group	Employee Population*
Aboriginal	2.3%
Visible Minority	0.0%
Persons with a Disability	0.0%
Women	49.4%

** It should be noted that workforce representation has not been consistently measured in the past therefore the equity group numbers may not be a true reflection of the workforce. A new self-declaration process will be implemented for current and new employees as part of this diversity and inclusion plan.*

Implementation into 2017-2021 Strategic Plan

This diversity and inclusion plan will complement the SaskTel Centre's Strategic Plan and references the strategic objectives identified within the plan. In addition SaskTel Centre commits to implementing diversity and inclusion into future strategic planning, implementing a dedicated budget during the next budget cycle and ensuring accountability of goals set by senior staff.

This Diversity and inclusion plan for SaskTel Centre has identified specific initiatives specifically to contribute to the strategic objectives set out in SaskTel Centre's 2017-2021 Strategic Plan:

1. Our Customer and Community

- Enhance the reputation of the Centre locally, nationally and within the industry

Initiative: Perception Survey and Focus Groups

- Facilitate customer focus group meetings with a focus on including different segments of the community. Such segments might include: Persons with Disabilities, Indigenous, Visible Minority, LGBT, and generations.
 - Outcomes: Ideas generated from the feedback are integrated into the action plan.
 - Outcome: A follow up survey is done after looking for increased reputation from these different segments of the community.
- b. Affirm and develop strong relationships with business partners and government agencies

Initiative: Build relationships with City Council, business community, media, major tenants, major clients, provincial government and general public.

- In order to develop relationships with the community, SaskTel Centre will identify a number of diverse community events to have a presence at through participation, attendance or speaking throughout the community.
 - Outcome: Positive feedback is received on participation/attendance in the survey/focus groups from the different segments of the population.
- c. Enhance the overall customer experience

Initiative: Satisfaction Survey

- Seek out and record a demographically diverse range of customers for feedback on the satisfaction survey. Note in the report the differences in feedback from these customers.
 - Outcome: Specific ideas generated from the demographically diverse range of customer's feedback are integrated into the action plan for improved customer service.

2. Our People

- a. Ensure that employees are effectively trained and provided with relevant professional development opportunities

Initiative: Continue to provide relevant education, training and networking opportunities to employees including mandatory training sessions.

- Implement D&I training opportunities as part of their learning and development plan utilizing the City of Saskatoon's corporate training opportunities.
- Promote and encourage employee participation in community cultural events.
 - Outcome: Employees will have an understanding of a working with and serving customers from diverse backgrounds.
- b. Foster a culture of employee and contractor engagement with the organization through the implementation of the Employee Engagement Strategy.

Initiative: Conduct Employee Engagement Survey to determine gaps and implement an action plan for improvement.

- Implement an employee engagement survey and include demographic questions in order to measure engagement levels and gaps for various demographic groups. Assess the results through these difference demographic areas in order to identify gaps in inclusion.
 - Outcome: Once specific gaps are identified using a diversity lens, integrate action plans specific for these gaps, resulting in an improvement employee engagement scores in these demographics identified.

3. Our Processes

- a. Implement best practices in governance

Initiative: Recruitment and Retention Strategy

- Implement diversity and inclusion plans into the new recruitment plan that focuses on recruitment, selection, advancement and retention of employees from diverse underrepresented groups at any level in the organization.
- Provide training for hiring managers on diversity and inclusion best practices in recruitment.
- Incorporate diversity and inclusion into the public statement on the SaskTel Centre's website, Job Opportunities page.
 - Outcome: Workforce will be more representative of the community. Specifically there will be an increase within the 4 equity groups Aboriginal, Visible Minority, Persons with a Disability and Women in Underrepresented Occupations.

Initiative: Board Handbook

- Review Board of Director's core competency framework for diversity.
 - Outcome: Recruitment process of new board members includes diversity and inclusion.

Initiative: Orientation Manual

- Implement as part of a new employee's onboarding package information on Diversity and Inclusion at the City of Saskatoon and the self-declaration form.
 - Outcome: Increase in new employee participation in the voluntary self-declaration form.

Initiative: Training and Development Framework

- Ensure diversity and inclusion training is implemented as part of the framework.
 - Outcome: Increased employee participation in diversity and inclusion training.

Initiative: Balanced Scorecard

- Add a measurement on the balanced scorecard to measure the diversity of the workforce at SaskTel Centre. Participate in the City of Saskatoon's corporate self-declaration campaign to encourage employees to self-declare.
 - Outcome: Diversity and inclusion is officially measured on the balanced scorecard.
 - Outcome: Increased participation from employees in the self-declaration form.