**Deep Diversity® Inclusive Workplace Continuum: Organizational Practices**

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| **FACTORS**  Workplace Inclusion, Diversity and Equity | **Inclusion 1** | **Inclusion 2** | **Inclusion 3** | **Inclusion 4** | **Inclusion 5** |
| Organization is unaware of inequities and/ or uninterested in acknowledging issues of diversity and inclusion.  *Pre-aware* | Diversity and inclusion are driven by external demands for compliance and/or part of a public relations strategy.  *Compliance Driven* | Belief that equity is the “right thing to do” but inconsistent practices towards workplace inclusion.  *Good Intentions* | Organization shown to benefit from diversity and inclusion thus related practices are more consistent.  *Consistent Practices* | Diversity, equity and inclusion are core cultural norms and organizational values.  *Practice Leader* |
| **A. Leadership and Governance** | Leaders are from the dominant groups and do not see a need for specific leadership on inclusion issues.  False belief in meritocracy (that the most de- serving or “best” person will be recognized and promoted). | Leaders are from dominant groups and approve surface-level initiatives to meet minimum compliance requirements (i.e., one-time diversity training).  False belief in meritocracy. | Leaders are usually from dominant groups and approve some diversity strategies with varying degrees of success. Due to inconsistent and varying understanding of diversity, inclusion and meritocracy, there are significant gaps between stated beliefs and practices. | Leaders and the board are more diverse and set mission statements and create policies that explicitly address diversity, equity and inclusion in the workplace.  Awareness that true merit-based processes must account for unconscious bias and inter-group power dynamics. Few gaps between beliefs and practices. | Governance and leadership represent the diversity of community and the organization. Leaders are Diversity Champions, personally accountable for inclusion using performance indicators. Regular mechanisms to collect input from staff/stakeholders enhance inclusion and productivity metrics. |
| **B. Human Resources (HR)** | HR is unresponsive to issues of diversity and inclusion and is only focused on payroll and other standard HR issues. | HR ensures the organization complies with legislation but is not proactive on inclusion or equity issues. | HR collects some data on organizational climate and/or participation of different groups within the organization, but on an ad hoc basis. Data collected is rarely acted on. | HR is systematic about data collection, gaining a clear picture of organizational diversity and inclusion rates at various levels of the organization. Data is regularly acted on and fed into strategic planning. Training is provided to staff regarding diversity, equity and inclusion. | HR seen as a trusted and strategic part of the organization that leads and advances inclusion in partnership with staff and organizational leaders, using internal data and external smart practices research. There is on-going training, resources and feedback to enhance inclusion for all staff. |
| **C. Policies and Procedures** | The organization does not have any written policies or procedures relating to diversity and inclusion. | Organization complies with “Duty to \*Accommodate” and anti-harassment legislation. | Organization acts when discrimination occurs with policies developed as needed rather than proactive. Related resources for inclusion have difficulty being prioritized and procedures are inconsistently implemented. | Policies and resources are better equipped to respond to the diverse needs of workers. The experience and views of non-dominant groups is leveraged in developing sustainable and responsive inclusion standards. | Policies and procedures are proactive, well re- sourced and updated through stakeholder input. Non-dominant groups are valued partners in organizational planning and overall business outcomes (not just diversity issues). |
| **D. Communication and Community** | There are no communications (internal or external) that relate to the issue of diversity and inclusion. | There are some internal communications on discrimination legislation to support compliance with legislation. | Employees understand inclusion strategies but to varying degrees. Communications are ad hoc and not well considered for the broader external community. | Employees have a good understanding of organization’s commitment to inclusion. Relationship building with external community to enhance diversity and equity is an organizational habit (e.g., recruitment, diversity forum, etc.). | Inclusion and equity is well understood both internally and externally. Organization regularly engages community partners in ways to under- stand needs, concerns, and emerging trends. |
| **E. Organizational Climate, Cultural & Representation** | Representation of members of non-dominant groups almost non-existent or over-represent- ed in low-wage/part-time roles. Organizational culture is driven by the dominant groups with a clear expectation of conforming to the needs of the majority. | A few non-dominant group members may be in the organization despite barriers or serving as diversity “tokens.” Dominant group norms remain pervasive with limited acknowledgment of differences (i.e. reli- gious holidays if requested). Relationships with people of diverse backgrounds usually meet the basic levels of professionalism. | Non-dominant groups may be present in the organization, but at levels well below workforce availability. Organization climate and relation- ships usually respects individuals’ rights in rela- tion to most cultural practices. Some variety in dress and personal presentation is seen in the organization. | Non-dominant groups are present in the organization at levels that meet workforce availability with good representation in leadership roles. Diversity and inclusion celebrated through a variety of ways. Employee-led resource groups encouraged (Black Employees Association, LGBTQ, etc.) | Non-dominant groups successfully meet or exceed workforce availability, including in leadership. Organizational staff feel empowered and supported to achieve professional goals and nurture diversity and skillfully manage conflict. Affinity groups are well resourced and help the organization innovate and grow strategically. |
| **F. Supplier Diversity** | No thought given to the diversity of supplier organizations. Vendors often chosen based on established relationships with no regard for their diversity/ inclusion practices. | Suppliers may be considered based on diversity indirectly (i.e. size of business, or ownership). Diversity and inclusion practices are not priorities. | Organization occasionally uses suppliers who can show they have a workforce that is diverse however it is not a strategic priority to contract with inclusive and/or minority owned vendors. | Organization uses suppliers that reflect the diversity of their own customer base and the communities in which they do business. Policies in place to assess diversity practices of suppliers. | Organization has an established Supplier Diversity program that is part of the strategic mandate of their procurement practices. Research and feedback ensures suppliers conform to the same high standards of inclusion as those within the organization itself (e.g. using financial levers). |
| **G. Return on Investment/Business Case** | Lack of acknowledgement of diversity and inclusion means diversity metrics are not built into the business case (risking lower ROI). | Business case may include diversity and inclusion as an aspect of HR, but unlikely for ROI. | Business case may note the link between an inclusive workplace and improved outcomes for the employees and organization. | Business case allocates resources to support a sustainable, responsive and inclusive workplace in the knowledge it will improve ROI. | Inclusion practice and training a driving force behind the business strategy of the organization, including external dealings. |