EQUITY, DIVERSITY
&
INCLUSION IN THE WORKPLACE

TOOLKIT

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I. What is Equity, Diversity & Inclusion?

There are many ways to define and understand Equity, Diversity, and Inclusion (ED&I), and each term has its own unique history. Here are the working definitions of ED&I that inform this EDI toolkit:

Equity is a condition or a state of fair, inclusive, and respectful treatment that recognizes and acknowledges the accommodation of differing needs and expectations. Equity acknowledges that equal treatment does not always yield equal results.

Diversity is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization, or society.

Inclusion is what happens when diversity and equity meet. It involves creating an environment where people have both the feeling and reality of belonging and are able to grow and develop their potential. It is a situation where disadvantaged communities and designated group members share power and decision making at all levels in projects, programs, and institutions.

II. A brief history of EDI in Canada

The idea of Equity, Diversity and Inclusion in Canada has been shaped by key figures and moments throughout our history.

In the mid-1970s, Canada's major unions began their work on workplace equality through Affirmative Action.

In 1977, Parliament adopts the *Canadian Human Rights Act*, which prohibits discrimination in employment.

In 1978, the federal government launches a voluntary Affirmative Action Program aimed at private industry.

In 1982, the *Canadian Charter of Rights and Freedoms* is enacted.

In 1983, the federal government introduces the Federal Affirmative Action Program which focuses on increasing the representation of women, Aboriginal Persons and persons with disabilities in the federal public sector.

Following the failure of these voluntary affirmative action programs to bring about significant changes in employment opportunities for these designated groups, the Royal Commission on Equality in Employment is established. It is instructed to "explore the most efficient, effective and equitable means of promoting equality in employment" for four designated groups: women, Aboriginal peoples, persons with disabilities, and visible minority persons.

In 1984, the Royal Commission Report (also known as the "Abella Report") is released, which introduces the term "employment equity" and contains a number of recommendations, including the need for implementing mandatory employment equity laws.

In 1985, visible minorities are added to the groups covered by the federal government's Affirmative Action program.

Section 15 of the *Charter of Rights and Freedoms* comes into effect, further strengthening the idea of workplace equality.

The federal *Employment Equity Act* is passed **in 1986.** The act promotes equal opportunity and fair treatment in the workplace for four designated groups: women, people with disabilities, Aboriginal people, and visible minorities. The Act does not initially apply to the federal public service.

During **the 1990s**, the *Employment Equity Act* is revised to apply to the federal service.

Since then, discussions about Equity, Diversity, and Inclusion have become commonplace in Canadian workplaces. However, several reports indicate that progress on employment equity has been slow. **In 2010,** the Harper Conservatives cancel the mandatory long form census which makes it difficult to collect data on employment equity, and removes all legal requirements for employment equity for federal contractors. **In 2016,** Trudeau Liberals restored the mandatory long form census.

Source – Public service alliance of Canada - http://psacunion.ca/brief-history-employment-equity-can

V. A Note on Included Tool Types

The Four tool types are:

1. **An EDI Environmental Scan:** An Assessment tool that evaluates the level of Equity, Diversity, and Inclusion within organizational practices. Specifically at the four important layers of employment (Policies and Procedures, Recruitment and Selection, Organizational Culture and Equity in Career Development and Retention)

2. **Hiring Practices Reviews: Samples / Checklists / Guidelines / Templates**: these vital resources will guide the creation of more inclusive workplace procedures related to hiring and retention

3. **Policy Reviews:** more inclusive policies are a key approach in this toolkit. Sample templates are included for use/edit by different organization depending on their needs

4. **Organizational Initiatives**: these initiatives include the formation of committees, employee resource groups, mentoring programs, **workforce surveys** with sample templates included in this toolkit

VI. A Note on Terminology

The terminology used in this toolkit to identify these groups was intentional and considered.

Here is a brief rationale of our choices:

Indigenous Peoples is a constitutionally significant term in Canada that refers to First Nations, Metis, and Inuit peoples. Terminology for Indigenous Peoples have evolved over time and continues to evolve (Section 35 of the Constitution Act 1982). Terminology for Indigenous Peoples has evolved over time and continues to evolve. Indigenous Peoples are linguistically and culturally diverse, with different and distinct histories and systems that only became defined as a single group or category in the context of colonialism. Indigenous communities in Ontario have expressed publicly that they prefer the use of Indigenous Peoples than "First Nations". (Source: Indigenous Corporate Training, Inc. blog "Indigenous Peoples terminology guidelines for usage, found here: https://www.ictinc.ca/blog/indigenous-peoples-terminology-guidelines-for-usage)

Racialized People refers to people who have been subjected to a global set of social and historical forces that hierarchically categorized human beings based on skin colour and false ideas about the superiority of whiteness. "Visible minority" is the term that is used in Canada's human rights legislation and in Statistics Canada data, and refers to "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour" (Statistics Canada 2015). There is some debate around the use of the term "visible minority" because of the insinuation that racialized groups are a minority everywhere in Canada, when there are some communities where they are not. Some people prefer to be called People of Colour, while others prefer more specific language such as Black, Chinese, Somali, etc. We have chosen the term racialized because it identifies a process that happens at the societal level that is rooted in historical injustices and racial prejudices, and therefore, a set of practices and processes that can be addressed in our efforts to eliminate racial hierarchies and prejudice.

People with Disabilities is a term that intentionally refers to the person first and the disability second. This terminology is called "Person-First Language," a linguistic choice that puts a person before a diagnosis by describing what a person 'has' rather than what a person 'is' (ie. 'a person with autism' rather than 'autistic'). It was introduced by advocacy groups in the US in the late 1980s to correct and avoid dehumanizing or marginalizing language. However, in response to "person-first language," some advocates proposed "person-centred" language to promote the preferences of those who are being referred to. For example, many self-advocates in the autism community prefer "identity-first language" such as "Autistic" or "Autistic person," just as some people with disabilities prefer to be identified as "disabled". The rationale here is that the disability is a central part of the person and not something that takes away from their value as a person. In a person-centred model, these choices can be understood as affirming rather than denying the humanity of the person with a disability. Following the ADA guidelines (found here https://adata.org/factsheet/ADANN-writing) we refer to "people with disabilities" while
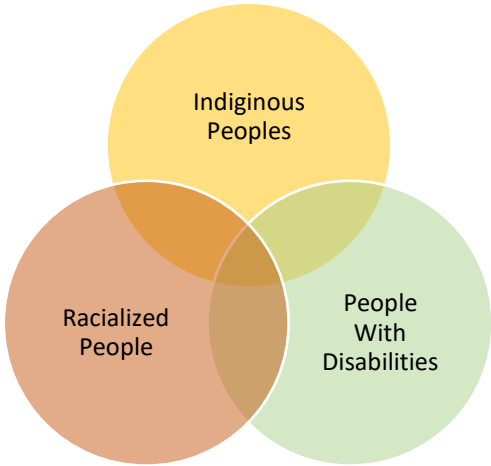
maintaining a "person-centred" orientation that involves asking about and accommodating individual preferences.

VII. A Note on Intersectionality

This toolkit covers all facets of diversity, including newcomers, racialized/visible minorities, people with disabilities, Indigenous people, linguistic minorities, women, youth, older workers, and people from LGBTQ2S+ communities. We recognize that these categories are both distinct and intersect with one another. For example, someone can be a newcomer and racialized and a woman and a member of the LGBTQ2S+ community, and no single term will capture the complexity of those layers to their identity.

The term intersectionality was coined by the Black feminist scholar Kimberlé Crenshaw (1989) to explain how race intersects with gender to produce barriers for Black women. Crenshaw used the metaphor of a traffic intersection to explain the ways that interlocking systems of oppression can impact people who exist at the nexus of those intersections.

Intersectionality guides our understanding of diversity and inclusion work in Kingston. The toolkit acknowledges that Black, Indigenous, and people of color (BIPOC) can all experience racialization, for example. The addition of a separate group for recognizing Indigenous peoples in the toolkit was about acknowledging that the experiences and perspectives of Indigenous peoples in Canadian workplaces differ in important ways from those of Black people and people of color due to their historical presence on the land now known as Canada and their nation-to-nation relationship with the Canadian state. Similarly, Indigenous Peoples and Racialized people can also have disabilities. We strive whenever and wherever is possible to create spaces for sharing across these categories, as well as to develop of tools for inclusion that acknowledge the lived experiences of people who do not fit neatly in one category or another

Indiginous Peoples

Racialized People

People With Disabilities

VIII. Tools

Tool #1	1. Environmental Scan
Resources *EDI Environmental Scan*	***Environmental Scan*** **GLOBAL Questions** Q1: How long have you been employed with this organization? 　1. Less than a year 　2. 1 to 3 years 　3. 4 to 7 years 　4. 8 to 10 years 　5. 11 – 20 years 　6. More than 20 years Q2: From the following options, please select the description that best reflects your position within your organization: 　1. Frontline team member requiring on-the-job training 　2. Supervisor overseeing frontline teams 　3. Middle Manager or administrator 　4. Senior Manager or administrator 　5. Executive / C-Suite 　6. Owner / Principal **Q1 The following questions are designed to assess how elements of workplace diversity practices are reflected in your organization's policies and procedures.** **DIVERSITY IN POLICIES AND PRECEDURES** 　1. My organization has a formal, publicized, statement on what diversity and inclusion mean to our organization. 　2. My organization has a Diversity and Inclusion Policy. 　3. My organization has a Cultural Awareness Training Policy. 　4. My organization has an Anti-Racism Policy. 　5. My organization has a Workplace Accommodation Policy. 　6. My organization has a Diversity and Inclusion committee or council. 　7. If you agreed with the statement above, is your Diversity and inclusion committee or council diverse? Select N/A if you did not agree. 　8. Accessibility Training is part of an employee's on-boarding process. **Q2 The following Questions are designed to assess the inclusivity of your organization's policies and PRACTICES** **INCLUSIVITY IN POLCIES AND PROCEDURES** 　1. My organization has a conflict resolution policy that compiles with our rights and responsibilities as outlined by the Ontario Human Rights Code. 　2. There is equitable access to opportunities in my organization. 　3. My organization has a policy that includes and accommodates religious and cultural holidays, celebrations, and events that are practiced by employees during work hours.

EDI Environmental Scan	1. My organization keeps employees updated and informed when there are changes to policies and procedures. 2. My organization consult with diverse employees when appropriate to change policies **Q3 The following Questions are designed to assess the various elements of diversity and inclusion practices within your organization's recruitment process** DIVERSITY IN RECRUITMENT 1. My organization's job descriptions are easily understood and free of bias. (e.g., use of terms that appeal to different communities, gender neutral description, etc.) 2. My organization's brand and promotional materials visually reflect its diversity. 3. My organization looks like my community. 4. Employees responsible for hiring new staff are diverse and/ or trained on inclusive hiring practices 5. My organization presents itself as a place that supports and values diversity in its workforce. 6. My organization has specific diversity and inclusion objectives related to employee recruitment and/or career development 7. My organization has an evaluation system to measure achieving diversity and inclusion objectives. **Q4 The following questions are designed to assess how elements of workplace inclusion and diversity practices are reflected in your organization's recruitment process.** **Inclusion and DIVERSITY IN RECRUITMENT** 1. My organization deploys diverse outreach strategies to expand and diversify its recruiting pipeline such as partnering with different cultural organizations and services in this city and conducts outreach with these communities when recruiting for a new position. 2. My organization's uses a blind resume strategy where the HR department removes the names on resumes before they are evaluated by the hiring committee. 3. Employees responsible for hiring new staff receive specialized training on bias-free hiring. 4. My organization considers different approaches to interviews (Zoom interviews, non-formal networking events, etc.) to lessen the pressure for diverse candidates. 5. My organization is moving beyond an equitable opportunity employer disclaimer on its job ads to a more comprehensive approach to diversity and inclusion messaging (i.e., including pictures of accessible working spaces on social media and its careers page). 6. My organization accommodates different needs in interviews, such as providing a sign language interpreter, assistance with paper forms, or extra time to complete a test. 7. My organization provides mandatory Equity Diversity and Inclusion training for all hiring committee members that includes instructions on how to recognize and combat unconscious, implicit, and any other kinds of bias. 8. My organization has made an effort to learn about different cultural organizations and services in its community. 9. My organization supports candidates with different needs in the recruitment process. 10. Offices and interview locations within my organization are accessible to people with disabilities.

EDI Environmental Scan	**Q5 The following questions are designed to assess the level of inclusion within your organization's culture** **INCLUSION IN CULTURE** 1. My organization provides regular feedback opportunities for employees on staff satisfaction and to assess their feelings of belonging. 2. My organization has easily understood internal communications encouraging employees to express their concerns. 3. My organization takes active steps to create a work environment free from stigma, intolerance, and discrimination. 4. The religious and ethnic diversity of our employees is considered when planning social events and large meetings (i.e., food, music, holiday celebrations and observances, games, etc.). 5. Employees in my organization feel safe being themselves at work. 6. My organization actively engages a diverse group of people in its decision-making. 7. My organization regularly seeks to engage and understand its employees. 8. My organization has allocated a space for employees to practice prayer and spirituality **Q6 The following Questions are designed to assess the level of inclusion of an organization in terms of accommodating different needs** **INCLUSION IN ACCOMMODATION** 1. My organization is aware of the rights of its employees and its responsibility to accommodate as outlined by the Ontario Human Rights Code. 2. My organization provides flexibility regarding when, where, and how people work, when possible. 3. My organization actively supports employees with technology such as assistive devices to complete their work more effectively. 4. My organization supports the needs of employees living with mental/physical disability and help them reach their full potential. **Q7 The following questions are designed to assess how elements of workplace inclusion and diversity practices are reflected in your organizations practices of career development and employee retention.** **INCLUSION AND DIVERSITY IN EMPLOYEE RETENTION AND CAREER DEV** 1. My organization has specific diversity targets for all levels of staffing, including management. 2. Leaders in my organization seek out the opinions of employees as part of the decision-making process. 3. There is equitable access to opportunities in my organization. 4. Professional development opportunities within my organization are equally available to everyone. 5. My organization actively recognizes the accomplishments of its employees.

Tool #2	**2. Inclusive Hiring Practices Review** Reviewing an organization's hiring practices involves looking at an organization's recruitment strategies, job postings, interview procedures, and other hiring-related practices to assess and identify areas for improvement. We might suggest this tool if an organization does not have a lot of diversity, so that we can help them figure out a strategy for diversifying their organization through hiring.
Resources **Job Posting Template**	**LAND AKNOWLEDGMENT** XYZ Acknowledges that we are situated on traditional Anishinabek (Ah- nish-in-ah-bay), Haudenosaunee (Ho-den-o-show-nee) and Huron-Wendat (huron-wen·dat) territory and is the home for many Indigenous peoples. We are grateful to have the opportunity to reside and work on this land. **POSITION TITLE:** **REPORTS TO:** **SALARY/WAGE** It is always preferred to include a wage range in the job posting **EDI OPENING STATEMENT** Promoting Equity Diversity and Inclusion is a top priority for XYZ. In XYZ, we believe that diversity is associated with higher levels of productivity and retention. We are aware of a global study by McKinsey & Company, that found that those companies that had more diversity were more likely to outperform on profitability and the ones that didn't take diversity into account were less likely to experience profitability above the same industry average. XYZ is committed to providing equitable, inclusive and barrier-free employment opportunities and quality services by establishing a qualified and culturally sensitive workforce that reflects the diverse community it serves as well as to foster a working environment that respects people's dignity, ideas and beliefs, thereby ensuring equity and diversity in recruitment, selection, promotion, learning and development processes meet the requirements of the OHRC, AODA and any other applicable legislation. **POSITION OVERVIEW:** **KEY AREAS OF RESPONSIBILTY:**

Resources
 	
Job Posting Template
	Include some responsibilities that ensures that practices are aligned to the EDI vision of XYZ (i.e.):
	• Supports and promotes a culture of equity, diversity and inclusion that respects and incorporates different perspectives in all tasks performed and decisions made
	• (If a managerial position) should strive to create a diverse workforce.
	• (If a managerial position) should implement a zero-tolerance policy for any form of harassment including sexual harassment and bullying.
	• (If a managerial position) should ensure the wellness of employees and treat mental wellness as a safety issue
	
	KEY COMPTENCIES:
	
	• Strongly encourage language that focuses on skills over experience. Highly skilled candidates can be overlooked and not short-listed because they lack "the experience." Candidates from underrepresented groups including women and newcomers may lack the requisite managerial/leadership experience not because of lack of skills, but because of historical and systemic barriers and unconscious biases that have prevented them from gaining that experience specially in leadership roles.
	• Use inclusive, unbiased, ungendered language. Avoid stereotyping and avoid prioritizing traits and descriptions traditionally viewed as masculine (e.g., assertive, ambitious, competitive, strong).
	• Avoid the confusion between communication and language skills. Newcomers could be excellent communicators though the English is not their native language (communication skills include, Active listening, body language, clarity, facial expression, vocal, attitude, etc..) while language skills are writing, listening (not active listening), reading, and speaking). Note that communication skills are more important than polished language skills.
	• Include some EDI /Cultural skills (i.e.):
	   a. Demonstrated ability to promote Equity, Diversity, and Inclusion principles as a norm
	   b. Knowledge of legislation related to the workplace, including, but not limited to the Ontario Employment Standards Act,
	   c. Occupational Healh & Safety Act, Ontario Human Rights Code, and the Accessibility for Ontarians with Disabilities Act.
	   d. Ability to work effectively in a multi-cultural environment with co-workers, clients, and suppliers
	
	QUALIFICATIONS:
	
	• **Credential /education requirement:**
	   a. Make sure you welcome Internationally trained professionals to apply by may be adding "Internationally trained professionals are welcome to apply or include an appreciation statement of qualifications, training, experiences acquired from outside of Canada and invite candidates to explain **equivalency** to the Canadian credentials in their application.
	   b. Make sure you are not excluding people who have faced barriers to education historically i.e., Indigenous people by maybe adding "Combination of training, education, skills and experience will be considered"
	• **Experience requirement:**
	   a. Avoid Canadian experience and highlight that international/ global expertise is highly considered when applicable.

Job Posting Template	**ACCOMODATION AND ACCESSABILITY STATEMENT** XYZ is committed to foster a barrier free - accessible hiring process that ensures the inclusion of all qualified talents. We see diversity and inclusion as integral part of our success and an important source of creativity to our company and to our entire economy. As part of this commitment, XYZ will ensure that persons who self-identify as persons with disabilities/disabled people are provided all possible accommodations in the job application or interview process unless such accommodation would cause an undue hardship. We encourage equity seeking members of the designated groups and from all diverse backgrounds to apply and to please inform us of any accommodations we need to make to ensure a barrier-free recruitment experience for everyone. If accommodation is needed to participate, please contact [include name and/or department, telephone, and e-mail address]. **REFERENCES** https://askjan.org/publications/consultants-corner/vol11iss02.cfm#:~:text=%5BEmployer%5D%20is%20committed%20to%20providing,and%20e%2Dmail%20address%5D. https://arcoro.com/what-does-diversity-equity-and-inclusion-mean-for-construction-companies/ https://www.chairs-chaires.gc.ca/program-programme/equity-equite/best_practices-pratiques_examplaires-eng.aspx#a https://www.cmaanet.org/about-us/diversity-equity-inclusion
Resources **INCLUSIVE INTERVIEW Tips**	• Rank selection criteria prior to screening the applications to ensure an unbiased, equitable, and transparent selection process. • Consider asking about approaches of performing tasks rather than asking for previous examples of performing similar tasks to make sure you are not excluding traditionally underrepresent candidates in leadership positions or women who have had gaps in their career paths • Consider job audition as part of the interview process (i.e., test, Job trials, etc.) • Prepare the candidate for the interview in advance with information, such as how long the interview will be, who the panel members will be and the types and number of questions that will be asked. • Ensure the scoring criteria is equitable. Review the method through the lens of EDI and challenge the notion of rewarding or overvaluing the familiar or your own disciplinary bias. • Interviewers should check against unconscious bias specially performance bias and confirmation bias in the hiring and interview process (Not hiring someone due to a perceived lack of "career potential" and trying to find evidence to confirm biased view) • Hiring Managers should be trained on Inclusive Hiring Practice and Intercultural Intelligence on regular basis • Make all parts of the process accessible. When inviting the candidate to the interview, clearly state that the institution will respect and adhere to any accommodation needs. • Consider sharing the interview questions/themes with the applicants ahead of time. This will be specifically helpful to newcomers who are not necessarily familiar with the Canadian interview process but might have all the skills required for the job. • Consider the different communication styles of different culture (eye contact could be seen as a disrespect in some cultures)

	- Consider other less stressful settings for interviews i.e. (virtual interviews) and make sure to use a platform that is accessible to all candidates. - At the beginning of the interview, acknowledge the stress associated with the experience and that the search committee will do their best to ease the candidates' stress level. - Avoid using slang, cultural jargons, slow down and speak clearly and consider rephrasing if needed when posing a question - Include questions about the candidate's approach to work with diverse team and their commitment to EDI - Make sure to assess how candidates appreciate mental wellness in workplace environment - Ensure the method of assessing candidates is equitable. Review the method through the lens of EDI principles **REFERENCES** http://www.ohrc.on.ca/en/iv-human-rights-issues-all-stages-employment/5-interviewing-and-making-hiring-decisions https://employees.viu.ca/human-resources/equity-diversity-inclusion/support/holding-inclusive-interviews#:~:text=Inclusive%20Interviewing%20Best%20Practices&text=Prepare%20the%20candidate%20in%20advance,give%20them%20time%20to%20prepare. https://www.hbs.edu/recruiting/insights-and-advice/blog/post/6-best-practices-to-creating-inclusive-and-equitable-interview-processes
Resources **JOB POSTING DOS & DON'T's**	**JOB POSTING Dos** - **Offer an introduction of the organization:** Job postings should include some information about the organization to the applicants, especially since there could be some newcomers applying who might not be very familiar with the organization, but who may have all the skills required for the position. Therefore, it is important to encourage those talents to apply and give them some info that help them applying to the job - **Include some information that explains what XYZ is committed to**: share its vision, mission, learning and professional development strategies and how it values diversity and invests in its employees through Professional development and peer coaching. Also mention its commitment to support the wellness of its employees as a safety standard and its appreciation of work- life balance - **Review job description and duties:** review all job descriptions and ensure that they do not represent barriers for equity-seeking groups and highlight that you offer accommodation for people who self-identify with disabilities. - **Make sure to include alternatives to Canadian experience, Canadian credentials, and local requirement**: starting from the job posting by encouraging people with international experience/credentials to apply and to explain **equivalency process** that they might have gone through to meet the industry's standards of employment in Canada - **Use gender neutral language for your job postings:** replace gender coded language by neutral ones (i.e., Handyman by Maintenance Person, Foreman by Supervisor, etc.)

JOB POSTING DOS & DON'T's	• **Provide accommodations:** State whether there will be any accommodation to candidates scheduled for interviews and accommodations available to take on the responsibilities of the role (e.g., elevators/escalators, accessible parking, etc.) • **Remove jargon and offensive language When writing your job descriptions**: avoid using industry jargon that is not completely relevant to the role to make sure you are not excluding members of underrepresented communities specifically newcomers who might not be familiar with those jargons. • **Include an EDI statements:** land acknowledgment statement, opening statement and accommodation statement, • Featuring career paths in your job postings is especially important for entry level vacancies. Make sure to outline the career goals you offer, then illustrate the training or education needed to reach those goals. • **Consider partnering with ESL service provider to offer onsite lessons for newcomer workers** and if possible, highlight it in the job posting. ### JOB POSTING DON'Ts • Ask for information on nationality, place of birth or ethnic origin. Applicants only need to be legally entitled to work in Canada • Use gender-coded language in the qualification section i.e., aggressive, decisive, fearless. • Use term "fit" to the organization's culture: This could disadvantage persons identified by race and race-related grounds, older applicants, persons with disabilities or other people who are easily identified as not belonging to the dominant group. • Use "prefer to have" job requirements and/ or qualifications as opposite to using "must have ones" • Include physical demands without highlighting reasonable adjustments / possible accommodations for people with disabilities • Use discriminatory wording to describe job requirements "Exceptional, Fluent, excellent ability, polished writing skills, etc.…" ### RECOMMENDATIONS FOR DIVERSE RECRUITMENT • Employers should avoid using word-of mouth referrals, personal networks, such as the recruiter's hockey team, or social circles. These kinds of informal processes tend to exclude people who do not share the same characteristics and background as the recruiter and may create discriminatory barriers to employment. • Employers need to reach out to different ethno-cultural /racial communities • Share Job ads on Community Job Boards • Share job ads with employment agencies specially those who support equity seeking job seekers • Share with settlement agencies and member associations where Internationally trained professional seek guidance on labor market trends and/or seek professional licensure • Develop networking opportunities including professional seminars and workshops.

	• REFERENCES • http://www.ohrc.on.ca/en/iv-human-rights-issues-all-stages-employment/5-interviewing-and-making-hiring-decisions • https://matchbuilt.com/blog/recruitment-strategies-for-construction-companies/ • https://cawic.ca/ • https://www.women-in-construction.ca/
Extra Resources	*Ideal, "Blind Hiring: A How-To Guide to Reduce Bias & Increase Diversity":* https://ideal.com/blind-hiring/ BDC, "How to Evaluate the Qualifications of New Immigrants": https://www.bdc.ca/en/articles-tools/employees/recruit/pages/how-to-evaluate-qualifications-new-immigrants.aspx
Description of extra Resources	These are various samples for inclusive hiring best practices, covering topics from screening applicants, interviewing candidates, making an offer, and onboarding.
Suggested Use	These guides, checklists, and samples can be referenced during a review of an organization's hiring practices. Depending on the size and situation at an organization, we might suggest one or some of the following areas for review: • Diversifying the recruitment pipeline • Writing inclusive job descriptions (review existing job descriptions/ads for inclusive language) • Performing inclusive interviews (review interview questions for inclusive language and question types) • Crafting ED&I interview questions (craft some specific questions about how a potential candidate will support ED&I at the organization)
Type of tool	**Hiring Practice Reviews/ Samples / Checklists / Guidelines / Other Templates**
Stage	Hiring
Size	All sizes
Target	Indigenous Peoples; Racialized People; People with Disabilities; Immigrants

Tool #3	***EDI Statement/ Policy Template*** A Diversity Statement is basically a shorter version of the organization's Equity, Diversity, and Inclusion Policy. It should reflect the *current* state of diversity in an organization (even if the organization lacks diversity); include details about existing efforts that are being taken to improve diversity and inclusion; and details about the organization's goals with regards to ED&I, in the form of a list of actions and timelines. The ED&I policy document should procedures for promoting diversity, fostering inclusion, and advancing an equitable environment in the organization. It is most likely that this tool will be used in a situation where the organization has some diversity but lacks formal policies and statements. It might also be appropriate for organizations that has an existing ED&I policy but no public Diversity Statement.

Resources **EDI POLICY Template**	**EQUITY, DIVERSITY& INCLUSION (EDI) COMPANY STATEMENT/POLICY** **VISION** At XYZ, we recognize, appreciate and value the diversity of our community, we strive for Inclusion and equity in our employment practices and delivery of services, and we are committed to foster an inclusive and equitable environment in the workplace that represents and values the different cultures in our community and the broader community of Ontario and Canada. **PURPOSE** The purpose of the EDI statement/policy is to outline policies and procedures that promote the values of EDI and that guide our practices to foster a diverse, barrier-free, equitable, and welcoming working environment for all our current and future staff and stakeholders. As such, we commit to identify, prevent, and eliminate gender and diversity gaps in our workplace, we also are committed to foster an environment that is free from discrimination and harassment in all its forms with respect to race, colour, ancestry, place of origin, physical or mental disability, sex, gender identity or expression, sexual orientation, age, religion, political belief, marital status, or family status of that person or that group or class of persons and to challenge unconscious bias , gender bias, performance bias, affinity bias and confirmation bias in all our practices **SCOPE** This policy empowers all our employees, customers, and suppliers, whether working from the office or remotely in achieving their full potential in an environment characterized by equity, trust, welcome, belonging and opportunity while engaged in work activities. This policy is not intended to interfere with related legislation, nor the rights and obligations specified in individual contracts of employment. **DEFINITIONS** **Equity vs. Equality** **Equality** means each individual or group of people is given the same resources or opportunities regardless of their different circumstances and needs **Equity** recognizes that each person has different needs and thus allocates the needed/tailored resources and opportunities needed for each person to reach an overall equal outcome. **Diversity vs Inclusion** **Diversity** is the presence of a wide range of human qualities and attributes, both visible and invisible, within a group, organization, or society. The diversity that lacks genuine inclusion is often called "Tokenism." An inclusive workplace does not just have a diversity of people present, it has a diversity of people involved, respected, heard and trusted by the business. **Unconscious bias**

Implicit bias is the unintentional and unconscious ways in which we make judgements and decisions based on incomplete information that tends to favour one thing over another.

Gender bias

is the tendency to prefer one gender over another. It is a form of unconscious bias, or implicit bias, which occurs when one individual unconsciously attributes certain attitudes and stereotypes to another person or group of people. These ascribed behaviors affect how the individual understands and engages with others.

PRINCIPLES

Strategic Community Investment

XYZ supports the United Nations Declaration of Rights for Indigenous Peoples and The Truth and Reconciliation Commission of Canada's (TRC) Calls to Action. In achieving demonstrable appreciation and knowledge of local language and cultural practices our organization can respect the unique cultural, geographic, and legal environments in which we operate.

We recognize that society and corporate institutions at large historically and systemically perpetuated inequality, discrimination, and disparity of outcomes for equity-seeking groups. We acknowledge that this continues to hinder an individual's ability to participate within a corporate setting fully, freely, and equitably. We strive to ensure that the direct and indirect action of our organization does not hinder someone's ability to access and be successful while working at/collaborating with our organization

Progressive Human Resources Practices

We are committed to and honour equity in, employment through the provisions of the Human Rights Code. As part of our ongoing commitment to transparency, we recognize the potential consequences of bias in hiring practices and dedicate our efforts to impartiality and fairness in our procedures, practices, and policies. We want to feel confident in providing an inclusive and accommodating recruitment, hiring, and onboarding experience where everyone feels welcomed, equitably treated, accommodated and able to achieve their full potential

We seek to attract a diverse workforce that represents our communities. We work with community partners to support the employment needs of underrepresented equity-seeking groups. We seek to contravene bias towards the homogeneity of westernized educational credentials and worldviews by valuing unique lived and professional experiences through merit-based employment eligibility criteria.

Accessibility, Accommodation & Mental Wellbeing

We aim to create/improve channels of collecting feedback and experiences gained through employee and client engagement with our services to better inform our level of compliance with the Accessibility for Ontarians with Disabilities Act (AODA). We strive to ensure all possible efforts are taken to provide an accommodating and

	accessible experience for employees and clients or customers with any form of mental, physical and /or cognitive disabilities"
	REFERENCE Canadian Charter of Rights and Freedoms EDI: A Best Practices Guide for Recruitment, Hiring and Retention Ontario Human Rights Code The Truth and Reconciliation Commission of Canada's (TRC) Calls to Action United Nations Declaration of Rights for Indigenous Peoples https://www.ohrc.on.ca/en/policy-competing-human-rights/appendix-e-suggested-contents-internal-policy https://builtin.com/diversity-inclusion/gender-bias-in-the-workplace https://www.cca-acc.com/wp-content/uploads/2019/11/CCA_13413_Business_Case_EN-nov2019.pdf https://www150.statcan.gc.ca/n1/pub/45-28-0001/2020001/article/00085-eng.htm https://www.cca-acc.com/wp-content/uploads/2016/03/IndigenousEngagementGuide.pdf http://www.aboriginalconstructioncareers.ca/toolkit/why-focus-aboriginal-employment-construction.html BuildForce Canada 2020–2029 Construction and Maintenance Looking Forward forecast
Extra Resources	Examples of Diversity Policy Statements: *Ontario Human Rights Code: "Policy Primer: Guide to Developing Human Rights Policies and Procedures":* http://www.ohrc.on.ca/en/policy-primer-guide-developing-human-rights-policies-and-procedures Hire for Talent, "What is an inclusive workplace policy?": https://hirefortalent.ca/main/toolkit/inclusive-workplaces/174-what-is-an-inclusive-workplace-policy
Description of extra Resources	These extra resources are a mix of the examples of diversity statements and policy guidelines that are searchable on the internet.
Suggested Use	Use these examples to help an organization craft an EDI statement/Policy It might be necessary to deliver a short presentation and/ or suggest that organizations conduct a diversity audit to assess the status of diversity in their organization; see the "Diversity Data Collection" tool.
Type of tool	Policy Review / Procedural Audit; Samples / Checklists / Guidelines / Other Templates
Stage	Policies and Procedures
Size	All sizes
Target	Indigenous Peoples; Racialized People; People with Disabilities; Immigrants

Tool #	HR Policies Templates
Resources (1)	**Vision:** XYZ recognizes and values the contributions that all its employees make to the organization and acknowledges that according to the United Nations' Convention on the Rights of Persons with Disabilities (CRPD), "disability is an evolving concept and that disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinder their full

Disability Management Policy Template	potential" and therefore, XYZ is committed to foster an inclusive, accommodating and barrier-free work environment that supports employees with disabilities/disabled employees to achieve their full potential. **Purpose**:The purpose of this policy is to achieve an effective and inclusive Disability Management System that incorporates the social model of disability's principles into the organizational practices and ensures that XYZ provides a safe working environment that is free of systemic, attitudinal, and social barriers. The policy also ensures that XYZ meets the requirements of all applicable legislations including the OHRC, the WSIA, the OHSA and any related legislation. **Procedures**For the purposes of this policy, the following definitions apply. • **Disability:** will refer to mental, cognitive, learning and/or physical disability as defined by the Ontario Human Rights. • **Barriers: will refer to obstacles** preventing persons, and most notably persons with disabilities, from fully accessing opportunities and advantages customarily available to others. Barriers may be communicative, physical, technological, systemic, attitudinal, etc. • **Accommodation**: the individual tailored support that integrates employees with disabilities into the organization to support them achieving their full potential • **Ableism:** according to Urban Dictionary, Ableism is the discrimination or prejudice against people who have disabilities. Ableism can take the form of ideas and assumptions, stereotypes, attitudes and practices, physical barriers in the environment, or larger scale oppression. **Disability management system should include the three following components:** a. **Prevention:** proactively implement Employee Assistance Program and wellness programs, occupational health and safety standards, and emergency and business continuity plans b. **Support for recovery.** Implement sick leave and injury-on-duty leave, disability benefits and workers' compensation, and early intervention, case management, and alternative work arrangements c. **Case Management and Accommodation**: Should be offered on case-specific basis and should depend on individual needs, self identification and medical factors when needed. Accommodations should be based on discussion with affected employees to ensure their well-being and by doing so reduce adverse effects associated with adjusting to a disability and reintegration to the workplace. Alternative work plans could be considered (if needed), through adjustment of responsibilities, provision of assistive devices, flexible scheduling, and/ or work from home arrangements unless undue hardship by XYZ would be incurred.
Disability Management Policy Template	

	SCOPE This policy applies to all XYZ's employees **Employees** Any employee who breaches this policy may be subject to discipline up to and including dismissal. **References** https://www.ohrc.on.ca/en/policy-preventing-discrimination-based-creed/10-specific-cases https://www.ohrc.on.ca/en/code_grounds/disability https://www.aoda.ca/ https://documents.ottawa.ca/sites/documents/files/documents/adv_equity_en.pdf http://www2.hamilton.ca/CityServices/Careers/EmployeeOrientation/PoliciesProcedures/HumanResourcesPoliciesProcedures.html https://ottawa.ca/en/city-hall/city-manager-administration-and-policies https://www.ohrc.on.ca/en/our_work/policies_guidelines https://www.hamilton.ca https://carleton.ca https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion https://uwaterloo.ca/human-rights-equity-inclusion https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/health-wellness-public-servants/disability-management/fundamentals.html https://www.accessliving.org/newsroom/blog/ableism-101/ Many other related EDI open sources, Integration of lived experiences from an intersectionality lens, Equity and Diversity Handbook and (Middlesex-London Health Unit and Ottawa Public Health).
Resources (2) **Recruitment and Selection Policy**	**Vision:** XYZ is committed to employment equity and will actively seek to employ a diversity of staff from equity-seeking groups such as women, racialized/visible minorities, racialized people, Indigenous peoples, people with disabilities/disabled people, people of any sexual orientation or gender identity (e.g., people who identify in the LGBTQ+ community), and others who reflect the diversity of our community. XYZ is committed to a transparent, skills and talents assessment-based selection in all its hiring decisions. XYZ's processes are consistently applied to hire persons deemed to be the best qualified available candidates who have the knowledge, experience, competencies, and personal attributes that enable the XYZ to deliver its strategic priorities, to foster diverse and inclusive workforce and to reflect the community it serves. **Purpose:** The purpose of this Policy is to set equitable employment standards that aim to value and treat all people with equity, dignity, and respect. It also defines the responsibilities associated with the recruitment and selection process and that support the organization's vision on expanding and diversifying its qualified talent pool so it could meet successfully its current and future corporate needs. XYZ seeks to hire a diversity of staff who share the core values and the vision of equity, diversity, and inclusion upheld by the organization. We strive to ensure that no current employee, job applicant or candidate receives inequitable access to facilities or any discriminative or unfair treatment (either

directly or indirectly) in recruitment or employment based on any of the prohibited grounds under the OHRC (age, disability, gender / gender reassignment, marriage / civil partnership, pregnancy / maternity, race, religion or belief, sex, or sexual orientation). All applicants are provided an equitable opportunity for employment in compliance with provisions in the Ontario Human Rights Code (OHRC), the Accessibility for Ontarians with Disabilities Act (AODA) and any other applicable legislation.

SCOPE
This policy empowers all our employees; and external candidates seeking an employment opportunity with XYZ

Procedures:
- The Recruitment and Selection Policy is aligned with XYZ's strategies that define the talent requirements **needed** and **not preferred to have** to achieve desired outcomes.
- XYZ continues to develop/improve outreach recruitment practices that meet corporate initiatives towards building a more diverse pool of talents (e.g., university and college recruitment, immigration community, etc.;)
- All Recruitment and Selection procedures will be coordinated by interviewers and/or Hiring Managers who are trained on Inclusive Hiring Practices and who practice unconscious bias check in the different steps of the hiring process.
- Hiring decisions take into consideration the value of building a diverse team that is reflective of the needs and interests of an inclusive community and diverse client base
- XYZ offers accommodation in its recruitment and selection processes to applicants who self- identify as people with disabilities/disabled people
- XYZ addresses Information relating to accommodation requests received very confidentially.
- Hiring Managers and Interviewers will participate in Intercultural intelligence training, equitable recruitment, and selection training to update knowledge around more inclusive recruitment and selection techniques and processes once a year

Employees
Any employee who breaches this policy may be subject to discipline up to and including dismissal.

References
https://www.changerecruitmentgroup.com/knowledge-centre/equality-diversity-and-inclusion-policy
https://www.ohrc.on.ca/en/policy-preventing-discrimination-based-creed/10-specific-cases
https://www.ohrc.on.ca/en/code_grounds/disability
 https://www.aoda.ca/
 https://documents.ottawa.ca/sites/documents/files/documents/adv_equity_en.pdf

	http://www2.hamilton.ca/CityServices/Careers/EmployeeOrientation/PoliciesProcedures/HumanResourcesPoliciesProcedures.html https://ottawa.ca/en/city-hall/city-manager-administration-and-policies https://www.ohrc.on.ca/en/our_work/policies_guidelines https://www.hamilton.ca Equity and Diversity Handbook https://carleton.ca https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion https://uwaterloo.ca/human-rights-equity-inclusion Many other related EDI open sources Integration of lived experiences from an intersectionality lens (Middlesex-London Health Unit and Ottawa Public Health).

Resources (3)
 	
 Performance Management Policy Template
	Vision:
	
	 XYZ recognizes that employees who are supported and feel engaged in the organization excel in their roles. This Performance Management Policy will outline XYZ's commitment to ensuring that employees' individual efforts, actions, and behaviors are aligned to the XYZ's individual, departmental, and corporate goals and priorities. The policy ensures employees, and their managers/supervisors, have a common understanding of what is expected throughout the year, and that ongoing communication, engagement, constructive feedback, coaching, and development is in place to enable employees to meet those expectations. XYZ strongly believes that performance management is an integral component of providing excellence in service to customers.
	
	 Purpose
	   This policy explains XYZ's approach to inclusive and equitable Performance Management System. Performance Management is an ongoing, clear, constructive, and equitable process that aims to support employees at all levels in the organization to have a clear understanding of work expectations, to receive ongoing, comprehensive multi-rater/360 feedback regarding how they are performing relative to expectations, to identify development opportunities, and to address performance that does not meet expectations. A comprehensive performance management system empowers employees to have greater input to their personal career progression and will enable managers and other raters to better identify, recognize, and reward individuals based upon an equitable and consistent set of criteria.
	
	 Procedures
	   The regular performance evaluation should:
	 • support the growth and development of employees through effective, equitable, and multi- rater/360 feedback performance management
	 • ensure that the performance management process is a collaborative, two-way process between an employee and their Manager/ Supervisor

- ensure that the accessibility needs for employees with disabilities are considered and appropriate accommodation is offered during the performance management process.
- Ensure the implementation of the different **phases of XYZ's performance management process**

a. **Performance Planning**: During Performance Planning, agreement should be reached between the employee and their supervisor that performance expectations are attainable and measuring criteria are discussed and recorded on the Performance Review & Development Form.
b. **Performance Monitoring and Coaching**: regular conversation should happen between the employee and their supervisor on progress made. It is part of the supervisor's key accountabilities to support their direct reports to help them achieve success through coaching and development. A Supervisor should have a coaching two-ways conversation when performance is below expectation to discuss reasons, needs and suggested solutions
c. **Professional Development Planning**: employees should engage in developing their professional learning and development plans to address their professional learning needs while incorporating their different learning styles and any accommodations needed
d. **Rewards and feedback**: All raters should provide feedback, or information about observed performance and behaviour. In the feedback phase, employees will have the opportunity to discuss with their supervisors any changing or arising needs that might have impacted them meeting expectations and any support needed. Rewards/recognition or performance improvement plans/process should be considered as the target of this step. When performance does not meet expectations, performance Improvement plan/ process should begin. The Performance Improvement Plan will in most cases have a specific period (determined by the employer) to ensure employees have appropriate time to improve, as well as demonstrate sustained improvement in their performance.
e. **Termination –** A Supervisor, after completing the steps of progressive Performance Improvement as listed above, must seek the guidance from the leadership to terminate employment if improvement has not been made in accordance with previous agreement(s).

All steps of the Performance Management Process should
- be recorded in writing.
- be discussed with the employee with opportunity for them to review, engage and respond.

	- be based on the evaluation criteria determined by both the employee and the supervisor at the start of the employee's tenure or at the implementation of this policy. - recognize the professional progress and achievement of the employee since their last performance appraisal. - engage the employee in choosing specific areas of focus for development, including areas that may impact organizational growth or change. - allow for brainstorming possible solutions based on employee's feedback and response to feedback and include a measurable action plan to revisit and reassess the outcome of action items. - following a 360/ multi-rater approach - signed by the supervisor and the employee. - Records of the performance appraisals should be kept in the employee's confidential files. **SCOPE** This policy applies to all XYZ's employees **Employees** Any employee who breaches this policy may be subject to discipline up to and including dismissal. **References** https://www.changerecruitmentgroup.com/knowledge-centre/equality-diversity-and-inclusion-policy https://www.ohrc.on.ca/en/policy-preventing-discrimination-based-creed/10-specific-cases https://www.ohrc.on.ca/en/code_grounds/disability https://www.aoda.ca/ https://documents.ottawa.ca/sites/documents/files/documents/adv_equity_en.pdf http://www2.hamilton.ca/CityServices/Careers/EmployeeOrientation/PoliciesProcedures/HumanResourcesPoliciesProcedures.html https://ottawa.ca/en/city-hall/city-manager-administration-and-policies https://www.ohrc.on.ca/en/our_work/policies_guidelines https://www.hamilton.ca https://carleton.ca https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion https://uwaterloo.ca/human-rights-equity-inclusion https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/performance%20management.pdf Many other related EDI open sources, Integration of lived experiences from an intersectionality lens, Equity and Diversity Handbook and (Middlesex-London Health Unit and Ottawa Public Health).
Resources (4) **Discrimination and Harassment Policy template**	**Vision:** XYZ is committed to provide and maintain a safe and judgement-free working environment that embodies mutual respect for the dignity and worth of each employee. XYZ will not tolerate any act of violence or harassment including sexual harassment, personal harassment or harassment and discrimination based on OHRC prohibited grounds (i.e., race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, gender identification, sexual orientation, age, marital status, family status and disability) and will take all reasonable and practical measures to prevent such acts and protect its employees. Appropriate remedial, disciplinary, and/or legal action will be taken according to the circumstances.

Resources (4) **Discrimination and Harassment Policy template**	**Purpose**The goals of this Workplace Discrimination Prevention Policy is to establish a framework to ensure a workplace that is free of discrimination and to ensure that all employees comply with this Policy. **Procedure**Under the Ontario Human Rights Code and in compliance with this policy, XYZ will not tolerate nor ignore any harassment or discrimination behavior to its employees. If a claim of harassment or discrimination is proven, disciplinary measures will be applied, up to and including termination of employment. **Organization's roles and responsibilities** 1. Establish a training and learning development strategy that supports XYZ meeting its obligations under the Ontario Health & Safety Act, the Canada Labour Code, and the Ontario Human Rights Code and that aims to maintain a work environment free from discrimination and harassment through education and awareness 2. Always promote appropriate standards of workplace conduct. 3. Establish measures and procedures for employees to report incidents and to get immediate assistance when workplace harassment occurs. 4. Outline the documentation requirements to report on harassment and discrimination incidents. 5. Providing complaints procedure that is fair, equitable and effective 6. Monitoring organizational systems regularly for barriers relating to Code grounds 7. Explain how the affected employee will be informed of the results of a complaint's investigation 8. Establish corrective actions **Employees' roles and responsibilities** 1. All employees at XYZ are expected to uphold and abide by this policy, by refraining from any form of harassment or discrimination, and by cooperating fully in any investigation of a harassment or discrimination complaint. 2. Managers and Supervisors have the additional responsibility to act immediately on observations or allegations of harassment or discrimination. Managers and Supervisors are responsible for creating and maintaining a harassment- and discrimination-free organization and should address potential problems before they become serious. 3. It is also unacceptable for members of XYZ Organization to engage in harassment or discrimination when dealing with clients, or with others they have professional dealings with, such as suppliers or service providers. 4. This policy applies at every level of the organization and to every aspect of the workplace environment and employment relationship, including recruitment, selection, promotion, and training. It also covers discipline, and performance evaluations.

Resources (4) **Discrimination and Harassment Policy template**	5. This policy also applies to events that occur outside of the physical workplace such as during business trips or company parties. **Complaint Procedure** 1. In the event of being subject to harassment and/ or discrimination, the employee could start by speaking to the individual to ensure that they know their behaviour is inappropriate, but employees also need to be aware they are not obliged to do so. Indeed, each case is different. If addressing the person responsible could lead to an escalation of the harassment or discrimination, or to safety risks, complainants should not be expected to have to directly interact with that person. 2. If the inappropriate conduct continues, you should inform your Supervisor/ HR/ Human Rights officer so that an investigation may be commenced. 3. Alternatively, a complaint may be made to a more senior leader if the direct Supervisor is the responsible for workplace discrimination issues is the subject of the complaint. 4. Investigation when a discrimination incident is occurring in the workplace, …. (Managers, HR, etc.) will make all reasonable efforts to commence the investigation within (X) business days and will make every reasonable effort to complete the investigation and provide the results to the complainant and alleged discriminator within (X) business days. Where this is not reasonably possible, the parties will be informed as soon as practicable. An investigation may be conducted by …. (Whoever in charge by XYZ) 5. Information obtained about an incident or complaint of workplace discrimination, including identifying information about any individuals involved, will be kept confidential unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or as otherwise required by law. This confidentiality will be accomplished by ensuring that those involved in the investigation understand its confidential nature and that any notes relating to the investigation are kept in a secure location 6. If adherence to the timelines above is not possible, the expected timeline for the investigation will be communicated to the complainant and the alleged discriminator along with the reason for the delay. 7. The complainant and the alleged discriminator will be informed in writing of the results of the investigation and of any corrective action that has been taken or that will be taken because of the investigation. **REPRISALS** 1. Under no circumstance should someone face, or be threatened with, penalties or discipline for reporting an incident of workplace violence or harassment or for participating in an investigation. 2. Those who engage in reprisals or threats of reprisals may be disciplined up to and including dismissal from employment.

	3. An employee who makes a false complaint or otherwise abuses this Policy may be disciplined up to and including dismissal from employment. Such discipline is not a reprisal or breach of this Policy. **SCOPE** This policy applies to all XYZ's employees **Employees** Any employee who breaches this policy may be subject to discipline up to and including dismissal. **References** https://www.ohrc.on.ca/en/policy-preventing-discrimination-based-creed/10-specific-cases https://www.ohrc.on.ca/en/code_grounds/disability https://www.aoda.ca/ https://documents.ottawa.ca/sites/documents/files/documents/adv_equity_en.pdf http://www2.hamilton.ca/CityServices/Careers/EmployeeOrientation/PoliciesProcedures/HumanResourcesPoliciesProcedures.html https://ottawa.ca/en/city-hall/city-manager-administration-and-policies https://www.ohrc.on.ca/en/our_work/policies_guidelines https://www.hamilton.ca https://carleton.ca https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion https://uwaterloo.ca/human-rights-equity-inclusion https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/health-wellness-public-servants/disability-management/fundamentals.html https://www.accessliving.org/newsroom/blog/ableism-101/ Many other related EDI open sources, Integration of lived experiences from an intersectionality lens, Equity and Diversity Handbook and (Middlesex-London Health Unit and Ottawa Public Health).
Type of tool	Policy Review / Procedural Audit; Samples / Checklists / Guidelines / Other Templates
Stage	Policies and Procedures
Size	All sizes
Target	Indigenous Peoples; Racialized People; People with Disabilities; Immigrants

Tool	**3. Diversity Data Collection** Some organizations may not be aware of the types of diversity that are present in their workplace. We might suggest this tool to medium and larger sized organizations who are interested in setting diversity targets but who lack information about diversity within their organization. To create diversity targets to inform their recruitment policies on an ongoing basis, they will need to implement a data collection strategy.

Resources
 	
Demographic Data Collection Survey
	Demographic Data Collection Survey
	
	From the following options, please select the description that best reflects your position within your organization:
	    1. Frontline team member requiring on-the-job training
	    2. Supervisor overseeing frontline teams
	    3. Middle Manager or administrator

Resources
 	
Demographic Data Collection Survey
	4. Senior Manager or administrator
	5. Executive / C-Suite
	6. Owner / Principal
	How long you have been working at XYZ?
	    1. Less than 6 months.
	    2. From 6-11 months
	    3. From 1-3 years
	    4. More than 3 years
	    5. Prefer not to say
	What is your age group?
	    1. Under 30
	    2. 30-40
	    3. 40-50
	    4. 51 plus
	    5. Prefer not to say
	
	How do you best describe your race or ethnic group?
	    1. Indigenous (e.g., Aboriginal, Inuit, Metis)
	    2. Arab (e.g., Syrian, Lebanese, Palestinian)
	    3. Black (e.g., Caribbean, African)
	    4. Latino/ Latina/Latinx, Latin American)
	    5. East Asian (e.g., Chinese, Japanese, Korean)
	    6. South Asian (e.g., Indian, Pakistani, Sri Lankan)
	    7. Southeast Asian (e.g., Vietnamese, Cambodian, Filipino)
	    8. West Asian (e.g., Iranian, Afghan, Armenia)
	    9. White (Caucasian or European descendant)
	    10. Mixed Race
	    11. Other (Please Specify)
	    12. Prefer not to say
	
	What is/are the language(s) that you first learned at home in childhood and can still understand? If you can no longer understand the first language learned, choose the second language learned. Pick all that apply:
	    1. English
	    2. French
	    3. Italian
	    4. Chinese (Mandarin, Cantonese)
	    5. Spanish
	    6. Panjabi (Punjabi)
	    7. Tagalog (Pilipino, Filipino)
	    8. Portuguese
	    9. Arabic
	    10. German

Resources
 	
Demographic Data Collection Survey
	11. Urdu
	12. Aboriginal language
	13. Other
	14. Prefer not to say
	
	Which option best describes your gender identity
	    1. Man
	    2. Woman
	    3. Agender
	    4. Genderqueer
	    5. Genderfluid
	    6. Two-Spirit
	    7. Transgender
	    8. Intersex
	    9. Nonbinary
	    10. LGBTQ2SIA+
	    11. Prefer not to say
	    12. Not listed, please specify
	Which option best describes your sexual orientation?
	    1. Asexual
	    2. Bisexual
	    3. Gay
	    4. Lesbian
	    5. Straight/Heterosexual
	    6. Queer
	    7. Two-Spirit
	    8. Pansexual
	    9. LGBTQ2SIA+
	    10. Prefer not to say
	    11. Not sure
	    12. Not listed, please specify
	
	What religion /creed (if any) do you identify with?
	    1. Atheist
	    2. Bahai
	    3. Buddhist
	    4. Christian (e.g., Catholic, Protestant, Eastern Orthodox, etc.)
	    5. Hindu
	    6. Jewish
	    7. Muslim
	    8. Sikh
	    9. Spiritual but secular
	    10. Secular

Resources
 	
Demographic Data Collection Survey
	11. Wiccan/pagan
	12. No religion
	13. Other (Please Specify)
	14. Prefer not to say
	15.
	Do you have a disability? Per section 10(1) of the Ontario's Human Rights Code, "disability" means any degree of physical disability, a condition of mental impairment, a learning disability, a mental disorder.
	    1. Yes
	    2. No
	    3. Prefer not to say
	
	In case the answer to the question above is yes; please select all that apply:
	    1. Mobility
	    2. Vision
	    3. Hearing
	    4. Speech
	    5. Mental/emotional health
	    6. Learning or cognitive
	    7. Other (Please specify)
	    8. Prefer not to say
	
	What is the highest level of education you have completed?
	    1. College (degree, diploma, certificate)
	    2. University undergraduate degree
	    3. University master's degree
	    4. University doctoral degree
	    5. Other (please specify)
	    6. Prefer not to say

Type of tool	Samples / Checklists / Guidelines / Other Templates; Policy Review / Procedural Audit
Stage	Recruitment; Organizational Culture
Size	All Sizes
Target	Indigenous Peoples; Racialized People; People with Disabilities; Immigrants

Tool	**4. Feedback, Engagement, and Recognition**
	This tool is a more holistic approach to data collection that is about using employee data to foster a culture of engagement and recognition in the workplace. We could suggest several approaches to "Feedback, Engagement, and Recognition," depending on the size of the organization and their capacity to implement an employee engagement strategy. The goal is to create regular and reciprocal feedback loops (through surveys, check-ins, and other organizational initiatives) that provide both employees and the employer with opportunities to check in with one another about what is working and what could improve.
	Through this tool, we will encourage organizations to foster a) a sense of belonging for all employees, and b) a culture of recognition that promotes diversity. Employee recognition and performance evaluation promotes an inclusive workplace when it is done carefully and with the right mindset. It can create a sense of belonging and make people feel valued, especially when what it being celebrated encourages collegial and inclusive behaviors rather than just individual performance evaluations.

| Resources

**Climate/
Satisfaction/
Feedback Survey** | **Climate Survey**

On a scale of 1-5, 1 being strongly disagree, 2 is disagree, 3 is somehow agree, 4 is agree, 5 is strongly agree.
• I feel safe at work.
• I know where to go and what to do in case of being subject to discrimination and/ or harassment
• My opportunities for career success are not affected by my gender/cultural identity, abilities, nor by any of the prohibited grounds under the OHRC?
• I think there is no negative gossips circulating in the workplace
• I have never witnessed bullying behavior in the workplace
• There are serious adverse consequences for employees who are abusive, disrespectful, or hostile
• People never get comments on their accents in the workplace
• People never get asked why they are wearing this way
• everyone feels valued by the organization
• I never experienced / witnessed unwanted physical conduct in the workplace by coworkers
• I have never witnessed or heard of offensive or inappropriate language, sexual jokes, or comments in our workplace |

Climate/ Satisfaction/ Feedback Survey	• I feel comfortable and supported reporting any form of discrimination or harassment (micro aggressions, racism, sexism, ableism, ageism, Islamophobia, fatphobia, homophobia, etc.) • I feel that racism, discrimination and/ or inappropriate behavior would be addressed seriously respectfully and confidentially • I feel welcomed, respected, and appreciated at work • Organization policies are communicated clearly with all employees • People treat each other with respect in the workplace • Workforce diversity is valued at this organization • Everyone is treated fairly • My peers are open to change • I have opportunities to give feedback and suggestions where I see change needed • I feel a sense of belonging in the workplace • My workplace observes holidays and traditions from many cultures • There are equal opportunities for each employee to realize their full potential within the company • There is a meditation/ prayer room in my workplace My organization has a multifaith calendar References: https://www.ohrc.on.ca/en/count-me-collecting-human-rights-based-data-summary-fact-sheet
Type of tool	Organizational Initiatives
Stage	Organizational Culture; Employee Retention & Career Development; Policies and Procedures
Size	All sizes
Target	Indigenous Peoples; Racialized People; People with Disabilities; Immigrants