



WORKING GROUP
**EQUITY
DIVERSITY
INCLUSION**

Presentation Summary

Every Kid in our Community and Lanark County Child and Youth Services Collaborative

Presenter: Shannon Bruce

Date of Presentation: Wednesday November 2, 2022

Topic: EDI Working Group Update

HR Practices

Presentation Summary:

Ensuring human resources and employment practices are aligned with the values of equity, diversity, and inclusion are needed to best support our clients in the sector, as well as to attract and retain a workforce that can help drive the impact needed in our communities. Given the ongoing HR crisis in the non-profit sector, it is also a business imperative that is no longer about a competitive advantage, but a foundation to meeting the expectations of the mature and emerging workforce.

Details about the HR challenges in the non-profit sector, <https://theonnc.ca/nonprofit-hr-crisis/>

Dimensions of Diversity

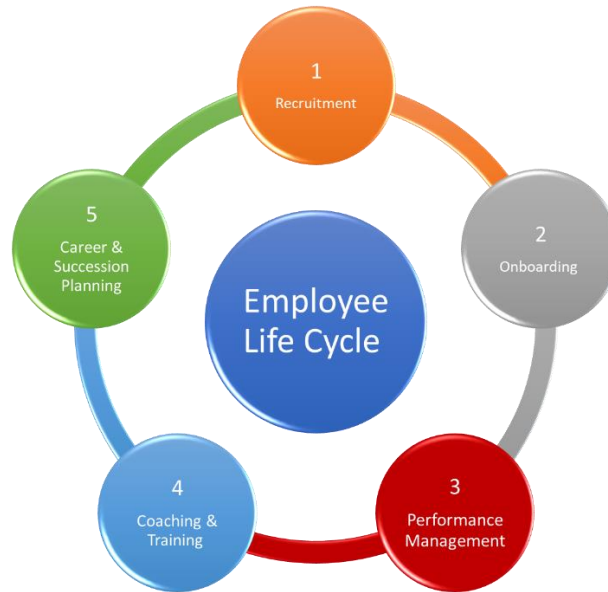
There are many dimensions of diversity, that can be experienced day to day – and in the workplace. It is important to look at each of these dimensions and the experiences within each, but also want to recognize that individuals are unique and not homogeneous. The concept of intersectionality is important to keep in mind as we continue this work and build our strategies.

Intersectionality is a framework for analyzing and understanding how aspects of a person’s physical, social, and political identities combine to create different modes of discrimination and privilege. Intersectionality identifies multiple factors of advantage and disadvantage which can include gender, wealth, sex, race, ethnicity, class, sexuality, religion, disability, weight, and physical appearance. These intersecting and overlapping social identities may be both empowering and oppressing.

People experience the world differently based on their overlapping identity markers.

The Employee Life Cycle (ELC)

The ELC represents the high-level stages that employees go through in their careers, from recruitment to retirement.



The five stages are:

- **Recruitment:** Employers can assess the process to see if it is inclusive by design and determine if there are opportunities for individual accommodation where needed.
- **Onboarding:** Includes ideas such as making an accommodation plan, modifying training to meet the new employee's needs, documents in plain language.
- **Performance Management:** Everyone should be engaged in conversations about their work or be allowed to understand where there are challenges. Helpful feedback will provide opportunities for people to improve their work performance as well as provide an opportunity to review accommodations or other personal needs, such as days of observance.
- **Coaching and Training:** A process that works for everyone while understanding the unique circumstances of all employees. Coaching and training activities can be tailored to include accommodation plans, and reflect individual needs.
- **Career and Succession Planning:** Enables managers to assess and develop a talent pool of employees who can fill the vacant positions in the organization. Everyone should be considered based on their skills, attitudes, and experience and the organization needs to understand the intended and unintended impact of bias in the system.

Effective and inclusive talent management focuses on the employee experience at each stage of the lifecycle.

It is important to understand the policies, processes, and activities at each stage as well as what barriers (whether intentional or not) may exist.

Unconscious Bias

Many professionals, without realizing it, make “unconscious” choices regarding those who are different in terms of race, gender, geographic origin, college education, and other factors. This “unconscious bias” impacts both personal and business decisions.

Understanding bias and the role it plays, again whether intended or not, is important in being able to evaluate our HR processes from an EDI lens.

Links to Resources:

- **Cross-Cultural Competency Training Program:** The HIO cross-cultural competency training is designed to equip employers, HR Professionals, and people managers with practical skills, strategies and tools needed to increase cultural competencies and prepare workplaces for a culturally diverse employee base. <https://www.hireimmigrantsottawa.ca/for-employers/what/training-program/>
- **Fostering a Workplace Culture of Inclusion and Belonging:** Hire Immigrants Ottawa is pleased to be offering a new workshop series for employers that invites participants to explore what it means to achieve and contribute to a sense of belonging in the workplace. This three-part workshop series progressively builds participants’ knowledge and skills about inclusive practices that build a culture of belonging. <https://www.hireimmigrantsottawa.ca/events-training/inclusion-and-belonging/>
- **Shaping Accessible Employment Practices:** This four-part learning series is designed to enhance skills and build confidence in shaping accessible recruitment and job retention practices. <https://earn-paire.ca/workshops/>
- **Hire For Talent Toolkit:** The toolkit offers a variety of informative tools. Learn about the skills people with disabilities bring to the workplace and use our ‘how-to’ resources, that provide practical tips and strategies on successful recruitment, hiring, inclusion and retention of people with disabilities. These resources can support inclusion by design for everyone in HR practices. <https://hirefortalent.ca/>
- **Ask JAN:** Resource to support accommodations in the workplace. It is an American site so may not reflect Canadian Laws, but the tips and general information are highly regarded. <https://askjan.org/>