

DEI Checklist:

Human Resources and Talent Management

For a company to reach its full potential, it needs to have as many different voices in the room as possible. Diversity, equity and inclusion initiatives (DEI) are an important part of achieving this goal.

STEP 1: Deeply understand and clearly state your reasons "why"

Diversity is not a box to check off. You need to know the reasons behind your DEI strategies so you can keep the organization focused on the goal. Consider these questions;

- Why are you doing this? Why do you care about diversity, equity and inclusion?
- Do you truly believe having diverse teams working in your company makes a difference?
- Are DEI initiatives vital for your business? If yes, why? If not, why not?
- What are you trying to achieve by saying 'we care about diversity'?

STEP 2: Take action

When it comes to recruiting candidates from underrepresented groups, caring is not enough, action is everything. Organizations are uniquely positioned to use their privilege to advocate for their people and to help teams reach their full potential. Think about the following;

- What does it mean to be 'qualified' for a role?
- Do underrepresented candidates have the opportunity to apply to many open positions?
- Do you post job ads on diverse job boards?
- Do your job ads contain jargon and cliches (rockstar, ninja, etc.)?
- Are you actively seeking out underrepresented groups and encouraging them to apply?
- What can you do to facilitate the growth of marginalized employees?

STEP 3: Track, assess and adjust

Keep an open mind and keep learning by asking for feedback, using DEI metrics to track and assess your progress and preparing to make small "tweaks" as your company grows. Remember this is a 10-20 year problem-you can't solve structural oppression with a year long plan. Consider these questions;

- How do you currently engage with the people in your company and talent community?
- How do your strategies and policies account for their experiences?

CHECKLIST

Embed DEI through all people practices

- Apply a DEI lens in key HR practices (e.g., recruitment, retention, professional development, etc.)
- Ensure that your culture supports work-life effectiveness for everyone.
- Create a respectful work environment and a positive culture of collaboration.
- Embed equity objectives for underrepresented groups into leaders' and managers' annual performance plans.
- Revise skills and qualification requirements that are more specific than they need to be.

Gather data and monitor progress

- Gather anonymous feedback about what employees would like to see change in the workplace, track the response rate.
- Gather data on safety record, innovations, employee engagement, absenteeism, turnover in critical occupations, numbers of applicants in hard-to-fill jobs and explore any connections to gender diversity or DEI initiatives that might have had an impact.
- Measure and report key indicators such as promotion rates, and diverse representation throughout the organization.
- Analyze employee experience surveys separately by underrepresented group, and intersections of a group membership.
- Consider using a compensation analysis to identify and close any gaps.

Communicate regularly

- Identify and communicate opportunities for staff to make changes in their day-to-day work environment (e.g. the link between employee support and level of performance).
- Share results (as appropriate) of your diversity and inclusion targets.
- Engage leaders at all levels and train them to initiate conversations that focus on DEI.
- Support candid conversations about the challenges and progresses of DEI initiatives through work-group meetings, briefings and coaching.
- Provide operations supervisors and managers with user-friendly reference tools.
- Produce evidence through employee engagement surveys, focus groups, and workforce data to use as conversation starters to prompt action.

Address myths and misconceptions

- Stay 'on message' about equity and inclusion practices being positive for everyone.
- Ensure decision-making processes are transparent and designed to provide equitable opportunities.
- Address unconscious bias through training and inclusive practices.
- Analyze each stage of the hiring and promotion processes to uncover and resolve any unintended barriers.

Attracting and recruiting talent

- Review language used in job ads/ descriptions. Remove any jargon and plainly state who you are seeking.
- Connect with university/graduate school diversity associations and ask them to recommend talented leaders.
- Use diversity job boards such as "Diversity Working", the largest online diversity job board.
- Use an interview panel and include diverse employees. Different perspectives will improve the fairness of hiring.
- Build on-boarding processes and professional development programs that support diverse employees.
- Provide ongoing training to recruiters and HR managers to learn about biases and supporting diverse staff.

Demonstrate inclusive behaviors

- Model inclusive behaviors in meetings and casual interactions in the workplace.
- Regularly invite input to demonstrate the value of DEI for innovation and decision-making.
- Recognize work units for inclusive practices and behaviors—always with a narrative that outlines the benefits.
- Challenge biased communications or behaviors when they arise, to make them visible to others.
- Communicate behavioral standards and norms clearly, and actively address any actions that do not reflect those norms.
- Train and encourage senior leaders to model the behaviors of inclusive leaders.
- Highlight the actions of "ally champions" employees who actively support inclusion.

NOTE:

This checklist includes promising practices to help organizations prioritize, embed, and broaden their diversity, equity and inclusion (DEI) initiatives into their human resources and talent management. It covers multiple actions that can be implemented to create work environments and organizational cultures that are supportive of diverse talent. Your organization may want to consider tailoring its use to your specific needs.