

## About this Document

### This tool has been adapted from the Diversity and Inclusion Charter of Peel: Diversity, Equity, and Inclusion Organizational Self-Assessment Tool

## Introduction

This tool has been adapted from a tool created for the Region of Peel in Ontario, Canada.<sup>1</sup> The Diversity, Equity and Inclusion (DEI) Organizational Self-Assessment Tool (SAT) was designed to assist all types of organizations in assessing their diversity, equity, and inclusion work. This assessment tool can be used to celebrate successes in diversity, equity, and inclusion work, and also to identify areas for improvement. It can be used as a discussion starter in order to enhance understanding of diversity, equity, and inclusion within the organization, and it can help to set a roadmap for action.

The SAT is designed to apply to all types of organizations, whether private, public, non-profit, government, or volunteer driven. It is intended to be useful to organizations that have very little experience addressing DEI issues, and also to organizations that have been working actively on these issues for many years. Section I is intended for all types of organizations to complete, while Section II is intended for service-oriented organizations.

## How to Complete the Tool?

The tool is organized into 8 different domains, each of which focuses on a different aspect of managing an organization. Within each domain, the organization is asked to rate the extent to which it complies with a series of concrete indicators that reflect diversity, equity, and inclusion promising practices, using a scale from 1 to 5. Some indicators may not apply to some organizations. In this case, organizations should rate the indicator as 'Not Applicable' and keep this indicator out of the calculation of the average assessment score.

The self-assessment process will be most useful if the ratings are based on careful, honest review of current practice. The tool provides space to note the evidence used to reach a

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<sup>1</sup> <http://www.dicharter.rdrpeel.org/wp-content/uploads/2016/02/DEI-Organizational-SAT-Jan-8-Booklet-Final-Copy.pdf>

decision about each self-rating. Once an organization has entered a score for each indicator, it can calculate an overall domain score in the final column of the chart.

The final section of the tool is an action planning guide. It prompts the organization to review the completed self-assessment and identify three areas that they see as priorities for action. A table allows the organization to identify the people and resources needed to move forward with each priority.

## Who Should Complete the Tool?

Any individual with knowledge of an organization can answer the questions. When completing the tool, it is important to remember that the focus is on how an organization as a whole is doing. Although the personal experiences of individuals completing the assessment are relevant, the tool is not designed to assess the experiences of individual employees – it is meant for conducting an intensive and comprehensive system wide organizational assessment.

Organizations may use the SAT differently depending on the time and resources available to conduct the assessment, but it will often take the commitment of several hours of work from a number of different employees, community members, and service users. Please consider compensating service users and community members with an honorarium for helping complete the tool.

Protecting confidentiality is critical to ensure your organization receives an honest evaluation.

Not all participants need to complete all sections (domains) of the assessment:

Person completing the tool	Domains to complete
Leadership	All
Staff (from different levels)	All
Community members / stakeholders	5, 7
Service users	5, 7, 8

Once everyone has completed the tool, one individual should be appointed to bring the scores together anonymously in one report, noting the differences between different people's experiences when reporting back.

This will enable an accurate assessment of the indicators and ensure a comprehensive picture of the organization's diversity, equity, and inclusion work. It will provide an opportunity for staff to enhance their understanding of diversity, equity, and inclusion, and enable the development of a shared vision on how the organization will advance diversity, equity, and inclusion work.

# Diversity, Equity, and Inclusion Self-Assessment Tool

## SECTION I: FOR ALL ORGANIZATIONS TO COMPLETE

### DOMAIN 1: PLANNING AND POLICY

Objective: The organization identifies diversity, equity, and inclusion as a priority and has incorporated diversity, equity, and inclusion objectives into its planning and policies.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 1 indicators	List the evidence that supports how your organization fulfills this indicator	Score
Our organization has made a formal commitment to diversity, equity and inclusion as part of our mission, vision, and/or strategic plan.		
Our organization's policies promote diversity, equity, and inclusion (e.g., Non-discrimination Policy, Diversity and Inclusion Policy).		
Our organization has a concrete action plan to address diversity, equity, and inclusion (e.g., equity plan or strategy).		
Our organization has identified staff, volunteers, or committees to work on actions related to diversity, equity, and inclusion.		
Our organization has allocated financial resources for diversity, equity, and inclusion work.		
Our organization regularly evaluates its diversity, equity, and inclusion work (e.g., progress audits, impact assessments).		
Our organization includes diversity, equity, and inclusion requirements in its organizational reporting structure (e.g., annual reports, newsletters, performance metrics, reports to executive and governing bodies).		
Our organization includes diversity, equity, and inclusion objectives in its financial planning and fund development (e.g., seeks funding to support diversity, equity, and inclusion work).		
Our organization supports Howard County's commitment to diversity, equity and inclusion		

## DOMAIN 2: ORGANIZATIONAL CULTURE

Objective: The organization demonstrates a strong commitment to diversity, equity, and inclusion by ensuring its organizational culture and environment are welcoming and inclusive.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 2 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization's leaders actively promote diversity, equity, and inclusion (e.g., leadership communicates about diversity, equity, and inclusion, management supports staff in setting and achieving diversity, equity, and inclusion goals).		
Our organization regularly seeks feedback from employees about their experiences of inclusion (e.g., diversity, equity, and inclusion questions are included in employee satisfaction surveys and exit interviews).		
Our organization has a formal process in place for employees to raise concerns or complaints regarding issues related to diversity, equity, and inclusion (e.g., complaint process, request for /assessment of accommodation process), and a structured approach for responding to employees' concerns or complaints regarding diversity, equity, and inclusion (e.g., mediation process, Ombudsperson, accommodation process).		
Our organization provides an inclusive and welcoming environment for diverse groups (e.g., decor, posters, signage reflect the diverse employee and client populations).		
Our organization ensures our key communication materials (i.e., brochures, signage) are accessible to, and inclusive of diverse groups (e.g., written in plain language, translated into different languages, written in braille, include images that represent the diverse employee and client populations).		
Our organization ensures that its website is accessible to, and inclusive of diverse groups (e.g., accessibility functions, translated into different languages, includes images that represent the diverse employee and client populations).		
Our organization recognizes and celebrates diverse cultures and religious/spiritual affiliations (e.g., dietary requirements, holidays and celebrations, prayer accommodations).		

## DOMAIN 3: EMPLOYEE EDUCATION AND TRAINING

Objective: The organization recognizes the value of diversity, equity, and inclusion education/training, and provides employees with opportunities to develop knowledge and skills to work effectively within a diverse environment.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 3 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization requires all staff from all levels of the organization (e.g., Board of Directors, senior management, frontline staff, volunteers) to complete education/training related to diversity, equity, and inclusion.		
Our organization offers on-going education/training on diversity, equity, and inclusion (e.g., e-learning modules, workshops, lunch and learns) to all staff (e.g., orientation training, volunteer training, leadership/management training) that takes into account different learning styles, and our organization supports staff to participate in professional development opportunities related to diversity, equity and inclusion (e.g., offers staff financial support and time away from work to participate in external training, conferences, Train- the-Trainer workshops)		
Our organization evaluates the effectiveness of its diversity, equity, and inclusion training (e.g., assessment of staff knowledge and skill acquisition, behaviour change and/or practice change).		

## DOMAIN 4: HUMAN RESOURCES

**OBJECTIVE:** The organization is committed, through its Human Resource policies and practices, to recruit, hire, and retain employees that are representative of the diverse regional population and/or have expertise in diversity, equity, and inclusion.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 4 indicators	List the evidence that supports how your organization fulfils this indicator	Score
When advertising for new or vacant positions, our organization actively reaches out to diverse communities.		
Our organization's hiring and promotion practices assess candidates' diversity, equity, and inclusion experience and expertise (e.g., through interview questions or requests for demonstrations of experience and expertise).		
Our organization's performance assessment includes diversity, equity, and inclusion indicators for staff at all levels of the organization (e.g., diversity, equity, and inclusion indicators related to professional development, achievement of goals, adherence to policies).		
Our organization collects demographic information about all staff to monitor and assess whether equitable Human Resource practices are employed (e.g., demographics on new hires, those who receive salary increases, promotions, and disciplinary action).		
Our organization has accommodation policies and practices in place that support employees' accommodation needs (e.g., flex-time, telecommuting, ergonomic accommodations, barrier-free structure, Employee Assistance Program).		

## DOMAIN 5: COMMUNITY CAPACITY BUILDING

Objective: The organization is committed to the Diversity and Inclusion Charter's goal of cooperatively creating community change by supporting the development of partnerships and networks, advocacy, and capacity building to advance diversity, equity, and inclusion work within Peel Region.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 5 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization engages in advocacy related to diversity, equity, and inclusion (e.g., advocacy for policy and system changes that support diversity, equity, and inclusion).		
Our organization develops meaningful partnerships with government, service providers, community- based organizations, and community groups to advance diversity, equity, and inclusion in our community.		
Our organization develops cross-sectoral partnerships to enhance service coordination and provision to clients from vulnerable and marginalized communities.		
Our organization participates in advisory committees, networks, coalitions, and task forces focused on enhancing diversity, equity, and inclusion in our community.		
Our organization shares its diversity, equity, and inclusion promising practices and resources with the broader community (e.g., through mentorship, community events/forums, education/training, website).		

## SECTION II: FOR SERVICE ORGANIZATIONS TO COMPLETE

This section of the DEI Organizational Assessment Tool should only be completed by organizations that provide a service to the public. The domains in this section relate to key organizational areas that are relevant to service planning, development, and provision.

### DOMAIN 6: SERVICE PLANNING AND DEVELOPMENT

Objective: The organization incorporates diversity, equity, and inclusion principles into planning and developing services.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 6 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization utilizes community demographic information to inform service planning and development (e.g., organization collects client demographic information, uses county statistics for comparison).		
Our organization uses and/or conducts research and needs assessments to identify diversity, equity, and inclusion related needs and gaps in services.		
Our organization has a process in place to identify and reduce barriers to accessing services (e.g., accessibility audits, community consultations, interpretation request process).		



## DOMAIN 7: CLIENT ENGAGEMENT

Objective: The organization recognizes the value of engaging clients in the planning, development, and evaluation of its services.

Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 7 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization has a process in place to engage clients in service planning, development, and evaluation (e.g., client councils, clients participate in planning and development committees, organization utilizes participatory evaluation methods) and provides supports to promote client participation in service planning, development, and evaluation (e.g., child care, transportation assistance, honouraria, language/sign interpretation).		
Our organization trains staff on how to effectively engage clients in service planning, development, and evaluation.		
Our organization evaluates the effectiveness of its engagement processes (e.g., collects and monitors client demographics, measures client involvement in service planning, development, and evaluation, assesses client satisfaction with engagement process).		

## DOMAIN 8: SERVICE PROVISION

Objective: The organization is committed to delivering inclusive and equitable services. Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 8 indicators	List the evidence that supports how your organization fulfills this indicator	Score
Our organization conducts intake assessments/collects clients' histories that include individual and familial cultural, social, and economic information.		
Our organization provides education/training to staff on how to provide service that is respectful of clients' values, beliefs, and knowledge.		
Service plans incorporate clients' individual and family cultural, social, and economic characteristics.		
Our organization provides communication supports for service provision (e.g., supports for hearing, visual, cognitive, and speech impairments).		
Our organization ensures client education and communication materials are accessible to, and inclusive of diverse groups (e.g., materials are written in plain language, materials are offered in multiple languages).		
Our organization has a formal process to identify and address clients' complaints or concerns related to diversity, equity, and inclusion (e.g., client relations office).		
Our organization has an outreach strategy to ensure service provision reaches diverse and marginalized communities (e.g., satellite sites in hard to serve areas).		
Our organization evaluates services to ensure that service delivery is inclusive and equitable (e.g., client satisfaction surveys, assess if quality of service provision is high across client populations), and our organization makes service results and evaluation findings available to clients (e.g., newsletters, website, communication boards).		

# OVERALL ORGANIZATIONAL ASSESSMENT AND ACTION PLANNING

This section of the self-assessment tool will assist you in understanding how well your organization is performing with regards to diversity, equity, and inclusion across the eight domains. It provides an opportunity to identify where your organization is excelling in diversity, equity, and inclusion, as well as where it needs to improve. The Action Plan section prompts you to identify the concrete steps needed to take action.

Interpretation of the Average Assessment Score:

<b>Substantial</b> work is needed for our organization to be a diverse, equitable and inclusive organization <b>1</b>	<b>Moderate</b> work is needed for our organization to be a diverse, equitable and inclusive organization <b>2</b>	<b>Some</b> work is needed for our organization to be a diverse, equitable and inclusive organization <b>3</b>	<b>Minimal</b> work is needed for our organization to be a diverse, equitable and inclusive organization <b>4</b>	Our organization embodies principles of equity, diversity and inclusion and is able to mentor other organizations <b>5</b>
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DOMAINS	TOTAL ASSESSMENT SCORE	AVERAGE ASSESSMENT SCORE
	(Sum of scores)	(Total Score/# of applicable indicators = /5)
1 - Planning & Policy		___ / ___ = /5
2 – Organizational Culture		___ / ___ = /5
3 – Education & Training		___ / ___ = /5
4 – Human Resources		___ / ___ = /5
5 – Community Capacity Building		___ / ___ = /5
6 – Service Planning & Development		___ / ___ = /5
7 – Client Engagement		___ / ___ = /5
8 – Service Provision		___ / ___ = /5

Based on the assessment of needed action, identify 3 domains where your organization is strong with respect to diversity, equity, and inclusion.

- 1.
- 2.
- 3.

Based on the assessment of needed action, identify 3 domains where your organization requires improvement with regards to diversity, equity, and inclusion.

- 1.
- 2.
- 3.

## Creating An Action Plan

Based on the overall assessment of your organization, identify 3 areas for improvement that your organization will address over the next year, and then create an action plan that outlines how you will advance diversity, equity, and inclusion in these 3 areas.

It is recommended that you identify clear and focused areas for improvement so that concrete and targeted actions can be specified that will effectively enhance diversity, equity, and inclusion in that particular area. For example, indicating that you want to improve your organization's commitment to diversity, equity, and inclusion does not translate directly into a concrete and targeted action. In contrast, indicating that you want to increase frontline staff's knowledge and understanding of diversity, equity, and inclusion would clearly translate into an action plan that involves developing and providing diversity, equity, and inclusion training to all frontline staff. Identified areas for improvement may all fall within one domain or may cross a number of domains. It is recommended that you select areas of improvement that are most important to your organization and will have the greatest impact at this point in its diversity, equity, and inclusion journey.

Note: In your action planning, based on the overall assessment, you may also wish to identify what your organization's strengths are and how you will build on these. In addition to referring to the action planning guidelines below, a useful strategy for this is to engage in team-based brainstorming around organizational assets and opportunities for growth in these areas.

Areas for Improvement:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Action Plan for Area #1

What action will you take to advance diversity, equity, and inclusion in this area?	
How will this action advance diversity, equity, and inclusion in your workplace?	
What is the timeline for taking this action?	
Who will lead the development and implementation of this action?	
Which stakeholders will need to be involved to make this action happen?	
What resources are needed to make this action happen?	
How will you assess whether this action leads to an improvement?	

## Action Plan for Area #2

What action will you take to advance diversity, equity, and inclusion in this area?	
How will this action advance diversity, equity, and inclusion in your workplace?	
What is the timeline for taking this action?	
Who will lead the development and implementation of this action?	
Which stakeholders will need to be involved to make this action happen?	
What resources are needed to make this action happen?	
How will you assess whether this action leads to an improvement?	

### Action Plan for Area #3

What action will you take to advance diversity, equity, and inclusion in this area?	
How will this action advance diversity, equity, and inclusion in your workplace?	
What is the timeline for taking this action?	
Who will lead the development and implementation of this action?	
Which stakeholders will need to be involved to make this action happen?	
What resources are needed to make this action happen?	
How will you assess whether this action leads to an improvement?	

## Acknowledgements

This tool was drawn from an original draft created in 2013 by The Regional Diversity Roundtable of Peel's Diversity, Equity and Inclusion (DEI) Self-Assessment Tool Working Group.

Working closely with the Regional Diversity Roundtable of Peel's Diversity & Inclusion Charter of Peel Steering Committee and Evaluation Working Group, Taylor Newberry Consulting revised and extended the original draft to create the current version of the Self-Assessment Tool (2015).

It is acknowledged that the design of this tool has been adapted from "Building Diversity in Your Organization: A Self-Assessment Tool" created by the Regional Municipality of York in 2014.

The Regional Diversity Roundtable of Peel would like to thank the Collaborative Partnership for the Diversity & Inclusion Charter of Peel Phase 2 Initiative for contributing to the development of this tool. The partnership includes the following organizations:

Brampton Library

Credit River Métis Council Peel District School Board Peel Multicultural Council William Osler Health System

Finally, all supporters and users of the tool are acknowledged for their ongoing contributions to ensuring an equitable and inclusive Peel Region.

The Diversity, Equity, and Inclusion Organizational Self-Assessment Tool is also available online at [www.dicharter.rdrpeel.org/edu-training-tools-resources/](http://www.dicharter.rdrpeel.org/edu-training-tools-resources/)

For more information about the Diversity & Inclusion Charter of Peel Initiative, please visit [www.dicharter.rdrpeel.org](http://www.dicharter.rdrpeel.org)

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