Innovation, Science and Economic Development Canada

Innovation, Sciences et Développement économique Canada

Canada

The 50 – 30 Challenge

What Works Toolkit: Talent Processes Tool

Alignment with the Publicly Available Specification (PAS)

It is important to note that terminology is ever evolving and may not be reflected in external links and resources throughout the What Works Toolkit. The terms used within the toolkit align with the [Publicly Available Specification (PAS) document](#) developed by the Diversity Institute, and sponsored by the Standards Council of Canada in support of the Government of Canada's 50 – 30 Challenge. Section 3.1 in the PAS defines Equity-Deserving Groups as follows:

3.1 Equity-Deserving Groups

The Challenge's equity-deserving groups include those identifying as: Racialized, Black, and/or People of Colour ("Visible Minorities"), People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or gender and sexually diverse individuals, and "Aboriginal" and/or Indigenous Peoples. The program and participants recognize First Nation Peoples, Métis Nation, and Inuit as founding Peoples of Canada and under-represented in positions of economic influence and leadership.

Please refer to the PAS for additional information on the 50 – 30 Challenge as well as tools and resources for your organization.

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Purpose of this Tool (1 of 2)

Talent processes are the foundational systems and mechanisms in place to support organizations in attracting, developing and retaining its talent.

The purpose of this Talent Processes tool is to support your organization in adapting your talent processes to be more inclusive and equitable and promote diversity:

- This tool will deep-dive into several critical processes to support organizations in hiring and developing their leaders
- Examples of leading practices and recommendations for each process will be highlighted
- Case studies are included throughout to emphasize how others made a difference through their talent processes

Through this tool, you will gain a deeper understanding on:

1. How your organization can shape your leadership makeup
2. How you can best support various priority groups through talent processes
3. What your organization can do to support diverse talent

Purpose of this Tool (2 of 2)

How is this Relevant to the 50 – 30 Challenge?

✓ Talent processes are the primary channel through which leaders enter and develop within an organization
✓ Talent processes can serve as a barrier or enabler for priority groups to enter and succeed in an organization
✓ Talent processes develop current employees into Senior Leadership and Board positions

Talent processes interact with and impact everyone in an organization.

Key Takeaways for All Organizations (1 of 3)

1.0 The Leader Journey

There are **several talent processes through which your leaders interact with your organization.** These processes are visualized by the Leader Journey.

Once you have a need identified for a leadership role to be filled within your organization, you will engage in different talent processes to **attract, recruit and retain** this individual.

Walk through the Leader Journey within this tool.

2.0 Recruitment

You must first determine if you are going to recruit and fill this role internally or externally. There are considerations you must make for both circumstances.

When **recruiting internally**, it is important to ensure that **each qualified candidate is given an equal opportunity to be successful.**

When **recruiting externally,** it is critical to consider **barriers and enablers for candidates across all stages of the recruiting cycle.**

Go to Pit Stop #2: Recruitment within this tool.

Key Takeaways for All Organizations (2 of 3)

3.0 Mentorship

Ensuring that all leaders have access to mentorship opportunities to grow within your organization will not only promote retention but also contribute to business success.

Formalized mentorship programs support this and cultivate a community of togetherness, with leaders helping one another.

When engaging in activities, it is important that **activities are inclusionary and consider the preferences of all leaders**.

Go to Pit Stop #3: Mentorship within this tool.

4.0 Training and Development

Training and development helps your organization to **upskill your leaders** and build their competencies in several areas.

Equity, diversity and inclusion (EDI) trainings will support the development of cultural competencies for leaders. **Soft skill and technical trainings** will help your leaders be set up for success in their roles.

Go to Pit Stop #4: Training and Development within this tool.

Key Takeaways for All Organizations (3 of 3)

5.0 Succession Planning

Succession planning is a fundamental process to helping current employees grow into and enter the leader pipeline.

It is important to **establish a formal succession planning program** that takes into account all leaders and assesses them against a uniform set of criteria and expectations.

Additionally, **organizations must be accountable for promoting diversity at the leadership level,** and therefore should continue to track representation across all levels.

Go to Pit Stop #5: Succession Planning within this tool.

6.0 Education and Awareness

Organizations have a unique platform to shape the next generation of leaders within Canada.

To those that have the resources to do so, organizations are highly encouraged to invest in **education and development programs to build the skills of candidates before they even enter their Leader Journey.**

Review this tool to learn how your organization can play a role before your Leader Journey begins.

What Does this Mean for Small / Medium Organizations? (1 of 3)

1.0 The Leader Journey

- The Leader Journey will have **the same number of Pit Stops**, however the leader can vary from owner, to supervisor, to manager
- Have an **individual or small team dedicated to overseeing the execution of activities** at each of the Pit Stops, who have received HR training and understand how to apply an EDI lens
- As a current organizational leader, **continue to set the tone for the Leader Journey** and provide oversight and direction to embedding EDI in talent processes at each of the Pit Stops

2.0 Recruitment

- Ensure that the individual(s) leading the recruitment efforts has received **basic EDI training, free of charge**
- Maintain at **minimum two individuals to facilitate the recruitment efforts** to minimize potential bias throughout the process
- Regularly and clearly communicate the organization's employee policy and values towards EDI and **leverage inclusive language in all recruitment materials**
- Leverage and install browser extensions that help to remove photos and gender-coded words from searches

What Does this Mean for Small / Medium Organizations? (2 of 3)

3.0 Mentorship

- Establish a **group mentorship program with several leaders** so that colleagues can get together, learn from each other and receive mentorship support

- Host small team socials with leaders that are **inclusive and non-gender conforming** in nature, to provide networking opportunities to your leaders

- Promote a **culture of allyship** so that priority group leaders feel that they have colleagues to help support them and lift them up

This article from Guider is a Step by Step Guide to Starting a Mentoring Program.

4.0 Training and Development

- Ensure that **all leaders** in the organization are receiving **basic EDI training, free of charge**

- Ensure that the organization supports leaders in receiving necessary **skills-based and role-based training that is required for them to succeed, free of charge**

- Hire an in-house or temporary learning and development lead to create and facilitate training for leadership roles. This can include partnerships with community organizations

- Call on **current leaders to help facilitate training** as they can draw on their past experiences (e.g. hosting a "lunch and learn")

- Consider **signing up for community activities** like book/article clubs to receive education around structural racism, unconscious bias, and other social justice and equity issues

What Does this Mean for Small / Medium Organizations? (3 of 3)

5.0 Succession Planning

- Instate a **regular performance cycle and communicate the criteria used to evaluate leaders**. These reviews can also be used as a space to discuss growth opportunities with leaders and how they can progress in the organization

- Perform an assessment to **track representation across levels of the organization** and determine pain points where the organization can be doing more

6.0 Education and Awareness

- Owners and leaders should connect and participate in **online or in-person affinity groups** to expand their networks and join diversity conversations

- **Hire volunteers, interns or part-time staff** at a younger age to provide them with coaching and experience earlier on in their professional careers

This publication from the Conference Board of Canada demonstrates how small-medium sized organizations can create work-integrated learning opportunities.

What Does this Mean for Large Organizations? (1 of 3)

1.0 The Leader Journey

- Establish **a formalized People Strategy** at the start of each fiscal year that includes sections dedicated to specific actions the organization will take for each Pit Stop to promote EDI

- Dedicate at least two individuals from the HR team to act as **EDI Champions**, who review talent processes and provide feedback from an EDI perspective

2.0 Recruitment

- Create a **dedicated HR team with at minimum two assigned individuals** to lead recruitment efforts for specific functions or departments within the organization

- **Partner with talent agencies** who can help the organization source talent from non-traditional channels and different priority groups (e.g. 'hidden workers:' caregivers, veterans, military spouses, immigrants, refugees, people without traditional qualifications, as well as those with physical disabilities, mental health challenges, and from less-advantaged populations)

- Engage with **recruitment technologies** that are able to anonymize personal identifiers throughout the recruitment process and provide a more personalized candidate experience

- Regularly and clearly communicate the organization's employee policy and values towards EDI and leverage **inclusive language in all digital, recruitment and brand materials**

What Does this Mean for Large Organizations? (2 of 3)

3.0 Mentorship

- **Establish a formal mentorship program** through individualized one-on-one or small group program(s)
- Host large-scale mentorship events, such as Fireside Chats, where several mentors and mentees can get together and participate in coaching-themed events
- **Increase sponsorship of priority group leaders** to support them in reaching senior leadership levels
- Have mentorship programs **dedicated to leaders identifying from specific priority groups** so that leaders can learn from mentors with who they have shared identities and experiences

4.0 Training and Development

- Offer **additional EDI courses** to leaders to further their development (e.g. workshops, online courses, etc.)
- Have a **dedicated learning team** that promotes a culture of learning and develops leadership learning paths for each function of the business
- Engage with a **learning consulting organization** who can provide content and/or facilitate training for cultural competency development
- Work with internal ERGs to host dedicated training sessions to share knowledge and broaden understanding of leadership of different priority groups
- **Consider launching internal community activities like book/article clubs** to provide education around structural racism, unconscious bias, and other social justice and equity issues

What Does this Mean for Large Organizations? (3 of 3)

5.0 Succession Planning

- Assign a **dedicated performance manager to each leader** who helps to guide them through the succession planning process and achieving the next steps in a leader's career

- Perform at minimum **annual assessments that track representation** at a detailed level, across functions and departments

- To enhance and secure the organization's commitment to EDI, consider **publishing diversity and inclusion data publicly**

6.0 Education and Awareness

- Instate **cross-training programs to provide various skills** to priority groups members that tend to congregate in specific functions and roles (e.g. providing financial training to women and/or non-binary employees in HR roles in the organization to increase representation of women and/or non-binary employees in Finance leadership roles)

- Develop **formal partnerships with educational institutions, including community colleges, colleges and universities** to host upskilling and educational events, free of charge

- Provide **scholarships to students from priority groups** who demonstrate leadership qualities, to support their education and career development

- **Hire interns** at a younger age to provide them with coaching and experience earlier on in their professional careers

Scenario: Meet Karan

Karan is the Chief People Officer of a restaurant technology start-up.

While the start-up is continuing to experience strong growth, Karan has noticed a lack of diversity at the leadership level. This is starting to also impact the number of diverse candidates applying to entry-level roles. Karan wants to support his Human Resources team in taking actions to increase the diversity of the organization's leadership, but doesn't know where to start.

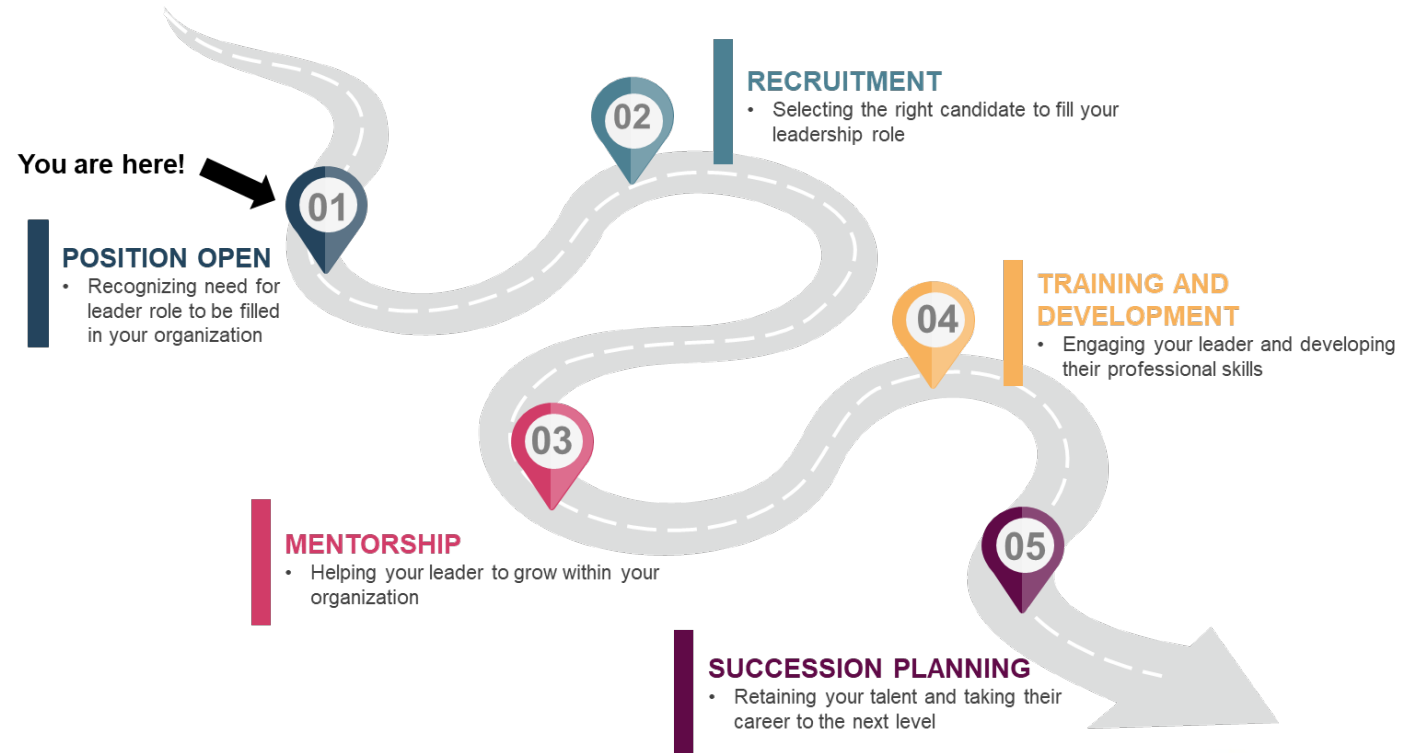Karan comes to the Talent Processes Tool for help.

1.0 The Leader Journey

Welcome to the Leader Journey!

You are at **Pit Stop #1**, where you have recognized a need for a leader within your organization. You have officially opened your position, but where do you go from here?

The Leader Journey symbolizes the various talent processes that your leaders and talent interact with. Each of these Pit Stops are critical to ensuring your organization develops a diverse composition of talented leaders.

Whether you are hiring new leaders or developing your internal talent into the next generation of leaders, it is important that each of your talent processes ensure equity and promote a sense of belonging.

You are here!

RECRUITMENT
02
- Selecting the right candidate to fill your leadership role

POSITION OPEN
01
- Recognizing need for leader role to be filled in your organization

TRAINING AND DEVELOPMENT
04
- Engaging your leader and developing their professional skills

MENTORSHIP
03
- Helping your leader to grow within your organization

SUCCESSION PLANNING
05
- Retaining your talent and taking their career to the next level

1.1 Position Open: Identifying a Need for a Leader

When determining the need for a position to open in your organization, consider engaging in the following activities:

❑ Become aware of where under-representation lies in your organization. Under-representation can include skills, competencies, or priority group gaps

❑ Engage in strategic discussions with other leaders to understand talent needs and challenges within different functions

❑ If resources allow, conduct a workforce analysis to have a detailed understanding of your organization's strengths and opportunities

❑ If resources allow, conduct a survey with employees to see if they identify any talent or workforce needs at the leadership level

❑ Halt and correct conversations that go in the direction towards tokenism

It is critical to be intentional and focused when you identify the need for a leader in your organization.

Leadership sets the tone for culture, modelling inclusive behaviour and cultivating the next generation of leaders that continue to push EDI forward.

Tokenism is defined as: "performative policies that ostensibly promote diversity or equality (placing women or diverse groups in leadership positions), but do not truly have a positive impact on the workplace. Tokenism isn't progressive, and it especially causes harm to tokenized individuals, causing extra pressure to succeed due to being perceived as representative of a group and often leaving them in an alienating work environment" – Source: Catalyst Canada
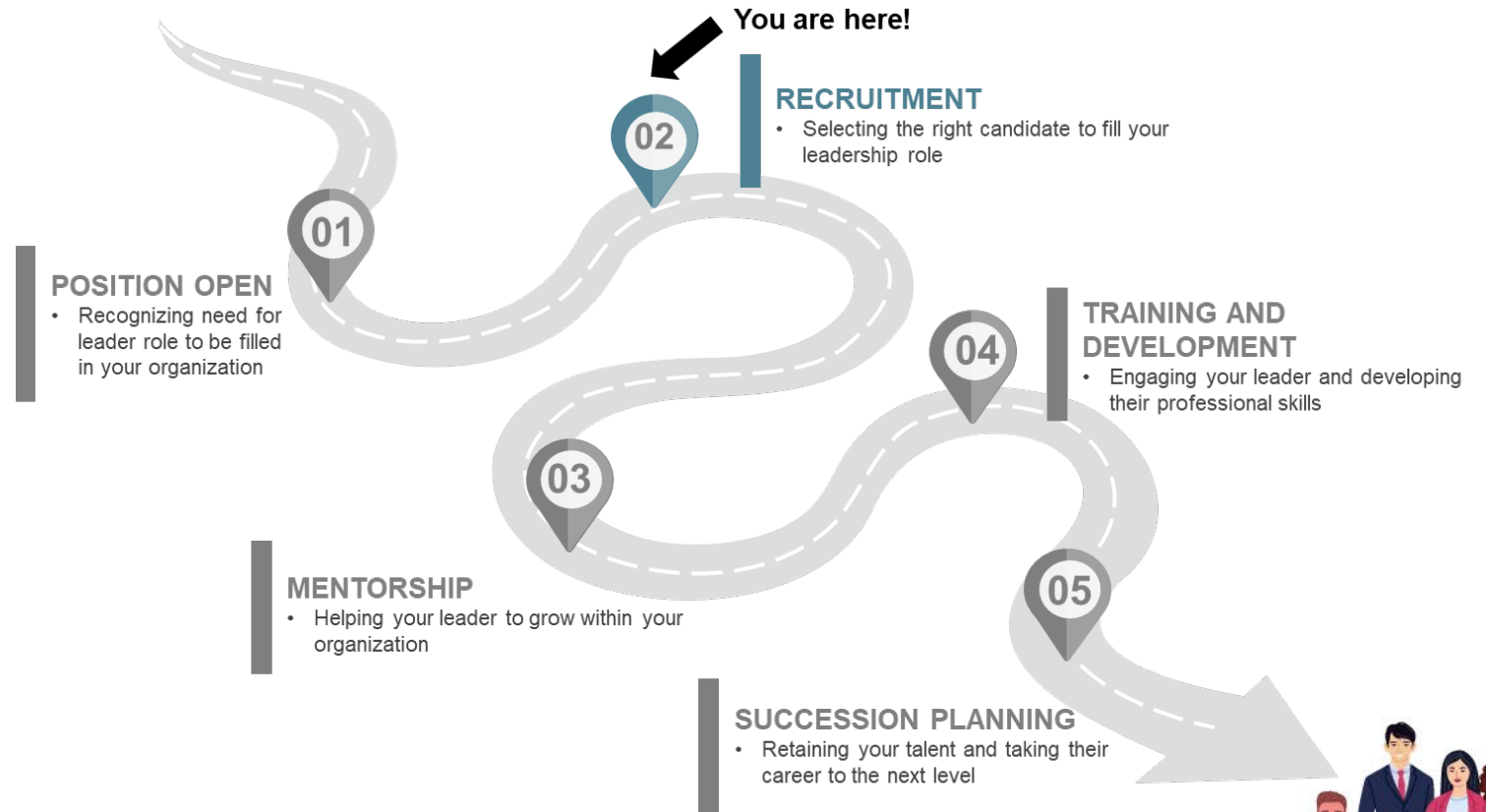
2.0 Pit Stop #2: Recruitment

Welcome to Pit Stop #2: Recruitment!

Now that you have determined the need to hire your leader, you need to recruit them and fill the role.

You should first start by asking yourself where you will source and recruit your talent from.
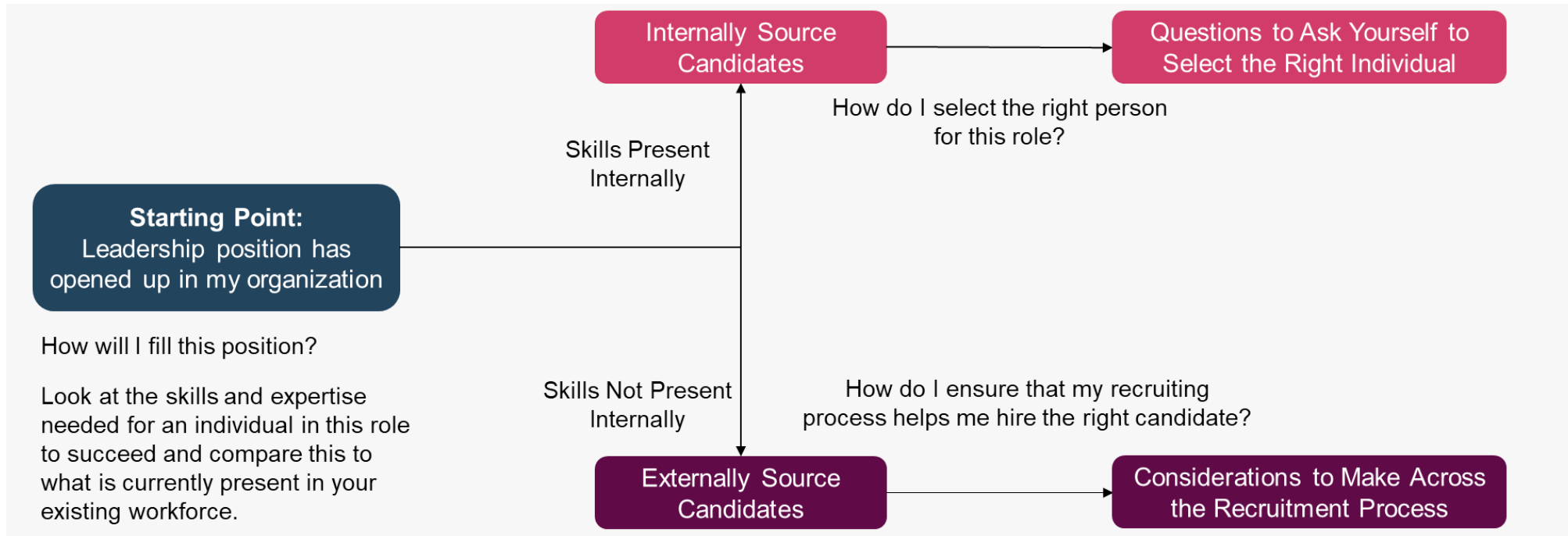
Based on this, you can implement the right mechanisms to ensure that all individuals are set up for success within your recruitment process.

You are here!

01 POSITION OPEN
- Recognizing need for leader role to be filled in your organization

02 RECRUITMENT
- Selecting the right candidate to fill your leadership role

03 MENTORSHIP
- Helping your leader to grow within your organization

04 TRAINING AND DEVELOPMENT
- Engaging your leader and developing their professional skills

05 SUCCESSION PLANNING
- Retaining your talent and taking their career to the next level

2.1 Reflection Moment: How Will I Recruit to Fill This Role?

You can and should first turn inwards if you have an internal pool of candidates that meet the qualifications required. If not, you will need to source the candidate through external channels.

Starting Point: Leadership position has opened up in my organization

How will I fill this position?

Look at the skills and expertise needed for an individual in this role to succeed and compare this to what is currently present in your existing workforce.

Skills Present Internally → Internally Source Candidates

How do I select the right person for this role? → Questions to Ask Yourself to Select the Right Individual

Skills Not Present Internally → Externally Source Candidates

How do I ensure that my recruiting process helps me hire the right candidate? → Considerations to Make Across the Recruitment Process

2.2 Internally Source Candidates: Questions to Ask Yourself to Select the Right Individual (1 of 2)

1. What qualifies an internal candidate to be a successful leader in this role?

2. Are the skills and criteria I am looking for achievable by all internal candidates?

3. What process am I engaging in to fill this role internally? Is this process equally available to everyone?

   ❑ **Appointment:** Are all qualified candidates being considered before a leader is appointed?

   ❑ **Nomination:** Am I ensuring that all leaders who nominate a candidate have equal say?

   ❑ **Selection:** Am I considering all qualified candidates instead of just relying on those who apply?

4. Am I ensuring that the leader will bring in diverse perspectives currently not present on my leadership team?

5. Am I ensuring to use a uniform and consistent interview guide that assesses all candidates equally?

2.2 Internally Source Candidates: Questions to Ask Yourself to Select the Right Individual (2 of 2)

Callout: Women are often less likely to enter competitions, including those for new roles, than men due to gendered expectations. To mitigate this:

- Offer an "opt-out" option for selection for leadership roles, so that all qualified candidates are automatically within the pool of candidates. Candidates can choose to exclude themselves if they like, rather than putting the accountability on employees to raise their hand

Priority Group Callout: Affinity bias often exists in the recruitment process, where decision-makers tend to connect with employees who are similar to themselves. This serves as a barrier for many priority groups.

- Ensure that selection committees consist of diverse individuals, in terms of professional stature and personal identity
- Maintain consistent assessment process for all candidates, including those who are referrals, so that each candidate is evaluated equally

2.3.a Externally Source Candidates: Job Descriptions and Employment Postings (1 of 2)

The first point of contact for a prospective candidate with an organization is through the Job Description and Employment Posting. This sets the tone and establishes your brand perception as an organization.

Leading Practices:

✓ Develop a page on your organization website and/or career portal dedicated to equity, diversity and inclusion and your commitments

✓ Dedicate an individual of your team to establish relationships with priority-group-based organizations to build a long-term pipeline of candidates

✓ Go beyond job postings and attend / contribute to events from community-based organizations

✓ Work cohesively with the marketing and public relations individual(s) of your organization to ensure your organization's external brand image communicates your values on diversity

2.3.a Externally Source Candidates: Job Descriptions and Employment Postings (2 of 2)

Specific Actions to Follow:

1. Simplify language on job postings so it is clear and easy to understand

2. Remove gender-coded words from job descriptions and postings

3. Align the desired candidate qualifications and experiences to only those necessary to complete the role's tasks. Consider the value of metrics that may create a barrier for specific priority groups, such as years of work experience or formal education

4. Promote accessibility by posting to various channels. Ensure that the employment posting site is easy to navigate and simple to understand

5. Conduct outreach to priority-group-based talent organizations and job boards to promote your organization's opportunities

6. Establish partnerships with organizations that work to advance candidates for priority groups

Callout: Racialized, Black, and/or People of Colour candidates often feel more comfortable applying for positions with employers who visibly demonstrate their values towards equity, diversity and inclusion.

- Explicitly highlight your organization's value statement for equity, diversity and inclusion within job descriptions

Applicant Screening is a critical step through which candidates enter or are unable to enter the recruitment pipeline and subsequent next steps.

Leading Practices:

✓ Implement resume screening tools that remove personal identifiers within each application, to prevent bias from hiring manager(s)

Consideration(s) for Intermediate / Advanced Organizations:	**Callout:** 2SLGBTQ+ and/or gender and sexually diverse individuals can have non-traditional education or gaps in experience due to factors such as family conflict. This can reduce their likelihood of call-backs for an interview.
Engage with alternative screening tools such as personality assessments, which are skills-based and free of identifiers. This will support the development of a more diverse workforce.	• Focus on the skills required for the role, not preferred educational or employment experiences • Avoid rejecting candidates or removing them from the pipeline due to employment or experiential gaps

2.3.b Externally Source Candidates: Applicant Screening (2 of 2)

Specific Actions to Follow:

1. Remove personal identifiers from candidate applications that are not required or related to the role

2. Develop criteria to ensure consistent screening across all recruiters per role

3. Assess applications for skills stated in the job description, and focus on the "must-have's"

Case Study
Large Organization: Scotiabank and Plum

Scotiabank recognized the need to remove barriers from its talent acquisition process, specifically during applicant screening. The organization made the bold decision to remove resumes entirely from its process, and pilot this initiative within its Digital Factory team.

The organization decided to partner with Plum, a talent assessment platform that measures a candidate's personality, social intelligence and problem-solving capabilities. Candidates received a match score, which indicated all of the roles that they would be a strong fit for.

As a result of this initiative, Scotiabank saw a 60% increase of Black, Indigenous and People of Colour candidates within its hiring intake, and a 50% increase of women within its hiring cohort.

2.3.c Externally Source Candidates: Candidate Interviewing (1 of 2)

The interviewing process is what determines which candidates receive an employment opportunity in your organization, and can be heavily influenced by biases.

Leading Practices:

✓ Ensure that hiring panels consist of diverse interviewers of varying <u>intersectional</u> backgrounds, so that candidates can see themselves reflected in the organization

✓ Encourage post-interview debrief conversations amongst all interviewers to discuss each candidate with uniform criteria and ensure each candidate is assessed equally

✓ Provide regular unconscious bias training, guides to identifying personal bias within the recruitment process, and progress tracking to interviewers as part of a comprehensive approach to bias reduction

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Intersectionality is defined as: A framework for understanding how different aspects of a person's social and political identities (e.g., gender, race, class, sexuality, ability, physical appearance, etc.) combine to create unique modes of discrimination and privilege. Intersectionality identifies advantages and disadvantages that are felt by people due to this combination of factors – Source: Kimberlé Crenshaw, TIME

2.3.c Externally Source Candidates: Candidate Interviewing (2 of 2)

Specific Actions to Follow:

1. Develop interview questions that are objective, relevant, and focus on core competencies required for the role

2. Adopt a standardized interview process for each role, with a standard duration, set of questions, and objective criteria to identify a successful candidate

3. Ensure that interview questions are focused on the role and would not put certain candidates at a disadvantage due to intersectional factors

4. Ensure all interviews are conducted at minimum in pairs of interviewers, in order to prevent personal bias from one interviewer in impacting the final decision

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Key Action Callout:

Newcomers to Canada often face challenges in seeking employment due to an emphasis on Canadian experience from employers.

- Focus on skills the candidate demonstrates over experiences, as determining what is a "strong" experience can lead to individual subjectivity and bias

2.3.d Externally Source Candidates: Candidate Experience (1 of 2)

Whether a candidate receives an offer or not, the candidate experience during recruitment is critical to ensuring the candidate feels comfortable and has a lasting positive impression of your organization.

Leading Practices:

✓ Provide candidates with verbal and personal feedback if they are not selected for a role, to support their development and recruitment journey

Callout: Candidates with visible or invisible disabilities often feel hesitant to disclose and request accommodation, due to the risk of it impacting their ability to successfully achieve the position.

- Ensure your accommodation process follows your employer duty to accommodate as per provincial legislation

- Maintain confidentiality of accommodation information provided by the candidate: only share this information with those necessary to support the accommodation request

- Publicly state your organization's commitment to accommodations and candidate information confidentiality throughout the recruitment process

This tip sheet from the Rick Hansen Foundation explains how to make your workspace accessible and getting your organization certified.

2.3.d Externally Source Candidates: Candidate Experience (2 of 2)

Specific Actions to Follow:

1. Understand that all candidates hold unique needs that may not be easily or comfortably articulated. As an organization, adopt a proactive mindset to anticipate candidate needs and remove pressure from a candidate to disclose

2. Provide candidates with the option of requesting accommodations if required

3. Share resources, such as an Interview Success Guide, with candidates to provide clarity on the interview process and how to best prepare

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Callout: Ensure the built environment accommodates for candidates who require additional support. This can include:

- Physical accommodations to enter and navigate your workspace
- Clear signage and language to promote accessibility

Callout: Ensure that alternative communication options are available for candidates. This can include:

- Subtitles and text translation options
- Translators to accommodate language barriers
- Alternative testing and evaluation processes to traditional verbal interviews, such as gamification and skill-testing exercises

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Key Action Callout:

- Reach out to potential job candidates via proactive recruitment efforts, such as through universities, community groups, non-English language media, and other specialty outlets and military liaison offices

2.3.e Externally Source Candidates: Hiring Manager Enablement (1 of 2)

It is important to ensure that your hiring manager is educated and aware on their role to mitigating bias during the recruitment process.

Leading Practices:

✓ Engage all hiring managers in bias training, as well as anti-racism and anti-discrimination training, on a regular basis

✓ Involve senior leadership by dedicating a Recruitment Champion, who receives updates from hiring managers on a minimum quarterly basis and is able to escalate any concerns from the group and provide resources

This article from Catalyst Canada provides guidance on how to hire women of colour.

This training offered by Tidal Equality discusses bias and making equitable decisions.

2.3.e Externally Source Candidates: Hiring Manager Enablement (2 of 2)

Specific Actions to Follow:

1. Implement mechanisms to receive feedback from candidates to ensure continuous improvement of your recruitment process

2. Ensure hiring managers meet internally on a regular basis to review and discuss processes with each other and address questions

3. Create an interview guide for each role, so that all hiring managers are able to assess for each role equally and feel well-equipped to succeed

Callout: Racialized, Black, and/or People of Colour candidates, as well as "Aboriginal" and/or Indigenous candidates tend to remove personal identifiers from their application if they fear discrimination during the process.

- Leverage resume screening technologies where possible to support and enable hiring managers in removing personal bias from the decision-making process

- Remove external searching from screening process to avoid bias from arising due to a candidate's personal details, such as photos

- Educate Hiring Managers on ethical recruiting practices

2.3.f Externally Source Candidates: Compensation and Total Rewards (1 of 2)

When recruiting and providing an offer to a candidate, your organization must play a role in pay equity and reducing pay discrepancies.

Leading Practices:

✓ Explicitly state salary expectations or ranges for a leadership role within job description and/or during interview to avoid discrepancies in candidate expectations and negotiations

✓ Analyze existing pay across demographics within workforce to determine any discrepancies exist

Visit the Canadian Human Rights Commission website for more information on Federal pay equity practices and tools.

Visit the Pay Equity Council of Ontario website for more information and tools on provincial legislation.

2.3.f Externally Source Candidates: Compensation and Total Rewards (2 of 2)

Specific Actions to Follow:

1. Ensure pay equity practices are up to date and implement regular reviewing period on a minimum annual basis

2. Implement formal reward/recognition system that enables employees to recognize each other for their hard work through monetary and non-monetary means

3. Implement a regular performance evaluation period, during which salary decisions are made

Consideration(s) for Intermediate / Advanced Organizations:

- To encourage pay equity, include the starting salary and information about overall compensation within the job posting

- Avoid asking a candidate for their salary history or expectations as this can lead to bias and pay discrepancies, based on a candidate's comfort in discussion pay

  - Women of Colour are often less likely and comfortable to request pay that fairly compensates their efforts and talents, leading to pay discrepancies and inequities

Industry: Banking and Financial Services

Research from Bloomberg in 2020 indicates that Canada's banking industry falls behind Canadian national progress with regards to EDI. At most Canadian banks, over 33% of staff identify as non-white, yet only 10% of senior executive roles and 8% of non-executive board positions are held by Racialized, Black and/or People of Colour individuals.

Recruit intentionally and with EDI in mind. Historically, Canadian banks and financial institutions have recruited from the same pools of talent, hindering the advancement of priority group talent.

Consider the following:

- At the campus recruitment levels, student bodies within target schools are often not as diverse and pose financial barriers for diverse talent to enter. Seek partnerships with historically diverse educational institutions rather than focusing specifically on traditional target schools

- Facilitate employment opportunities focused on specific priority groups, to cater to their needs. Ensure that recruiters and interviewers leading the change identify with these priority groups

Recruitment: Regional and Industry Considerations (2 of 3)

Region: Northern Canada

Organizations operating in Northern Canada often find it difficult to attract and recruit talent from priority groups, as the majority of talent tend to live in metropolitan, urban areas.

Consider the following:

- State opportunities for flexible working arrangements in job descriptions where possible, to expand the talent pool outside of the closest physical community. Flexible work can include remote working or hybrid working

- Increase partnerships with community-based employment organizations, which offer job boards, resources and/or candidate matching with priority group talent

View the Government of Northwest Territories Indigenous Recruitment and Retention Framework.

View the Government of Northwest Territories Indigenous Recruitment and Retention Action Plan.

Industry: Food Services

According to Restaurants Canada, EDI considerations bring economic, operational, and morale benefits to the business. The food services sector is a leader in providing opportunities to priority group candidates.

Consider the following:

- Remove areas of the job application that require a candidate to disclose the country in which they obtained their experience

- Use competency-based measures to assess or showcase a candidate's skills (job-related testing, behavioural interview questions, scenarios, etc.)

- Recognize the value of on-the-job training

Scenario: Checkpoint 1

After reading about Recruitment practices in Pit Stop #2, Karan went back to his HR team to learn about how the organization currently recruits leaders. Karan learns that the organization does not have a formalized recruitment process as there was no time to establish one while the start-up was growing. Currently, all applicants for leadership roles come through referrals, as this is the easiest way for the organization to quickly hire.

What actions should Karan take to improve the recruitment process? Select all that apply.
❑ Work with HR to develop job postings that can be posted on the organization's website
❑ Keep the recruitment process as is. The referral system has worked so far and it can continue to work in the future
❑ Create a formalized recruitment strategy to identify additional channels where the job description can be posted
❑ Remove the referral process altogether

Scenario: Checkpoint 1 (Solution)

After reading about Recruitment practices in Pit Stop #2, Karan went back to his HR team to learn about how the organization currently recruits leaders. Karan learns that the organization does not have a formalized recruitment process as there was no time to establish one while the start-up was growing. Currently, all applicants for leadership roles come through referrals, as this is the easiest way for the organization to quickly hire.

What actions should Karan take to improve the recruitment process? Select all that apply.

❑ Correct: Work with HR to develop job postings that can be posted on the organization's website
❑ Incorrect: Keep the recruitment process as is. The referral system has worked so far and it can continue to work in the future
❑ Correct: Create a formalized recruitment strategy to identify additional channels where the job description can be posted
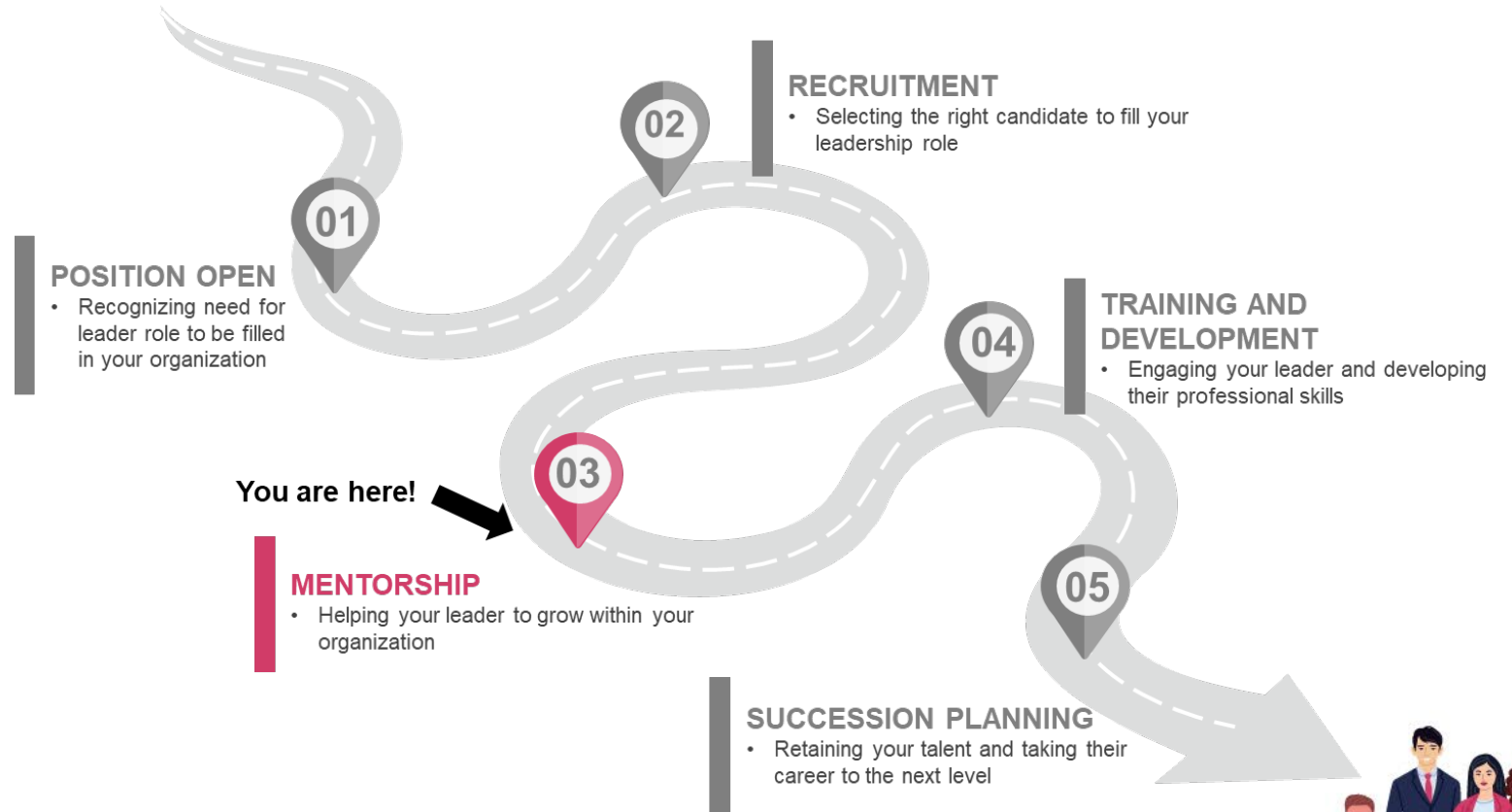❑ Incorrect: Remove the referral process altogether

3.0 Pit Stop #3: Mentorship

Welcome to Pit Stop #3: Mentorship!

Now that you have hired your leader, your next step is to help them grow within your organization.

Mentorship fosters a sense of belonging and ensures your leaders are able to learn from others on how to be successful within their role.

It is critical that mentorship is offered equally to everyone, and that the mentor opportunities cater to the unique identities of all leaders.

01 POSITION OPEN
- Recognizing need for leader role to be filled in your organization

02 RECRUITMENT
- Selecting the right candidate to fill your leadership role

You are here!

03 MENTORSHIP
- Helping your leader to grow within your organization

04 TRAINING AND DEVELOPMENT
- Engaging your leader and developing their professional skills

05 SUCCESSION PLANNING
- Retaining your talent and taking their career to the next level

3.1 Mentorship: Formal Mentorship Opportunities (1 of 3)

Formal mentorship opportunities are organization-developed programs that provide employees with the tools to enhance their leadership capabilities.

Leading Practices:

✓ Focus specific mentorship programs / events on allyship to encourage leaders to support co-workers who identify as 2SLGBTQ+ and/or gender and sexually diverse individuals

✓ Facilitate mentor training on how to become an impactful mentor and champion for leaders

✓ Encourage senior leaders and board members to open space in their schedules to allow for mentorship opportunities for the next generation of leaders

Link to:
- Guide to Sustaining Organizational Change – Sections 1.1 and 1.3
- Starting the Conversation – Section 4.0

Specific Actions to Follow:

1. Establish formal mentorship programs within your organization to support high-potential and board-ready talent in receiving active feedback and coaching to achieve senior leadership positions

2. Allow mentorship programs to be sponsored by senior leaders to ensure that junior leaders are receiving visibility and benefit from expansion of their network

3. Advise mentors to encourage mentees of priority groups and empower them to apply for leadership roles

4. Provide equal mentorship opportunities to all leaders to remove influence of informal mentorship mechanisms

5. Mentorship program activities should be inclusionary in nature. All mentees should receive an invitation and options to ensure the activity is not "traditionally exclusionary" (e.g. team-building events rather than golfing or hockey games, dinner at a restaurant rather than drinks after work)

Link to:
- Guide to Sustaining Organizational Change – Sections 1.1 and 1.3
- Starting the Conversation – Section 4.0

3.1 Mentorship: Formal Mentorship Opportunities (3 of 3)

Consideration(s) for Intermediate / Advanced Organizations:

- Cater mentorship programs for specific priority groups to allow junior staff to see leaders "who look like them" and with whom they can relate

This article from RevolutionHer discusses the importance of mentorship.

Case Study
Small/Medium Organization: McMaster Museum

McMaster Museum of Art launched a curatorial mentorship program, pairing Black, Indigenous and People of Colour art professionals with a senior curator.

Through this mentorship program, senior museum staff can guide the mentee through key activities to help them become leaders within the arts community.

Mentorship: Regional and Industry Considerations (1 of 2)

Industry: Technology

The 2020 People of Colour in Tech report demonstrated that less than 5% of the workforce for large technology companies are composed of Black, Latinx and "Aboriginal" and/or Indigenous tech professionals. Employees of Colour find it difficult to access mentors, and Black employees reported it 62% more difficult to find a mentor than white respondents.

Priority group employees in the technology sector often do not see many leaders who look like them, and struggle to progress within the organization due to a lack of exposure.

Consider the following:

- Design mentorship programs keeping in mind career progression, to enable priority group employees to achieve leadership positions

- Host priority-group specific technology mentorship events, such as Black Professionals in Tech

- Partner with community-based organizations to provide mentorship to young professionals looking to enter the technology industry

Mentorship: Regional and Industry Considerations (2 of 2)

Region: Atlantic Canada

According to a 2022 report from the Atlantic Provinces Economic Council, women are well represented in employment in Atlantic Canada, consisting of approximately 50% of the workforce. Racialized, Black and/or People of Colour however only account for about 1 in 20 workers. The report also indicated that Black employees specifically are less likely to be promoted to manager and leader roles.

Consider the following:

- Provide mentorship opportunities specific to diverse talent and leaders new to Atlantic Canada to help them expand their local network, and reduce social isolation that often arises from not being a local

- Ensure mentors can provide education and learning for those learning French, if required by the role

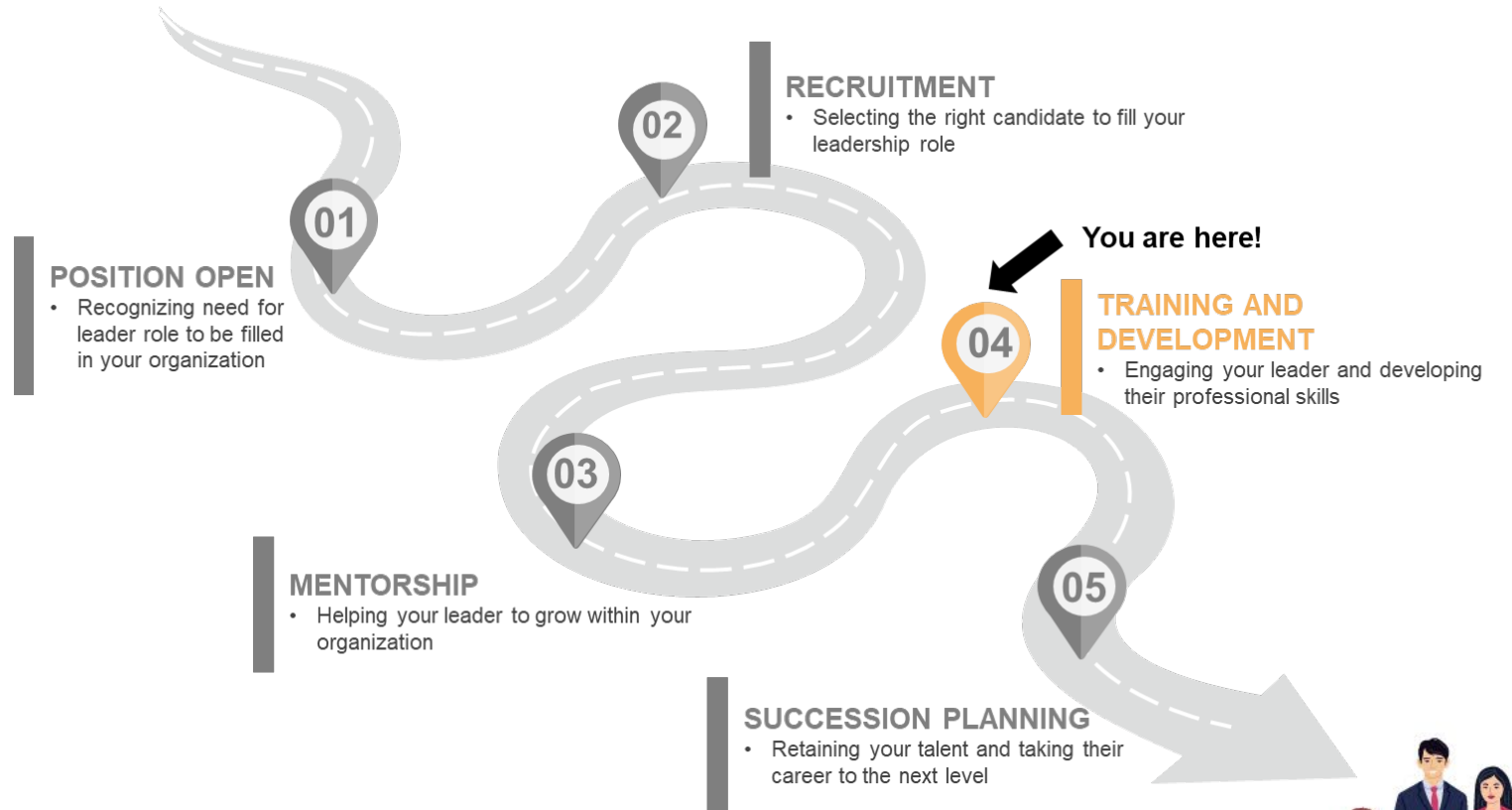- Provide training on intersectionality to mentors, so they are able to support diverse talent

4.0 Pit Stop #4: Training and Development

Welcome to **Pit Stop #4: Training and Development**

To continue building the competencies of your leader and ensuring they are supporting your organization, training and development are critical.

Training and development helps to upskill leaders with various identities and increases your employer brand reputation amongst competitors.

It is important to consider ways you can support your leaders, their growth, and ultimately, their success.

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- Retaining your talent and taking their career to the next level

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4.1 Training and Development: Training (1 of 2)

Training includes resources provided directly by your organization or externally procured to support your talent in learning new skills and developing new competencies.

Leading Practices:

✓ Align training with your organization's operating goals and use corporate communications to ensure all leaders are aware of opportunities

✓ Provide training that meets the unique identities of different leaders (e.g. Networking and Personal Branding for Women program)

✓ Offer trainings that meet the unique learning styles and preferences of leaders, such as lectures, gamification and scenario-based trainings

This Executive Training is offered by the Indigenous Leadership Development Institute.

Link to:
- Guide to Sustaining Organizational Change – Section 1.2

4.1 Training and Development: Training (2 of 2)

Specific Actions to Follow:

1. Enable employee resource groups (ERGs) or internal priority-group-based associations to provide formal training or informal "lunch and learns" regarding their communities

2. Offer training in-house or through external service providers that teach both soft and technical skills required of your leaders

3. Ensure all leaders have equal access to training opportunities and training meets their unique needs

4. Promote learning throughout the year as a continuous process, not a one-time initiative

5. Review and update your training program on an annual basis to keep up with evolving role expectations

Key Action Callout:

Newcomers to Canada often require transitionary time to adjust to Canadian ways of doing business.

- Provide training opportunities to familiarize newcomers to Canadian industries and operations

Link to:
- Guide to Sustaining Organizational Change – Section 1.2

In addition to training, there are several other ways your organization can support the growth and development of your leaders.

Leading Practices:

✓ Host cultural competency workshops for leaders, in partnership with priority-group-based organizations

✓ Assign internal coaches to leaders who can work with them to action their growth and development goals

Specific Actions to Follow:

1. Establish professional development programs to help leaders achieve their professional goals

2. Promote a culture of continuous learning and development through internal communications and messaging from senior leadership

Callout: Traditional, institutional systems often do not address the growth needs for Indigenous employees.

• Elders in Residence is a program that can be developed where Indigenous leaders can provide counsel to employees from a holistic Indigenous perspective

Callout: Designations required by roles are often not accessible to all individuals, either for financial or non-financial reasons.

- Determine if your leaders had access to designations or trainings that would enable them to be successful. If not, offer the development opportunities to them, free of cost

- Provide time dedicated to learning so that leaders who are also caregivers are able to integrate training activities into their schedule and balance other priorities

This Cultural Competency Training is hosted by the New Brunswick Multicultural Council.

Case Study
Large Organization: HP Canada

HP Canada recognized the opportunity to increase visibility and promotion of female and underrepresented talent in technical and leadership roles.

The organization launched its Catalyst@HP program, where senior-level executives serve as Sponsors and commit to the growth and career advancement of their mentees. Each mentee is enrolled in an 18-month program focused on learning and development to gain key skills to succeed in leadership roles.

Since the first launch of the program, HP Canada has seen 78% of mentees from the program be promoted to new roles in the organization.

Consideration(s) for Intermediate / Advanced Organizations:

- Develop customized learning plans for specific leadership roles to ensure that the upskilling is relevant to roles
- Provide coverage and reimbursement for employees to pursue professional designations that they may not have had access to previously
- Engage Executive Coaches to support the creation of growth and development programs
- Customize training offerings to priority groups, by engaging with community-based organizations who are subject matter professionals in specific topics

Training and Development: Regional and Industry Considerations (1 of 2)

Industry: Fisheries and Oceans

The ocean sector is lagging behind in attracting a diverse labour force as opportunities in this industry are not highly visible due to their niche, technical training and hiring processes.

To improve inclusion of women and/or non-binary individuals within the sector, consider the following:

- Improve education and awareness that a career in the ocean sector is viable and accessible; partner with women and/or non-binary individuals, allies, and employers

- Sponsor women and/or non-binary individuals to pursue leadership roles within the organizations and encourage them to offer diverse perspectives on company management and talent attraction

- To pursue work as newcomers without prior connections to this field, women and/or non-binary individuals would benefit from additional resources, financial aid (gender issues can complicate pursuit of first-time loans), assets (support to purchase a boat/equipment, obtain a license), access to well-advertised education/financial opportunities, networking and mentorship

Training and Development: Regional and Industry Considerations (2 of 2)

Industry: Healthcare

According to a report from Osler, in 2021, only 15% of Executive Officers and 17% of Board Members identified as a woman in the Life Sciences Industry, ranking as the smallest percentage from 13 industries.

Diversity in healthcare is important to ensure equitable healthcare outcomes for staff and patients as well.

Consider the following:

- Provide training to staff to understand the importance of accommodation to meet priority group healthcare needs
- Dedicate leaders to oversee training and partnerships for priority group healthcare education

Case Study
Large Organization: London Health Sciences Centre (LHSC)

As part of LHSC's Healthy Equity Strategy, the organization established a partnership with Atlohsa Family Healing Services in 2020. This partnership enables LHSC to offer an Indigenous Healing Services Advisor and provide a Sacred Space for Traditional Health Practices, Ceremony and Traditional Teaching.

This initiative was launched in response to two of the Truth and Reconciliations Commission's Calls to action under healthcare.

This Inclusion Playbook from the 519 discusses how to support 2SLGBTQ+ and/or gender and sexually diverse individuals and learn about leading practices.

Scenario: Checkpoint 2

After reviewing Training and Development at Pit Stop #4, Karan goes to investigate the role requirements the organization has set out for leaders. He realizes that the organization asks each leader to have a specific food license certification which costs approximately $2300 to obtain. The organization currently expects all new leaders to obtain and hold this certification prior to joining.

Karan is reflecting on what he has learned so far and is not sure if this mandatory certification is an inclusive practice. What should Karan do?

❑ Keep this requirement. It is important that everyone has this certification as it provides the skills needed for leaders in the organization
❑ Remove the requirement altogether
❑ Keep the requirement, however, remove it as a pre-requisite for the role. Provide leaders with financial compensation to cover some or all costs to ensure everyone can achieve the certification

Scenario: Checkpoint 2 (Solution)

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❑ Correct: Keep the requirement, however, remove it as a pre-requisite for the role. Provide leaders with financial compensation to cover some or all costs to ensure everyone can achieve the certification
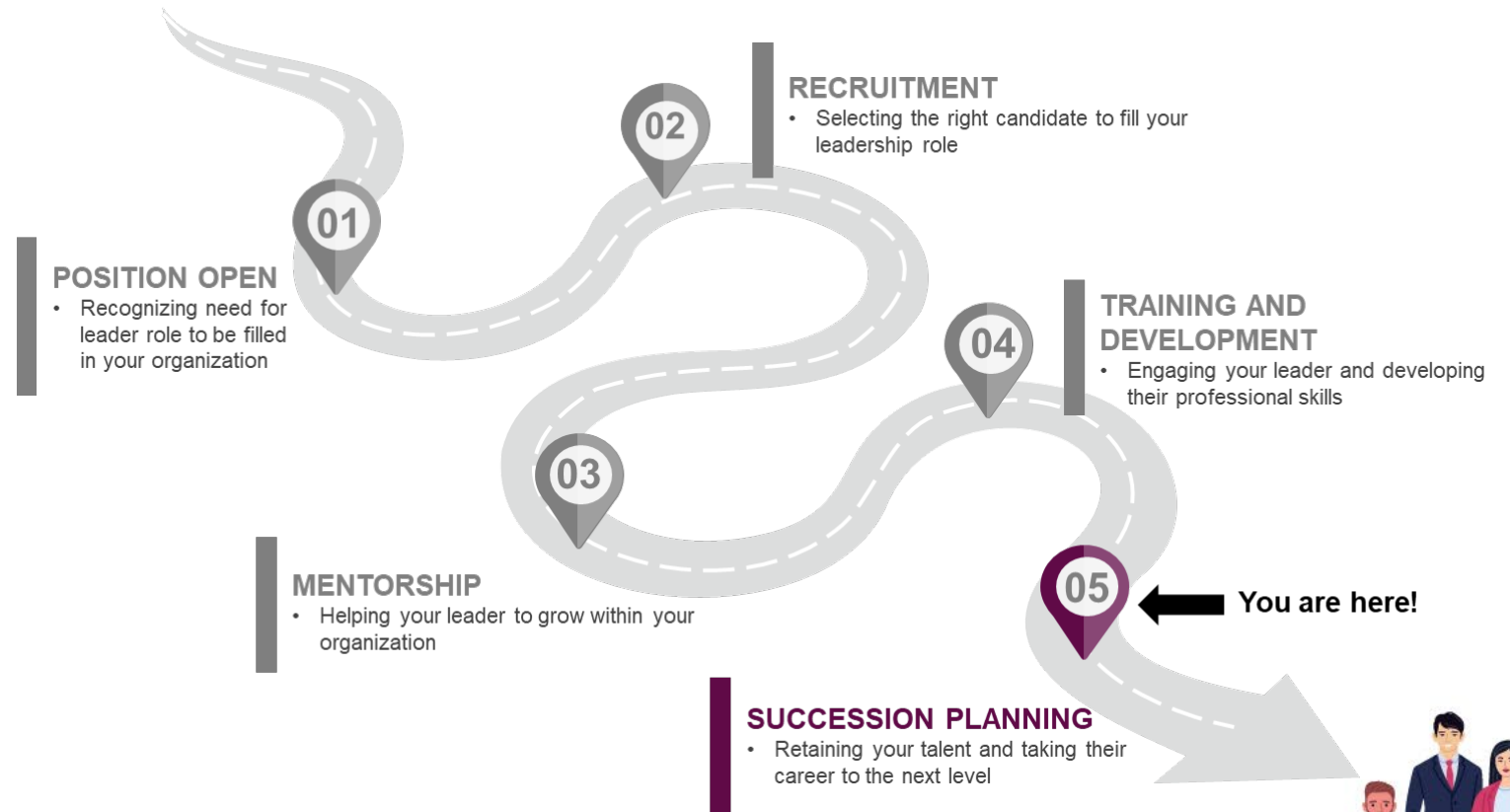
5.0 Pit Stop #5: Succession Planning

Welcome to **Pit Stop #5: Succession Planning**

You are at the final stop in your Leader Journey!

Whether you have hired new talent externally or filled your position internally, succession planning is a key talent process that enables growth and retention.

Succession planning is a primary consideration your organization needs to make to ensure the longevity of your leader pipeline.

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You are here!

5.1 Succession Planning: Program Development (1 of 2)

Developing a robust succession planning process and program ensures that employees can visualize their journey to becoming a leader, and current leaders see growth in their roles.

Leading Practices:

✓ Provide candidates from priority groups with the opportunity to participate in informational interviews so they are able to prepare for the promotion process and receive feedback

✓ Integrate equity, diversity and inclusion into leadership competencies and link back to performance evaluation

Consideration(s) for Intermediate / Advanced Organizations:

• Consider augmenting the succession planning process by leveraging talent assessment tools that can provide data and link promotion decisions to evidence-based metrics

• These metrics would take into account overall organizational succession planning to move beyond static platforms such as Excel, as well as individual leader performance

Specific Actions to Follow:

1. Develop a formal succession planning program so candidates are aware of opportunities to grow within the organization, if resources are available

2. Create a structure where employees are able to self-nominate for promotions and / or participation within a succession planning program

3. Ensure an established structure and criteria are in place to assess candidates objectively and mitigate various biases

Callout: There are often challenges in retaining women and/non-binary talent and extending this specific pipeline to leadership positions.

- When developing the succession planning program, include talent discussions for direct efforts to increase gender equality

- Ensure that programs consider and accommodate for unique contexts, such as planning for time off required for maternity leave

This publication from the Government of Canada provides guidance on how your organization can provide labour market opportunities for people with disabilities.

5.2 Succession Planning: Accountability (1 of 3)

It is important you remain accountable for your role and contribution to sustaining the pipeline of leaders within your organization.

Leading Practices:

- ✓ Collect disaggregated self-identification data to identify gaps in current leadership composition and where action is required
- ✓ Place accountability by sharing progress and results towards diverse representation at leadership levels externally, via communications

Callout: Proximity bias is an unconscious, cognitive bias where individuals give preference to those in their immediate vicinity. With the rise of remote and hybrid working, this can result in favouritism and disproportionately impact some leaders who are not present in-office vs. those who are.

- Organizations are accountable to ensuring that their succession planning process challenges bias and considers all qualified candidates, not just those who are most visibly present in physical work settings

Link to:
- Starting the Conversation – Section 6.0

5.2 Succession Planning: Accountability (2 of 3)

Specific Actions to Follow:

1. Actively track representation across all levels and metrics to measure priority group success in achieving leadership and board positions within the organization

2. Leverage analytical solutions to visualize and report changes internally

Case Study
Small/Medium Organization: Wealthsimple

Wealthsimple is an organization that continues to make active efforts towards improving diversity and inclusion within its organization, while making its actions and progress publicly known and available.

In 2021, the organization publicly recognized the percentage of members who are women and/or non-binary, Racialized, Black, and/or People of Colour, "Aboriginal" and/or Indigenous Peoples, and 2SLGBTQ+ and/or gender and sexually diverse in its board and executive teams. However, the organization also recognized that there is still work to be done and as committed to external benchmarking and pay equity studies to continue to make progress on its movements.

Wealthsimple has further publicly announced the goal of including ableism and disability training, and engaging in a workplace survey to improve the employee experience of women. It plans to continue to launch and publish the results of its next annual Diversity and Inclusion survey.

Link to:
- Starting the Conversation – Section 6.0

5.2 Succession Planning: Accountability (3 of 3)

Callout: People with disabilities are often less likely to indicate their disability on self-identification surveys, including anonymous surveys, as they have experienced discrimination and barriers to opportunity and advancement. This is due to the misconceptions associated with being an individual with a disability.

- Move beyond Disability Management Systems and be more intentional in your efforts to ensure they are having a positive impact

- Ensure there is an IDEA (acronym standing for Inclusion, Diversity, Equity and Accessibility) leader and/or committee who specifically works to create a culture of belonging and access to resources for people with disabilities

- Incorporate accessibility and people with disabilities as key components and considerations of your overall EDI strategy

- Place accountability specifically on ensuring employees and leaders with disabilities are hired and progressing within the organization

- Ensure compliance with corresponding provincial legislation

Succession Planning: Regional and Industry Considerations

Industry: Forestry

Statistics Canada identified that the forestry industry currently employs 17% women, 9% Racialized, Black and/or People of Colour, 7% "Aboriginal" and/or Indigenous peoples and 12% newcomers to Canada.

Due to working conditions within the forestry sector, such as often operating in remote areas, as well as performing heavy-lifting and labour, there is currently a lack of diversity within the industry.

Consider the following:

- Provide flexibility in employment opportunities with internationally accredited individuals, who have the right skills and possess potential to grow

- Sponsor priority group talent to grow into leadership roles

- Consider new arrangements to help caregivers better manage work-family conflict and improve work-life balance. For example, those that require time to commute to place and pick-up their child from daycare should be provided time and accommodations to do so

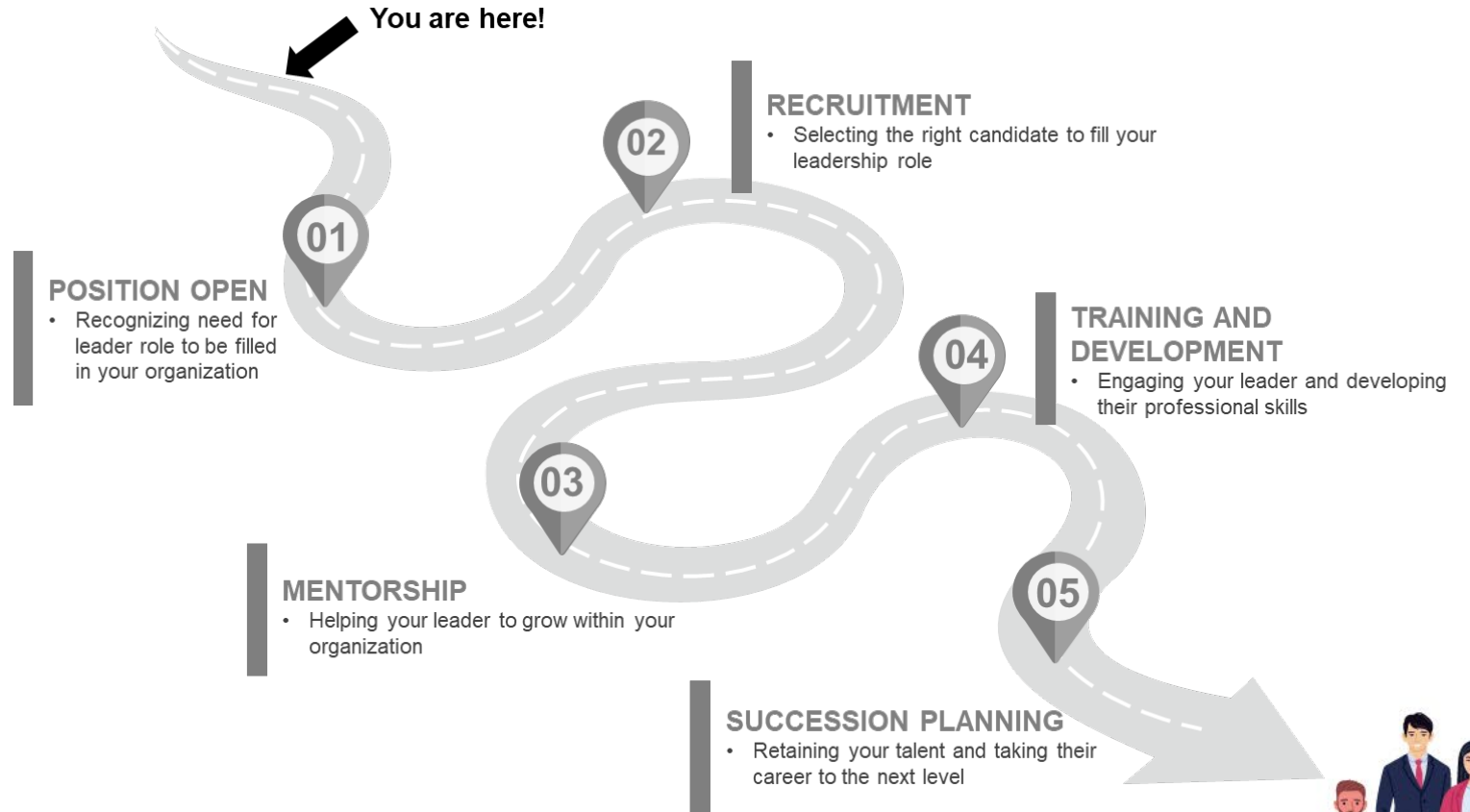These additional resources from the national Free to Grow project discuss how to advance EDI in the forestry sector.

6.0 Starting from the Beginning: Education and Awareness

What Can You Do Before You Even Start the Leader Journey?

As an organization, you can play a significant role in developing the next generation of Canadian Leaders.

With the right tools and resources, you can start developing the leader pipeline by investing in the education and awareness of those young in their careers or not even in the labour market as of yet.

You are here!

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6.1 Education and Awareness (1 of 3)

For organizations with the resources available, there is a key opportunity to begin building leader talent, especially for priority groups, at an early stage.

Consideration(s) for Intermediate / Advanced Organizations:

Leading Practices:

- ✓ Partner with other organizations to establish partnerships in supporting employment opportunities for youth within priority groups
- ✓ Sponsor events and / or provide workshops and educational opportunities
- ✓ Launch school programs to support specific skill development for priority groups (e.g. STEAM)

Callout: Individuals with intellectual and / or physical disabilities do not always receive the same access to educational opportunities.

- Cater programs specifically to members of these communities, in order to match their learning style
- Ensure educational opportunities are accessible, both in terms of physical space and distribution

Link to:
- Guide to Sustaining Organizational Change – Sections 1.1, 1.3 and 1.4

6.1 Education and Awareness (2 of 3)

Specific Actions to Follow:

1. Offer high school internship or volunteer opportunities to open up roles and exposure to individuals at an early age

2. Partner with priority group community-based organizations focused on providing education and skill-building tools to youth

3. Target alternative forms of education within your recruitment pipeline, such as various degrees, trades and professional designations

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Callout: Geographic location and housing circumstances can often play a significant role in access to educational opportunities. This can disproportionately impact Racialized, Black, and/or People of Colour, as well as "Aboriginal" and/or Indigenous Peoples from developing skills at an early age.

- Develop a targeted plan to support specific communities within your province or Canada, where barriers to access are present

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This publication from the Public Policy Forum discusses supporting Indigenous skills training and jobs.

6.1 Education and Awareness (3 of 3)

Case Study
Small/Medium Organization: Globe and Mail

The Globe and Mail launched a mentorship program in 2021 specifically focused on Indigenous and Racialized journalism students, in partnership with the Ottawa Bureau Carleton University's School of Journalism and Communication.

The program provides two paid mentorship opportunities for Indigenous and Racialized students enrolled in Carleton's program and receive mentorship with Globe and Mail reports and editors.

Case Study
Large Organization: University of Victoria

The University of Victoria collaborated with the British Columbia Association of Aboriginal Friendship Centres (BCAAFC), Gustavon School of Business (GSB) and Ministry of Advanced Education to launch the BCAAFC Management Training Academy.

The program selected participants from Friendship Centres across British Columbia, and provided skills and training to help new managers to take on senior management positions, and succeed in their roles.

Link to:
- Guide to Sustaining Organizational Change – Sections 1.1, 1.3 and 1.4

Industry: Media and Publishing

Traditionally, entry-level career opportunities and internships within the publishing industry have been limited, with unpaid or underpaid roles available to young people. Many publication organizations have also relied on traditional pipelines within familiar circles to recruit talent, preventing the entry of priority group talent. This structure limits access to the industry and benefits only those with economic privilege to participate.

To expand the applicant pool to attract candidates from priority groups, consider the following:

- Create databases for candidates from priority groups and target a wider range of job boards for posting opportunities
- Provide information to the public on how to enter the industry, offer opportunities to gain specialized industry skills, and host fairly paid internships and job placements
- Go beyond usual internal networks in hiring staff and contributors
- Provide paid opportunities and pay according to fair, consistent, and transparent wage structures
- Offer media-related training and courses to help develop skills for priority group talent

Education and Awareness: Regional and Industry Considerations (2 of 2)

Region: Remote Areas in Canada

Organizations operating in rural areas of Canada can often lack diversity in their workforce and communities. It is important to move away from the concept of a "business case for advancing EDI," as diversity in thought, perspective and identity benefits everyone.

Consider the following:

- Provide remote working opportunities, if possible, to broaden the reach of roles and attract priority group talent
- Work with community-based organizations focused on specific priority groups to engage with those communities

Region: Urban Areas in Canada

Organizations operating in highly-populated areas of Canada often focus solely on their surrounding urban communities. Often times, this causes populations who experience barriers to access and opportunities, on the outskirts of urban areas, to be overlooked.

Consider the following:

- Host employment workshops in targeted areas, such as traditionally low-income neighborhoods, with limited access to opportunity. Provide educational opportunities to youth to develop their skills and talent
- Invest in communities, such as creating learning spaces, specific job opportunities, or providing resources

Scenario: Checkpoint 3

Karan reflects on Pit Stop #5 about Succession Planning. Currently, a large component of organizational assessments and consideration for promotion at leadership levels is the number of "big profile projects" an individual has led. These projects are known to have long hours and a high-stress environment. Individuals who volunteer have an expectation to work evenings and weekends.

Karan wants to present a business case for leadership as to why this is an unfair consideration for the promotion process. What should he include? Select all that apply.
- ❑ There is no need for the business case. It is fair to expect leaders to put in the work and time if they want to be promoted
- ❑ This expectation is not fair for those who are caregivers or have additional commitments outside of work that prevent them from putting in additional hours
- ❑ This expectation can act as a barrier for priority group employees who are uncomfortable "competing" for high-profile projects
- ❑ The organization should not be promoting a culture that leads to burnout

Scenario: Checkpoint 3 (Solution)

Karan reflects on Pit Stop #5 about Succession Planning. Currently, a large component of organizational assessments and consideration for promotion at leadership levels is the number of "big profile projects" an individual has led. These projects are known to have long hours and a high-stress environment. Individuals who volunteer have an expectation to work evenings and weekends.

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❑ Correct: This expectation can act as a barrier for priority group employees who are uncomfortable "competing" for high-profile projects
❑ Correct: The organization should not be promoting a culture that leads to burnout

Considerations for Various Sectors (1 of 2)

Private Sector Organizations

- Leaders should look for opportunities to leverage the agility and resources of the private sector to provide actions that benefit workers and ultimately improve the bottom line. For example, private sector organizations can:

    - Show a real commitment to supporting businesses owned by different priority groups (supply chain diversity)

    - Demonstrate a commitment to ethics -- providing living wage, paid family leave, tuition reimbursement, time off to participate in parent-teacher conferences and to volunteer, provide work-from-home flexibility when needed, increase philanthropic commitments, and match employee donations

- Leverage the "Build, Buy, or Borrow" approach to grow talent internally, hire externally, and use contingent workers to bring in expertise temporarily — all with EDI in mind. Firms can implement early-career programs, lateral talent training, job shares, and rehire programs to help improve their EDI profile. They can also employ executive recruiters from boutique search firms and community-based organizations to hire external talent

- Seek to understand the value of your organization's social currency within the landscape of the broader community and the people you serve. How is your organization's commitment to equity, diversity and inclusion viewed, and is there alignment with your actions and the values of the surrounding environment?

Considerations for Various Sectors (2 of 2)

Public / Non-Profit Sector Organizations

- Historically, non-profits have a top-down leadership structure where decisions are made exclusively at the top; consider whether the decision-making structure needs more collaboration with representatives from priority groups; enable, empower, and elevate the voices of members of priority groups, encourage them to craft solutions to the challenges they face

- Commit to deeply embedding equity, diversity and inclusion within your governing bylaws

- Think creatively about recruitment: consider internships, hackathons, virtual project teams, and other strategies that can help build relationships with a wider region, raise awareness of career opportunities, and emphasize the value and satisfaction of working in the public service

- Avoiding immediately disqualifying candidates with a criminal record, unless required by the role (e.g. unless the role has financial responsibilities or requires close work with children)

- Consider what training, leadership, educational, or social barriers there are in your organization that keep priority group team members from reaching their full potential (overt racism, sexism, ageism, homophobia, unfair performance evaluation, unequal access to networks)

Additional Resources (1 of 2)

- **Catalyst Canada**
  - 7 Things You Can Do to Recruit Women of Colour (Blog Post) | Catalyst
- **The Conference Board of Canada**
  - Small-Medium Organizations: Work-Integrated Learning in the post COVID-19 World
- **Free to Grow**
  - EDI Resources for the Forestry Industry
- **Government of Canada**
  - Rethinking Disability in the Private Sector
- **Government of Northwest Territories**
  - Indigenous Recruitment and Retention Framework
  - Indigenous Recruitment and Retention Action Plan
- **Indigenous Leadership Development Institute**
  - Building a Legacy of Indigenous Leadership

Additional Resources (2 of 2)

- **New Brunswick Multicultural Association**
  - Cultural Competency Training
- **Public Policy Forum**
  - Mapping the Landscape: Indigenous Skills Training and Jobs in Canada
- **RevolutionHer**
  - The Importance of Mentorship
- **Rick Hansen Foundation**
  - Accessibility Certification Tip Sheet
- **Tidal Equality**
  - The Equity Sequence Training
- **The 519**
  - LGBTQ2S Inclusion Playbook: A Series of Best Practices for Healthcare Environments
- **Fortay**
  - Culture Add Hiring

There are multiple organizations with job boards focused on providing priority-group talent with opportunities. Some examples include:

- ✓ **Tellent:** Post a Job to Reach More Female Talent
- ✓ **Board Ready Women:** Find Female Talent for Your Board
- ✓ **Rick Hansen Foundation:** Post an Accessibility Job
- ✓ **Pride at Work:** Become a Partner and Post on the Job Board
- ✓ **Indigenous Professional Association of Canada:** Post a Job to Reach the Indigenous Professionals Community

Scenario: Conclusion

After reviewing the Talent Processes Tool, Karan has a better idea of specific steps and actions his organization can take to invite more priority group leaders into his organization.

Karan has a great Human Resources team that is passionate to drive this forward, but understands the importance of his role as a leader in providing direction, oversight as well as resources to make this all a reality.

Karan is excited to get started!

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