

DIVERSITY CHAMPION'S BACKGROUNDER AND GUIDE



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Supporting Employers Embracing Diversity
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BACKGROUND

ABOUT THIS DIVERSITY INITIATIVE

S.U.C.C.E.S.S. Employment Services, with funding from the Canada-British Columbia Labour Market Development, has developed a framework/model and toolkit to support cultural diversity initiatives within the workplace. The funded initiative has created a multi-dimensional toolkit which provides organizations numerous supports and options for customizable diversity interventions. With the SEED initiative the focus is not on single interventions such as stand-alone diversity awareness workshops or training sessions; rather, the initiative takes a comprehensive and ongoing approach to enhancing cultural diversity within the workplace at all stages of the employment process – from recruitment through retention. According to an article in Time magazine¹ “Studies show that any training generates a backlash and that mandatory diversity training in particular may even activate a bias. Researchers also see evidence of ‘irresistible stereotypes,’ or biases so deeply ingrained that they simply can’t be taught away in a one-day workshop.” Diversity needs to be fully engrained inside an organization’s practices in order to be effective.

S.U.C.C.E.S.S.’ Supporting Employers Embracing Diversity (SEED) initiative has been designed to make it easy for a diversity champion, at any level of the organization, to access relevant resources, facilitate awareness activities, and support managers and employees in developing a workplace culture that honours and appreciates diversity. Development of the framework and tools for this project was informed by an environmental scan, consisting of a topical review of published academic literature and publicly available resources for employers, as well as input from the Employer Advisory Committee supporting this project, and the SEED project team at S.U.C.C.E.S.S. To test and strengthen the framework and toolkit, this initiative was piloted for three months by a diverse set of organizations representing a range of industries and organizational structures/sizes; feedback from test sites was incorporated into the final version of the tools.

ABOUT THIS GUIDE

This **Diversity Champion’s Backgrounder and Guide** supports all of the tools developed for this project, including a toolkit linking to relevant websites, a comprehensive diversity awareness program, a Diversity Champion’s network, and assessment tools to measure the impact of the initiative.

The background section of the guide provides context for the project, including expectations of the **Diversity Champion** and a description of the **ROI Model for Supporting Employers Embracing Diversity** – in this case, ROI is an acronym for the three phases of the process: **Recruitment, Orientation, and Inclusion**. Of course, it is also anticipated that the project will reap a positive **Return on Investment** – hence the conscious decision to use ROI in the model’s name. The model is built to accommodate a broad definition of cultural diversity; however, based on employer feedback about needs within British Columbia in 2009, a primary focus is on enhancing the inclusion of immigrants within the workplace.

The next section describes two comprehensive tools developed for this project: a virtual toolkit of resources to support each phase of the ROI model and the **Cultural Diversity Yearbook**,

¹Employee Diversity Training Doesn't Work available at <http://www.time.com/time/magazine/article/0,9171,1615183,00.html?artId=1615183?contType=article?chn=us>

designed to support the Diversity Champion in coordinating an effective campaign to build awareness throughout the workplace of the benefits of embracing cultural diversity.

The final section presents a strategic process for supporting a culturally diverse workplace – from making a business case, through customizing interventions to suit organizations of various sizes and sectors, to measuring the impact of the initiative. Tips are provided for taking an “appreciative inquiry” approach to engaging in difficult conversations about diversity. It is widely recognized that cultural diversity support services are not a quick fix. Therefore, the ROI model supports each stage of employment – from pre-selection through recruitment, orientation, and inclusion; it even describes how to benefit from exit interviews when, inevitably, someone does leave. Similarly, the **Yearbook** provides more than a year’s worth of interventions, ranging from brief weekly messages, to monthly discussions, and quarterly events with diversity-focused activities. A comprehensive approach is the only effective way to embed an appreciation for cultural diversity within the workplace. This Guide is designed to make it easy for champions from a wide range of backgrounds to launch and sustain an organization-changing cultural diversity initiative. Several Appendices provide tools, tips, and contacts to further support the Diversity Champion.

UNDERSTANDING DIVERSITY

The term “cultural diversity” has been used to describe a wide-range of differences, including but not limited to:

- Newcomers (e.g., Skilled Immigrants / Foreign-Trained Workers)
- Ethnicity (e.g., Visible Minorities)
- Aboriginal Peoples
- Religion
- Gender (i.e., Men / Women)
- Sexual Orientation (e.g., Gay, Lesbian, Bisexual, Transgendered)
- Generations (e.g., Gen Y, Gen X, Boomers, Traditionalists)
- Persons with Disabilities

Clearly, none of these categories are mutually exclusive; an individual worker may be an immigrant, a member of a visible minority, a male in a female-dominated workplace, a devout follower of a non-dominant religion, and an older worker with a disability. We are all multi-faceted individuals with diverse cultural influences.

It is important to recognize that diversity considerations are not just related to employees; organizations committed to diversity should also consider the diversity of their suppliers and clients, ensuring that all individuals they interact with feel welcomed and respected.

Although the ethnic background of immigrants is commonly the first thing that comes to mind when thinking about cultural diversity, as you can see from the preceding list there are multiple types of diversity to consider. For example, workers from different generations tend to have different work values. According to recent research, Gen Y workers value honesty, respect, learning and development, and mentoring². A workplace employing (or seeking to employ) young workers needs to ensure that these values are addressed within the corporate culture and the work itself. Similarly, if an organization’s goal is to attract employees or

² www.drkaryn.com

customers/clients with a variety of disabilities, it will be important to ensure that the workplace is accessible and, where necessary, provides appropriate accommodations.

Gardenswartz and Rowe³ developed a model of diversity that you may find helpful (Figure 1). They conceptualized diversity as an onion with four distinct layers: personality, internal dimensions, external dimensions, and organizational dimensions.

- Personality: An individual's traits/characteristics which influence his/her behaviour. This is the core element of the model
- Internal Dimensions: Personal characteristics which individuals have *no* control over (e.g., gender, ethnicity, age)
- External Dimensions: Personal characteristics which individuals have *some* control over (e.g., educational background, appearance, personal habits)
- Organizational Dimensions: Those elements under the control of the organization, which individuals have a *limited capacity* to influence (e.g., work location, union status, and divisions or departments)

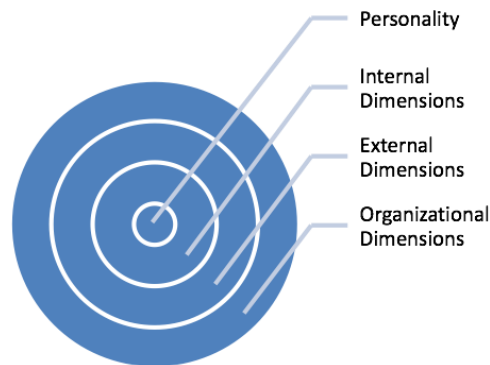


Figure 1: Gardenswartz and Rowe Four Layer Diversity Model

ABOUT THE DIVERSITY CHAMPION

The Diversity Champion is the individual who has volunteered (or been appointed) to head the diversity initiative within the organization. The Diversity Champion can be from any level of the organization (e.g., a co-op student, receptionist, front-line employee, supervisor, HR professional, manager, director, or owner of the company). Champions who are new to the team or those in less senior positions will find managerial support of the project key in assuring workplace participation. Management can help Champions communicate with co-workers regarding the SEED toolkit and how it can positively impact the workplace. Champions have the unique opportunity to influence and reshape the organizational culture by contributing to creating a workplace which fosters respect and acceptance of diversity, creating a safe place for everyone to work.

This individual will be responsible for coordinating and customizing all the diversity activities within the workplace using the Diversity Yearbook as a resource. He or she will also be the “go to person” for diversity-related questions and concerns – the ROI Virtual Toolkit of Resources will be helpful to point managers, supervisors, and others within the organization to articles, videos, workshops, or websites that can further support cultural diversity within the workplace. It is anticipated that the Diversity Champion’s role will require one hour per week, on average,

³ The Concept of Diversity (http://dWASHINGTONllc.com/documents/the_concept_of_diversity.pdf)

with an additional one day per quarter to plan, coordinate, and attend a 1 to 1.5 hour cultural diversity “event.” Please keep in mind that during the initial stages of this project, as with anything, you may need to devote extra time to familiarize yourself with the toolkit, conceptualize your role, and connect with management. Also, if you’re an especially enthusiastic individual with a passion for diversity, please keep in mind this project has the potential to become quite large. Keep your work manageable by setting a work schedule and sticking to it, as well as remembering that you can always start out small and expand later.

Four strategies for being a champion of diversity in the workplace are introduced in a short article⁴ by Aurelia Tokaci. Tokaci proposes that diversity champions should be inquisitive, respectful, open, and human. For more information visit www.iechamilton.ca.

Although the approach taken within this model is based on a Diversity Champion taking the lead in implementing diversity initiatives, it is important to recognize that the significance of diversity must be acknowledged at all levels of an organization and everyone is responsible for managing it.

The resources in the Virtual Toolkit are designed to support an organizational culture that embraces and appreciates diversity through on-going consistent messaging and meaningful opportunities for dialogue. The ultimate goal is to fully engage *all* members of your team.

To help the Diversity Champion get started please see Appendix A for a **Diversity Champion Prep Checklist**. This checklist provides the Diversity Champion with guidance about what tasks need to be completed and in what order, with a proposed timeline for the first year of implementation. Please keep in mind, however, that this initiative has been designed to be flexible enough for organizations to set their own timelines and pace.

THE ROI MODEL: RECRUITMENT, ORIENTATION, AND INCLUSION

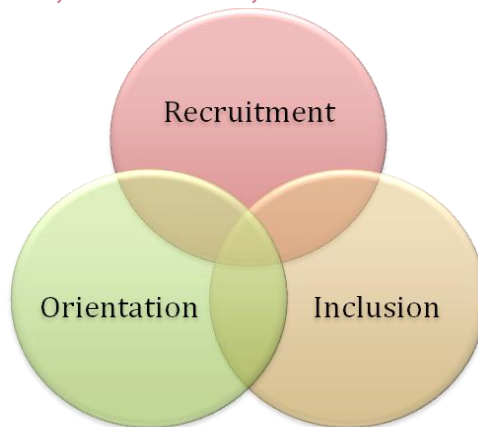


Figure 2: ROI Model

The ROI model represents the overarching strategy for this diversity initiative. The image depicts the overlap existing between the three areas: Recruitment, Orientation, and Inclusion. Diversity interventions can take place within each component, a combination of two, or in all areas. The model was informed by:

⁴ Be a Champion of Workplace Diversity

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- An environmental scan (including a literature review and analysis of relevant resources)
- An Employer Advisory Committee meeting
- An Employer Advisory Committee survey, and
- On-going support from the SEED project team at S.U.C.C.E.S.S.

This research surfaced a need for a holistic approach to diversity support services for employers.

The ROI model provides a comprehensive strategy for diversity support services, from recruitment to orientation to inclusion of workers. Isolated interventions at only one of these stages are unlikely to be successful. For example, attracting and selecting employees from a minority culture, without providing adequate orientation for the new or existing workers is not likely to result in retention, engagement, or productivity for either group – the long-term employees or the newcomers. Strategic orientation and inclusion activities can be arranged to promote diversity and foster the success of both newcomers and existing employees. For example, the unique needs of recent immigrants could be supported through onsite English language classes or tutors, workshops leading to required certifications, scholarships or tuition reimbursement for formal training, or a mentoring program to fast-track underemployed workers to return to their pre-immigration level of contribution.

The process of hiring staff can be a significant expense for businesses; retention and inclusion strategies, therefore, can have a substantial impact on the bottom line. The tools that have been developed to support this framework have been designed to provide tips, strategies, and resources that employers can use to recruit, orient, and include new and existing employees while building a culture of diversity within the organization.

TOOLS FOR SUPPORTING EMPLOYERS EMBRACING DIVERSITY

The first tool, the **ROI Virtual Toolkit of Resources**, is a web-based resource centre to support understanding and resolution of diversity-related issues. The second tool is the **Cultural Diversity Yearbook**, a customizable year-round program to develop an organizational culture that embraces diversity. The Cultural Diversity Yearbook is also web-based and downloadable as a PDF file. The third tool is the **Diversity Champion's Network**, which provides an online meeting place for Champions to connect, share, and learn from each other.

All of these tools will be instrumental to the Diversity Champion(s) within an organization, to support efforts that will help to ensure that issues related to cultural diversity issues do not prevent workers from effectively performing their jobs.

The ultimate goal of this project is to ensure that the workplace provides a safe and productive environment in which *all* workers, regardless of culture, can fully engage and contribute.

THE ROI VIRTUAL TOOLKIT OF RESOURCES

This collection of web-based resources is for the use of managers, supervisors, executives, and Diversity Champions. The Virtual Toolkit is easily searchable and resources are organized into the three sections of the ROI framework: Recruitment, Orientation, and Inclusion, as well as topical areas (e.g., Diverse Groups, How to Get Started, Supports for Diversity). The Virtual Toolkit is designed to be used on an “as needed basis.” As diversity-related concerns and/or questions are identified, use the toolkit to access relevant resources. For example, your organization might be interested in recruiting a diverse workforce but not certain how to ensure the interview process is fair to diverse groups. In this case, you could access potential resources either through browsing within the Recruitment section of the Virtual toolkit or selecting Interview Applicants within the How to Get Started topical section.

In the **Recruitment** section of the Virtual Toolkit you will find information to assist recruiting efforts including:

- Planning for recruiting a diverse workforce
- Preparing existing employees for diversity
- Intentionally recruiting members of under-represented populations, with a primary focus on recruiting skilled immigrants.

The next step is **Orientation**; this section of the Virtual Toolkit introduces key concepts and strategies for appropriately orientating a diverse workforce through a focus on:

- Creating a welcoming workplace
- Introducing mentorship
- Describing career development opportunities.

Finally, the **Inclusion** section of the Virtual Toolkit supports the long-term success of diverse workers, by:

- Supporting managers and supervisors to have effective career/coaching conversations
- Equipping individuals to manage their careers
- Supporting managers to fast-track under-employed workers from diverse groups (Appendix G)

- Introducing an Appreciative Inquiry approach to investigate what's working well and what could be even better
- Providing tips for conducting exit interviews and analysing the results for themes and patterns
- Revisiting of the cultural diversity plan to continuously improve it

CULTURAL DIVERSITY YEARBOOK

This tool is designed for use by the Diversity Champion. The Yearbook will support each phase of the ROI model by:

- Increasing awareness of the benefits of a diverse workforce
- Improving workforce capacity
- Enhancing the cultural competency of all workers and managers
- Providing leadership opportunities (e.g., rotating the role of "Diversity Champion")
- Clearly demonstrating organizational/executive level commitment to cultural diversity

The Yearbook is a comprehensive resource for the Diversity Champion supporting coordination and customization of a full year of activities which highlight the benefits of diversity. This has a better likelihood of shifting an organizational culture than focussing on a single "diversity initiative." The Yearbook supports three distinct levels of intervention:

- Diversity Calendar
- Weekly Diversity Quotes
- Monthly Diversity Discussions
- Quarterly Diversity Events

Diversity Calendar Listings

This listing of diversity-related holidays and special awareness weeks/months is a great starting point for organizing diversity-related activities within the workplace. Pick a date that would be important within your organization and plan a discussion or event that fits.

Weekly Quotes:

Diversity Champions will share diversity quotes on a weekly basis with colleagues. The Yearbook provides over 70 diversity quotes to choose from. The weekly approach will ensure that the diversity message stays fresh, reminding employees of the organization's ongoing commitment to embracing diversity. Instructions are also provided for integrating quotes into customized diversity posters for your workplace.

Monthly Discussions:

The Yearbook also provides over 40 suggestions for monthly Diversity Discussions based on short articles and video clips which can be incorporated into regular team meetings. Links to the articles and video clips are provided, supported with discussion starters and facilitator's notes. Each discussion is intended to last approximately 10 minutes.

Quarterly Events:

The final piece of the Yearbook supports the quarterly Diversity Events. The Yearbook provides 15 suggestions for "Cultural Celebrations" which could be incorporated into regular organizational events such as training, teambuilding, luncheons, picnics, BBQs, or recognition celebrations. These activities are intended to serve a dual purpose: fun and education. Designed to celebrate diversity and enhance diversity awareness, each event should include an element of information sharing, through a short presentation or facilitated discussion.

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PROCESS FOR SUPPORTING A CULTURALLY DIVERSE WORKPLACE

GETTING STARTED

As a Diversity Champion, be sure to take the time to:

- Make a business case for diversity and focus on how this initiative can benefit your organization; the next section of this guide provides guidance and support for this stage
- Work with managers, supervisors, and human resources professionals – leadership buy-in and active support will be important to the initiative's success
- Set goals for your organization by using the SMART Goals model⁵: **S**pecific, **M**easurable, **A**ttainable, **R**ealistic (or **R**elevant), and **T**imely
- Review all the components of the initiative but keep in mind that the Virtual Toolkit is a reference tool; you do not need to read all the resources provided. Simply take some time to become familiar with the type of information and resources included in the Virtual Toolkit so that you will know what to go back to when specific diversity related issues surface within your organization
- Select activities and events that fit for your organization's size, structure, and cultural climate
- Refer to the diversity calendar in the Yearbook and note special cultural events, holidays, and celebrations that are relevant for your organization. These are excellent opportunities to introduce diversity into the workplace and to integrate specific quotes, discussions, and events/activities from the Yearbook
- Get organized by creating a schedule for a year of diversity discussions and activities. Use any downloadable calendar template (available online or within MS Word) and/or set task reminders (e.g., within Outlook) to ensure the initiative doesn't get set aside
- Remember – you don't have to be all things to all people

To assist you in getting started a **Cultural Diversity Prep Checklist** (Appendix A) has been created with helpful suggestions for activities and timelines for completion. The initiative is divided into four sections:

1. Laying the Groundwork and Gaining Support (Month 1 -2)
2. Getting Online and Implementing the Initiative (Month 2-3)
3. Managing the Initiative and Maintaining Interest (Month 4-11)
4. Evaluating Impact and Looking Forward (Month 12)

MAKING A BUSINESS CASE

Not everyone will be thrilled to be taking part in a diversity initiative in the workplace. At times, initiatives such as these can be viewed as frivolous, useless, and unnecessary additional work for managers and employees. To make a compelling business case for the value of embracing a diverse workforce:

- Compare demographics to determine if any cultural groups are currently under-represented
- Highlight the impact of inclusion initiatives on the bottom line
- Protect your most valuable asset – your people – through intentional retention efforts
- Investigate relevant diversity awards

⁵ <http://www.goal-setting-guide.com/smart-goals.html>

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- Present your business case to influential leaders within your organization.

The following sections provide tips, suggestions, and recommended resources to support you to make a strong business case.

Compare Demographics

A good way to demonstrate diversity gaps within your organization is to compare your company's demographic profile to that of your community, province, and/or Canada as a whole. The Community Profiles from Statistics Canada are an easy way to investigate such gaps. Keep in mind that all the data collected by Statistics Canada may not be tracked within your organization, and vice versa.

To access the Community Profiles:

- Go to <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E>
- Type in the appropriate place name and select your province/territory
- Particular areas of interest may include: immigrant status and period of immigration, major field of study, occupation, industry, and visible minority population characteristics
- Connect with the manager and/or human resources professional to compare this data to your organization's employee demographics.

Aboriginal population profiles are also available through Statistics Canada:

- Go to <http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-594/index.cfm?Lang=E>
- Type in the appropriate place name and select your province/territory
- Particular areas of interest for relevant Aboriginal identity populations may include major field of study, occupation characteristics, and industry characteristics

Highlight Impact on Inclusion and the Bottom-line

As Diversity Champion, you may need to “sell” the benefits of a diversity initiative and get others to “buy in” to the Diversity Yearbook activities or other initiatives supported by the Virtual Toolkit. One of the ways to do this is to make a business case for diversity initiatives in the workplace by demonstrating how they can improve worker productivity and contribute to the bottom line.

Focus on the potential savings: diversity initiatives can save your organization money through reducing employee turnover, absenteeism, and lawsuits and contribute to your organization's growth by improving marketplace understanding, creativity/innovation, problem solving, leadership effectiveness, and global relationships.⁶

Savings to your organization may not be immediately apparent. According to KPMG research, when people at work have to hide who they are or what they believe they engage in evasive circular discussions, known as closeted conversations, in order to avoid being “discovered.” These conversations could be about anything from politics to religious beliefs to how one spent the weekend. For example, during an election an individual might have to avoid disclosing a personal opinion about a debate. Similarly, an employee who spent the weekend at a spiritual retreat or religious celebration might not feel safe disclosing this to coworkers; when asked a seemingly simple question like “What did you do this weekend?” a complicated web of lies and half-truths is constructed or the question is evaded altogether. This results in lost time and wages. KPMG calculated that if only 15 minutes each day were invested in such closeted

⁶ Robinson and Dechant (1997) as cited in HRM Business Case for Diversity Management (<http://nreilly.asp.radford.edu/psy650/robinson%20and%20dechant.pdf>)

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conversations, the result would be 65 hours a year in wasted time. To calculate ROI for diversity awareness initiatives, just multiple this loss by the number of potentially “closeted” employees you have at their hourly rates.

Protect Your Most Valuable Assets – People

As a lot of resources are put into recruiting and hiring new workers, employers need to protect their investment. Orientation is not just important for new recruits. As the organization welcomes diverse workers, it’s essential that longer term workers are equipped to welcome them and work productively with them. Orientation for longer-term employees could include providing generic information about the customs, etiquette, and cultural background of new workers who will be joining the team. Similarly new workers can be supported by a coach, mentor, or cultural informant who can help them understand “the way things are done around here.” Diversity Champions can take on the general task of observing how new employees are being included and providing tips, strategies, and support for ensuring that new employees don’t end up feeling disrespected, disconnected, or disengaged. This alone is a retention strategy that will reap positive ROI for the organization.

Investigate Potential Diversity Awards

To support your business case, it may be helpful to introduce some of the awards available to organizations and individuals who demonstrate excellence in diversity. Being a recipient of a diversity award publicly demonstrates your organization’s commitment to diversity. It can also be good for business, making it easier to recruit new workers from diverse backgrounds, reach out to diverse customers/clients, promote your organization, and distinguish yourself amongst competitors.

There are countless awards for employees or organizations within specific sectors which can be found online (e.g., the **Award of Excellence and Employment Equity and Diversity Award** for Public Service of Canada employees or the **Equality and Diversity Award** for members of the Canadian Bar Association of BC). Generic diversity awards include:

- Canada's Best Diversity Employers
 - <http://www.canadastop100.com/diversity/>
- Best Employers for New Canadians
 - <http://www.canadastop100.com/immigrants/>
- Best Employers Award for 50 Plus Canadians
 - http://www.canadastop100.com/older_workers/
- Canada's Top Family-Friendly Employers
 - <http://www.canadastop100.com/family/>
- Canada's Top Employers for Young People
 - http://www.canadastop100.com/young_people/

Present Your Case

After sifting through the facts and highlighting relevant points, it is time to present your case to influential leaders within your organization to get their “buy-in”. Set a date, time, and place that works well for you and the leaders; request 15 – 30 minutes to briefly introduce the SEED initiative, highlight the relevance of the initiative for your company, and focus on the overall positive impact it will have and the potential return on investment (e.g., increasing employee inclusion, retention, and the bottom line). Clearly communicate what will be expected of the organization and specific stakeholders, so they know exactly what they are signing on for. Strive to create a collaborative working relationship and keep the lines of communication open between yourself and the management/executive team.

For more information on making a business case for diversity, see Robinson and Dechant's (1997) *Building a Case for Diversity*

<http://nreilly.asp.radford.edu/psy650/robinson%20and%20dechant.pdf>

THE APPRECIATIVE INQUIRY APPROACH

The Appreciative Inquiry approach focuses on affirming successes – what your organization is doing right. It is about asking questions that can help organizations celebrate and learn from their successes, appreciating or adding value to what already exists. This approach helps organizations to create change from a positive perspective instead of a traditional problem-solving approach which typically starts from a negative stance of examining what's *not* working. Appreciative Inquiry is based on the belief that the positive things that are already happening within an organization can be built upon to create positive change.

A key aspect of the Appreciative Inquiry approach is asking provocative or powerful questions. These are questions that really stimulate thought and reflection, and invite creative approaches and new ideas.

For more information on the Appreciative Inquiry approach, visit:

- Appreciative Inquiry Commons: What is Appreciative Inquiry?
<http://appreciativeinquiry.case.edu/intro/whatisai.cfm>
- Appreciative Inquiry: Asking Powerful Questions
<http://www.kcsdv.org/toolkit/AppreciativeInquiry.pdf>

TIPS FOR DIVERSITY DISCUSSIONS AND DIFFICULT CONVERSATIONS

In the Diversity Yearbook there are a variety of discussion questions proposed for short articles or video clips on a wide variety of diversity topics. These discussions may be facilitated by you, as Diversity Champion, or you may support managers and supervisors to host discussions amongst their own intact work groups. Regardless of who leads, here are some tips to support facilitation of those discussions:

- Review the resource prior to discussion and take note of your own impressions
- Copy the article or arrange to show the video clip at the discussion session
- Create a safe environment where ideas may be presented openly, honestly, and respectfully
- Invite general impressions of the article/video to begin the session
- Use the discussion questions as a guide to structure the discussions

The openness of these discussions and active engagement of all participants will help to create an organizational culture that embraces and celebrates diversity. Please remember that these conversations are meant to be constructive and provide opportunities to learn; it is crucial that they are not used to “shame” any of the participants. The goal is to have participants learn about diversity and feel more equipped to work collaboratively within diverse work environments.

At some points in time you may have to handle potentially “difficult” conversations regarding diversity. Preparing for such discussions will equip you to handle them graciously and

effectively, leaving both parties satisfied with the conclusion. Here are some tips to get you started:⁷

- Have the courage to face it
- Seek a private audience
- Give, and expect, undivided attention
- Acknowledge the other person's point of view
- Use ground rules, such as taking turns and not interrupting
- Introduce difficult issues with "bridging phrases"⁸
- Look at the person you are speaking to
- Avoid personal attacks
- If possible, use positive-negative-positive message delivery
- Accept that differences of opinions are okay.

Remember that cultural diversity can be a subject that is emotionally charged; it is important to acknowledge the emotions of others. For further information on handling diversity conversations at work, check out www.hrweb.berkeley.edu/CITE_Conversation_Tips.do.

CUSTOMIZING TO FIT YOUR ORGANIZATION'S UNIQUE NEEDS

The ROI Supporting Employers Embracing Diversity initiative is fully customizable. As Diversity Champion, you are encouraged to pick out quotes, discussions, activities, posters, and images which best suit *your* organization's structure and diversity climate. As Champion, be creative in how to get the message out and take advantage of interactive features such as blogs/wikis if they will be embraced by workers within your organization (or use more traditional methods, such as suggestion boxes, if they would be a better fit within your workplace). The goal is to provide an opportunity for all interested stakeholders to fully engage, perhaps by contributing new quotes, discussion starters, articles, or other relevant resources). The methods chosen will depend on your organization's structures and available supports.

Here are a few suggestions for introducing the weekly quotes and monthly discussions provided in the Yearbook:

- Weekly Quotes
 - Post on the company's website (internal and/or external)
 - Send via email or include in your email signature line
 - Place by the time clock, doors to the sales floor, and/or lunchroom
 - Hang purchased posters or create and post your own
 - Include a diversity quote on pay stubs
 - Read aloud at weekly meetings
- Monthly Discussions
 - Post on the company's internal website
 - Host electronically using meeting software such as GoToMeeting (www.gotomeeting.com)
 - Present at team meetings or group huddles
 - Support managers or team leaders to facilitate discussions during team meetings.

⁷ Ten Tips: Handling Difficult Conversations

<http://oceanpalmer.com/2013/02/difficult-conversations-10-tips/>

⁸ Bridging phrases are introductory statements which don't specifically address the problem at hand (e.g., "Thanks for taking the time to meet with me" or "I've been wanting to talk with you for some time now")

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Don't be afraid to try different methods of getting the message out to determine what works best within your workplace and to keep things fresh. Many of the videos would be easy to replicate "in house" which could further engage your employees. For example, a video based on the YouTube clip "Asian American Identity - Unravelling Asia America" at <http://www.youtube.com/watch?v=LW4rFV5EJJg> would be a wonderful way to showcase the diversity within your own organization.

Special considerations for the diversity events include determining:

- Timing and Location
When and where will the event be held?
- Budget
Is there one?
Will the diversity activity be embedded within an existing event? If so, how much time is available? Is there a budget for resources, handouts, prizes, catering?
- Invitation List
All employees? Employees and partners/families? The whole community?
- Expectations and Requirements
Is attendance required or optional?
What, if any, are the consequences for not participating?
- Marketing
How will the event be publicized?
- Registration
How will participants sign up (e.g., RSVP to whom)? What is the deadline?
- Preparation Requirements
Do any special arrangements need to be made (e.g., booking a venue, special permits or insurance)?
What resources do you need?
Is there any pre-work for participants?
Do you need to form a committee to assist with planning this event?

Although there are numerous events to choose from listed within the **Cultural Diversity Yearbook**, you can further customize your diversity initiative through other related activities. Consider running an art, poster, or poetry contest for employees' children or grandchildren, asking them to define diversity. Perhaps host a contest for employees to submit digital photos from vacations or at "home" – and, with permission, displaying these on an Intranet or in a digital picture frame in the lobby or lunch room.

MENTORSHIP AND SOCIAL GROUPS

Many organizations have found that personal connections are the most effective diversity interventions. Mentorship programs can link new employees with mentors who can introduce them to others and orient them to the corporate culture; mentors thus serve as a liaison and cultural informant between the new employees and others in the organization, helping inform both new and longer-term employees about customs, norms, expectations, and etiquette.

Supporting councils, networks, and social groups can also be effective ways to facilitate culturally diverse workplace. Such groups provide opportunities for employees to engage with others within the organization who share a similar cultural background or interests. They also

provide a venue for discussions, advocacy, and strategic problem-solving about diversity-related challenges.

MEASURING IMPACT

Measuring the impact of a diversity program is not a simple task. In some cases, the success of diversity programs may not be immediately apparent. Shifting attitudes and organizational beliefs can evolve over a long period of time. Collecting information that is both qualitative (e.g., observations and subjective feedback) and quantitative (e.g., survey results; decreased turnover) can help to provide an accurate picture of the effectiveness of the diversity program. Some of the measurable elements could include:

- Employee attitudes
- Employee participation in diversity activities
- Employee feedback on diversity initiatives/activities
- Complaints, grievances, or reports of harassment or bullying
- Hiring (employee demographics)
- Retention
- Employee promotion
- Customer feedback
- Employer commitment to diversity program

To gather baseline data (which will be important in demonstrating a future return on investment), you may find it helpful to do a temperature check of employee attitudes before introducing the SEED initiative. The SEED Assessment 1 (Appendix C) is designed to serve as a baseline assessment tool. Instruct participants to read each question carefully and fill out the form to the best of their abilities. Although participants can skip questions, it's not encouraged. Have participants select Neutral (3) if they do not want to answer a specific question. Advise participants not to write their names on the survey; let them know that their responses will remain anonymous, and that participation is voluntary.

To obtain your diversity score use the Assessment Summary Table and follow the directions below:

1. Reverse score questions 1, 15, 29, 31, 32, 34, 38 by adjusting the scoring as follows
 - a. Strongly Disagree (1) becomes Strongly Agree (5) and vice versa
 - b. Disagree (2) becomes Agree (4) and vice versa
 - c. Neutral (3) does not change
2. Tally up the number of responses which were Strongly Disagree(1), Disagree(2), Neutral(3), Agree(4), and Strongly Agree(5) to get totals for each column and record on the Assessment Summary Table
 - a. Ensure that you've reversed scored the questions listed in step 1
3. Multiply the totals by the relevant category weight
 - a. Strongly Disagree = 1
 - b. Disagree = 2
 - c. Neutral = 3
 - d. Agree = 4
 - e. Strongly Agree = 5
4. Sum across the categories
5. Divide the total by the number of respondents you had
6. Divide by the number of questions (i.e., 42)
7. The final score represents your diversity score out of 5.

Assessment Summary Table

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Total						Weighted Total
Weight	x 1	x 2	x 3	x 4	x 5	
Weighted Total						
# of Respondents						
Weighted Total: _____						
÷ # of Respondents: _____						
÷ 42: _____						
Diversity Score: _____						

To measure change, at the end of the initiative (or after a specified period of time), administer the second survey (SEED Assessment 2 – Appendix D). This survey uses a “post-pre” measurement approach, based on the belief that after an intervention such as the diversity initiative, individuals typically have a greater understanding of the elements being rated. Therefore, they can reflect back to their level of knowledge or competency before the initiative began and, in all likelihood, provide a more accurate “pre” rating than they were able to give in the assessment administered at the beginning of the program. The “post” rating provides an accurate and immediate reflection of how their knowledge, skills, or attitudes have changed.

Results can be summarized in a similar fashion as for the original assessment, by creating one table for the “Before” rankings and one for the “Now” rankings. As Diversity Champion, you can track individual and organizational changes by comparing the diversity scores from the two parts of the assessment or by comparing scores from the original assessment to those from the “Now” portion of the second assessment. The written component of the second survey also provides qualitative data that may be helpful in tracking the impact of the SEED initiative.

Some other helpful feedback pieces are available for use during the Quarterly Diversity Events. One form is to be completed by participants (Appendix F) and the other is a self-reflective piece for the organizer/facilitator (Appendix E)

As Diversity Champion, you are encouraged to track the time you spend on the project so that you have a clear picture of the involvement required and effort spent as, from an employer’s perspective, this constitutes part of the investment costs for the project.

Many organizations may already have tools or processes in place to track recruitment, hiring, and retention. It is important to remember that not every employee-employer relationship is a successful one. When this relationship fails, it is important to use this as an organizational learning opportunity. Employers use exit interviews as a way of learning from employees about their experiences with the organization. These experiences can then be used to learn about and build upon what’s working or give insights into how to improve what’s not working. Exit interviews are generally voluntary; although not all exiting employees may wish to participate in one, it is important to provide them with an opportunity to share their experiences. For more information about exit interviews and sample diversity-related questions, see Appendix K.

If you would like other sources of information on measuring workplace diversity programs, visit:

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- Measuring Diversity (Washington State Department of Personnel)
<http://www.dop.wa.gov/DIVERSITY/DIVERSITYMANAGEMENT/Pages/MeasuringDiversity.aspx>
- Implementing a Workplace Diversity Program (see pages 10-13)
http://www.osscc.tas.gov.au/_data/assets/pdf_file/0010/147655/Commissioners_Guidelines_for_Implementing_a_Workplace_Diversity_Program_2.pdf

We also welcome feedback regarding your experience with the SEED. The Questions to Reflect Upon (Appendix H) and Diversity Champion Feedback Form (Appendix I) forms can be submitted via the Diversity Champion's network.

NEXT STEPS: BEYOND AWARENESS TO BUILDING A CULTURE OF INCLUSION

After championing the diversity initiative within your workplace for one full year, it will be time to assess whether or not the program was a success and reflect on what adjustments can be made for the upcoming year. Solicit feedback from program participants - what did you and your colleagues enjoy and/or dislike? Look at exit interview notes and see if any diversity-related concerns were expressed. To assist you in your evaluation of the program use the **What's Working? What's Not?** worksheet (Appendix G) to organize your thoughts.

This diversity initiative isn't meant to stop after one year. Its focus is to create a welcoming and appreciative workplace for a diverse set of workers by infusing an understanding of diversity at many different levels. For Year 2 and beyond, assign activities and/or discussions to specific departments or employees and invite others to share resources and/or quotes. Getting others involved in the initiative will permeate the message throughout your organization.

There are many associations, agencies, and initiatives within the community who specialize in supporting various culturally diverse groups. See Appendix L for a list of Vancouver/Lower Mainland-based Local Supports. They are equipped to provide excellent information and resources as you champion cultural diversity within your workplace. Building relationships with key people in these types of organizations and agencies can help you to increase the effectiveness of the diversity initiatives within your workplace. Connections with local agencies and business networks (e.g., Boards of Trade, Chambers of Commerce) can be useful sources of timely information about Career Fairs and other events designed to attract diverse candidates. Creating this type of network can help to sustain your enthusiasm and interest, while potentially introducing new ideas and opportunities that can enhance your workplace diversity initiatives. See Appendix M for networking tips that can help you build relevant relationships within your community.

Looking for more information? There are countless books available for purchase if you would like to learn more. Some optional readings include:

- Barbazette, J. (2006) *Successful New Employee Orientation: A Step-by-Step Guide for Designing, Facilitating, and Evaluating Your Program* (3rd ed.) Hoboken, NJ: John Wiley & Sons
- Barbazette, J. (2001) *Successful New Employee Orientation: Assess, Plan, Conduct, and Evaluate Your Program* (2nd ed.) Hoboken, NJ: John Wiley & Sons
- Bucher, R. D. (2007). *Building Cultural Intelligence (CQ): Nine Megaskills*. Upper Saddle River, NJ: Pearson Education
- Harvard Business School Press (2009). *Managing Diversity: Pocket Mentor Series*. Boston, MA: Harvard Business

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- Hofstede, G., & Hofstede, G. J. (2004). *Cultures and Organizations: Software of the Mind*. New York: McGraw-Hill
- Hyter, M., & Turnock, J. (2006) *The Power of Inclusion: Unlock the Potential and Productivity of Your Workforce*. Hoboken, NJ: John Wiley & Sons
- Laroche, L., & Rutherford, D. (2006). *Recruiting, Retaining and Promoting Culturally Different Employees*. Oxford: Butterworth-Heinemann.
- Peterson, B. (2004). *Cultural Intelligence: A Guide to Working with People From Other Cultures*. London: Nicholas Brealey Publishing
- Thiederman, S. (2008) *Making Diversity Work: 7 Steps for Defeating Bias in the Workplace*. New York: Kaplan Publishing.

Looking for some diversity-related professional development opportunities? Check out the diversity event listing at www.diversityintheworkplace.ca/events.php.

APPENDIX A: DIVERSITY CHAMPION PREP CHECKLIST

MONTHS 1 -2: LAYING THE GROUNDWORK AND GAINING SUPPORT		
Step	Activities	Completed
1	Together with management, make the decision that diversity is important to your organization	<input type="checkbox"/>
2	Print a copy of this checklist to help guide the implementation of this initiative	<input type="checkbox"/>
3	Track your time spent on this project by using the Diversity Champion's Hourly Tracking Sheet (Appendix B)	<input type="checkbox"/>
4	Read the Diversity Champion's Backgrounder and Guide to familiarize yourself with the SEED initiative and resources	<input type="checkbox"/>
5	Take a quick look at the Virtual Toolkit of Resources and Yearbook to familiarize yourself with these resources	<input type="checkbox"/>
6	Get the support of others within your workplace – make a business case for diversity (see pages 10-13) of the Diversity Champion's Backgrounder and Guide	<input type="checkbox"/>
7	Introduce the toolkit to your manager/supervisor	<input type="checkbox"/>
8	Check-in with managers, supervisors, and human resources professionals to (1) determine the current state of diversity within your organization and (2) decide how you are going to implement the diversity initiative (e.g., who will be involved, how you'll connect with participants)	<input type="checkbox"/>
9	Develop your "game plan" or strategy for implementation	<input type="checkbox"/>
At the end of month 2 you should have steps 1-9 completed and now be looking forward to implementing the initiative. You should have clear idea of what you're seeking to achieve and beginning to formulate just how you are going to achieve it. You may not have worked out some of the finer details but you're well on your way to implementation.		
MONTHS 2-3: GETTING ONLINE AND IMPLEMENTING THE INITIATIVE		
Step	Activities	Completed
1	Review the Diversity Champion's Network Discussion Guidelines (Currently not available)	<input type="checkbox"/>
2	Sign the Diversity Champion's Confidentiality Agreement (Currently not available) and return to the network facilitator	<input type="checkbox"/>
3	Join the Cultural Diversity Champion's Network (see the Diversity Champion's Network Access Instructions in Appendix E)	<input type="checkbox"/>
4	Post a welcome message and participate in the other Network discussions.	<input type="checkbox"/>
5	Pick out some appealing quotes, discussions, and events/activities from the Cultural Diversity Yearbook	<input type="checkbox"/>
6	Create a schedule for the diversity quotes, discussions, and activities.	<input type="checkbox"/>
7	Administer the Supporting Employers Embracing Diversity Assessment 1 (Appendix C)	<input type="checkbox"/>

MONTHS 2-3: GETTING ONLINE AND IMPLEMENTING THE INITIATIVE		
Step	Activities	Completed
8	Collect all the completed Supporting Employers Embracing Diversity Assessment 1 forms and calculate your Diversity Score (refer to pages 16-18 of the Diversity Champion Backgrounder and Guide – Measuring Impact)	<input type="checkbox"/>
9	Send/post Diversity Quotes on a weekly basis (see Diversity Yearbook for details)	<input type="checkbox"/>
10	Organize and run Diversity Discussions on a monthly basis (see Diversity Yearbook for details).	<input type="checkbox"/>
11	Organize and run Diversity Events on a quarterly basis (see Diversity Yearbook for details)	<input type="checkbox"/>
12	Identify diversity related issues and refer to the Virtual Toolkit of Resources as needed	<input type="checkbox"/>
13	Connect with management/supervisors to propose relevant diversity solutions acquired from the Virtual Toolkit of Resources	<input type="checkbox"/>
<p>The focus of month 2-3 is really fine tuning and planning the initiative. By month 3 you should have completed steps 1-13 listed above. It's important to begin to plan/schedule the diversity quotes, diversity discussions, and diversity events and keep in mind the ongoing tasks (e.g., posting to the diversity network and tracking your hours). Insure managerial buy-in and communicate with management regarding the initiative and your progress.</p>		
MONTHS 4-11: MANAGING THE INITIATIVE AND MAINTAINING INTEREST		
Step	Activities	Completed
1	Continue to issue Diversity Quotes weekly, host Diversity Discussions monthly, and run Diversity Events each quarter	<input type="checkbox"/>
2	Keep in contact with management regarding the progress of the initiative	<input type="checkbox"/>
3	Continue to identify diversity issues/solutions and apply relevant information from the Virtual Toolkit of Resources	<input type="checkbox"/>
4	Collect feedback and check in with employees to see how they are finding the initiative.	<input type="checkbox"/>
<p>By month 4 the project should be in full swing. Continue to organize the various Diversity Yearbook activities and refer to the Virtual Toolkit of Resources where necessary. The focus should be keeping the initiative active and fresh.</p>		
MONTH 12: EVALUATING IMPACT AND LOOKING FORWARD		
Step	Activities	Completed
1	Continue to issue Diversity Quotes weekly, host Diversity Discussions monthly, and run Diversity Events each quarter	<input type="checkbox"/>
2	Keep in contact with management regarding the progress of the initiative	<input type="checkbox"/>
3	Continue to identify diversity issues/solutions and apply relevant information from the Virtual Toolkit of Resources	<input type="checkbox"/>
4	Administer the Supporting Employers Embracing Diversity Assessment 2 (Appendix D) and calculate	<input type="checkbox"/>

MONTH 12: EVALUATING IMPACT AND LOOKING FORWARD		
Step	Activities	Completed
5	Collect all the completed Supporting Employers Embracing Diversity Assessment 2 forms and calculate your Diversity Score (refer to pages 16-18 of the Diversity Champion Backgrounder and Guide – Measuring Impact)	<input type="checkbox"/>
6	Tally up your total hours spend on this project (Appendix B)	<input type="checkbox"/>
7	Complete the What's Working? What's Not? worksheet (Appendix G)	<input type="checkbox"/>
8	Complete the Supporting Employers Embracing Diversity: Diversity Champion Feedback Form (Appendix I)	<input type="checkbox"/>
9	Together with management determine a game plan for continuing this diversity initiative in the future (refer to pages 18-19 of the Diversity Champion Backgrounder and Guide – Next Steps: Beyond Awareness to Building a Culture of Inclusion)	<input type="checkbox"/>
Month 12 is the time to evaluate the initiative and plan for the next steps.		

APPENDIX B: DIVERSITY CHAMPION'S HOURLY TRACKING SHEET

Use this sheet to track the number of hours you spend on this project in your Diversity Champion role.

Month	Dates	Hours Spent
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
Total Hours		

APPENDIX C: SUPPORTING EMPLOYERS EMBRACING DIVERSITY ASSESSMENT 1

Please rate yourself according to the following statements on a 5 point scale
 1= Strongly Disagree / 2= Disagree / 3 = Neutral (Neither Agree or Disagree) /
 4= Agree / 5 = Strongly Agree

1. I assume that others see things the way I do	1	2	3	4	5
2. My organization clearly communicates a message of appreciating diversity	1	2	3	4	5
3. I understand how assumptions about those different than me can be false	1	2	3	4	5
4. My organization provides appropriate orientation for the existing workforce about the needs and expectations of diverse new workers	1	2	3	4	5
5. I avoid making stereotypical assumptions about others	1	2	3	4	5
6. I understand why people from different cultures and backgrounds might be uncomfortable	1	2	3	4	5
7. My organization provides appropriate orientation for new employees	1	2	3	4	5
8. I understand how one's culture and background can impact perceptions	1	2	3	4	5
9. I am aware of some challenges faced by those who are different than me	1	2	3	4	5
10. I empathize with the challenges faced by those who are different than me	1	2	3	4	5
11. I am comfortable interacting with diverse customers/clients	1	2	3	4	5
12. I am comfortable working with diverse coworkers	1	2	3	4	5
13. My workplace does not discriminate based on one's culture or background	1	2	3	4	5
14. I am able to work effectively with diverse individuals	1	2	3	4	5
15. My friends at work are from the same cultural background as me	1	2	3	4	5
16. I respect the culture and customs of those different from me	1	2	3	4	5
17. I accept individuals who are different than me	1	2	3	4	5
18. Management recognizes the benefits of diversity	1	2	3	4	5
19. I respect people who are different from me	1	2	3	4	5
20. Diversity is viewed as important by management	1	2	3	4	5
21. I embrace diversity within the workplace	1	2	3	4	5
22. I feel diversity initiatives within the workplace are important	1	2	3	4	5
23. I support diversity initiatives within the workplace	1	2	3	4	5
24. My organization communicates in culturally appropriate ways	1	2	3	4	5
25. I understand the importance of diversity within the workplace	1	2	3	4	5
26. My workplace is sensitive to diverse employee needs, values, and customs	1	2	3	4	5
27. I see the advantages of a culturally diverse workplace	1	2	3	4	5
28. I am open to learning new things about those who are different from me	1	2	3	4	5
29. Most of my assumptions about others are true	1	2	3	4	5
30. My organization actively promotes diversity through activities/events	1	2	3	4	5
31. My friends at work share the same beliefs as I do	1	2	3	4	5
32. Stereotypes are generally true	1	2	3	4	5
33. There's no reason for someone from another culture to feel uncomfortable	1	2	3	4	5
34. Culture/background shouldn't influence perceptions about right and wrong	1	2	3	4	5
35. I love to learn about other people's backgrounds	1	2	3	4	5
36. My organization addresses diversity within its recruitment efforts	1	2	3	4	5
37. I enjoy learning about other cultures	1	2	3	4	5
38. I find it frustrating to understand different accents	1	2	3	4	5
39. I have friends outside of work with different cultural backgrounds than me	1	2	3	4	5
40. I can be myself at work	1	2	3	4	5
41. I feel included at work	1	2	3	4	5
42. My organization is focused on creating an inclusive organizational culture	1	2	3	4	5

APPENDIX D: SUPPORTING EMPLOYERS EMBRACING DIVERSITY ASSESSMENT 2

Please rate yourself according to the following statements on a 5 point scale
 1= Strongly Disagree / 2= Disagree / 3 = Neutral (Neither Agree or Disagree) /
 4= Agree / 5 = Strongly Agree

	Before	Now
1. I assume that others see things the way I do	1 2 3 4 5	1 2 3 4 5
2. My organization clearly communicates a message of appreciating diversity	1 2 3 4 5	1 2 3 4 5
3. I understand how assumptions about those different than me can be false	1 2 3 4 5	1 2 3 4 5
4. My organization provides appropriate orientation for the existing workforce about the needs and expectations of diverse new workers	1 2 3 4 5	1 2 3 4 5
5. I avoid making stereotypical assumptions about others	1 2 3 4 5	1 2 3 4 5
6. I understand why people from different cultures and backgrounds might be uncomfortable	1 2 3 4 5	1 2 3 4 5
7. My organization provides appropriate orientation for new employees	1 2 3 4 5	1 2 3 4 5
8. I understand how one's culture and background can impact perceptions	1 2 3 4 5	1 2 3 4 5
9. I am aware of some challenges faced by those who are different than me	1 2 3 4 5	1 2 3 4 5
10. I empathize with the challenges faced by those who are different than me	1 2 3 4 5	1 2 3 4 5
11. I am comfortable interacting with diverse customers/clients	1 2 3 4 5	1 2 3 4 5
12. I am comfortable working with diverse coworkers	1 2 3 4 5	1 2 3 4 5
13. My workplace does not discriminate based on one's culture or background	1 2 3 4 5	1 2 3 4 5
14. I am able to work effectively with diverse individuals	1 2 3 4 5	1 2 3 4 5
15. My friends at work are from the same cultural background as me	1 2 3 4 5	1 2 3 4 5
16. I respect the culture and customs of those different from me	1 2 3 4 5	1 2 3 4 5
17. I accept individuals who are different than me	1 2 3 4 5	1 2 3 4 5
18. Management recognizes the benefits of diversity	1 2 3 4 5	1 2 3 4 5
19. I respect people who are different from me	1 2 3 4 5	1 2 3 4 5
20. Diversity is viewed as important by management	1 2 3 4 5	1 2 3 4 5
21. I embrace diversity within the workplace	1 2 3 4 5	1 2 3 4 5
22. I feel diversity initiatives within the workplace are important	1 2 3 4 5	1 2 3 4 5
23. I support diversity initiatives within the workplace	1 2 3 4 5	1 2 3 4 5
24. My organization communicates in culturally appropriate ways	1 2 3 4 5	1 2 3 4 5
25. I understand the importance of diversity within the workplace	1 2 3 4 5	1 2 3 4 5
26. My workplace is sensitive to diverse employee needs, values, and customs	1 2 3 4 5	1 2 3 4 5
27. I see the advantages of a culturally diverse workplace	1 2 3 4 5	1 2 3 4 5
28. I am open to learning new things about those who are different from me	1 2 3 4 5	1 2 3 4 5
29. Most of my assumptions about others are true	1 2 3 4 5	1 2 3 4 5
30. My organization actively promotes diversity through activities/events	1 2 3 4 5	1 2 3 4 5
31. My friends at work share the same beliefs as I do	1 2 3 4 5	1 2 3 4 5
32. Stereotypes are generally true	1 2 3 4 5	1 2 3 4 5
33. There's no reason for someone from another culture to feel uncomfortable	1 2 3 4 5	1 2 3 4 5
34. Culture/background shouldn't influence perceptions about right and wrong	1 2 3 4 5	1 2 3 4 5
35. I love to learn about other people's backgrounds	1 2 3 4 5	1 2 3 4 5
36. My organization addresses diversity within its recruitment efforts	1 2 3 4 5	1 2 3 4 5
37. I enjoy learning about other cultures	1 2 3 4 5	1 2 3 4 5
38. I find it frustrating to understand different accents	1 2 3 4 5	1 2 3 4 5
39. I have friends outside of work with different cultural backgrounds than me	1 2 3 4 5	1 2 3 4 5
40. I can be myself at work	1 2 3 4 5	1 2 3 4 5
41. I feel included at work	1 2 3 4 5	1 2 3 4 5
42. My organization is focused on creating an inclusive organizational culture	1 2 3 4 5	1 2 3 4 5

Please briefly respond to the following questions

1. How have your own personal attitudes and behaviours changed?
2. How has your perception of cultural diversity changed?
3. What is something new you've learned?
4. How has the perception of cultural diversity changed within your workplace?
5. How accurate do you think the initial ratings you provided were? Why?

Supporting Employers Embracing Diversity
**APPENDIX E: DIVERSITY CHAMPION'S ACTIVITY
EVALUATION FORM (SELF-REFLECTIVE)**

DIVERSITY CHAMPION'S ACTIVITY EVALUATION FORM (SELF-REFLECTIVE)
Title of Activity: _____
Number of Attendees: ____
Reflections:
How well prepared were you?
What challenges did you face in preparing for the session?
How well did you market the session?
What went well?
What changes would you make in the future?
What feedback did you receive from attendees?

APPENDIX F: ACTIVITY EVALUATION FORM (PARTICIPANT)

ACTIVITY EVALUATION FORM
Title of Activity: _____
Reflections:
How well prepared was the session?
What did you like about the activity?
What did you learn from this activity?
How did the facilitator impact your learning?
What changes would you suggest?

Supporting Employers Embracing Diversity
APPENDIX G: WHAT'S WORKING? WHAT'S NOT?

WHAT'S WORKING?	WHAT'S NOT?
Weekly diversity quotes...	Weekly diversity quotes...
Monthly diversity discussions...	Monthly diversity discussions...
Quarterly diversity events...	Quarterly diversity events...
Diversity posters...	Diversity posters...
Recruiting a diverse workforce...	Recruiting a diverse workforce...
Orientations...	Orientations...
Exit interviews...	Exit interviews...
A sense of inclusion...	A sense of inclusion...
Other...	Other...

Supporting Employers Embracing Diversity
APPENDIX H: QUESTIONS TO REFLECT UPON

QUESTIONS TO REFLECT UPON
1. What are some diversity issues in your workplace?
2. How well does the Supporting Employers Embracing Diversity (SEED) program meet your diversity needs?
3. How did the program impact your workplace?
4. How did you measure that impact?
5. What did you like best about the program? Why?
6. What was the most helpful tool? Why?
7. What was the least effective component of the program for your organization? How might that component be improved?
8. What changes and/or additions would you recommend to this program?

QUESTIONS TO REFLECT UPON

9. What components of the program are you likely to continue using? Why?

10. Going forward, what supports are in place within your organization to continue with this program?

11. Going forward, what, if anything might negatively impact this program's success within your workplace?

12. Our organization plans to continue with this program for at least one full year – Yes No (circle one).
Please provide a brief rationale for your response

13. I will recommend this program to other organizations – Yes No (circle one). Why or why not?

Supporting Employers Embracing Diversity
**APPENDIX I: SUPPORTING EMPLOYERS EMBRACING DIVERSITY: DIVERSITY
 CHAMPION FEEDBACK FORM**

SUPPORTING EMPLOYERS EMBRACING DIVERSITY: DIVERSITY CHAMPION FEEDBACK FORM					
Please rate the tools on the following elements using a 5 point scale (1 is low, 5 is high).					
ROI Model					
Comprehensiveness	1	2	3	4	5
Ease of Use	1	2	3	4	5
Relevance	1	2	3	4	5
Impact	1	2	3	4	5
I liked...					
I would change...					
Virtual Toolkit of Resources					
Comprehensiveness	1	2	3	4	5
Ease of Use	1	2	3	4	5
Relevance	1	2	3	4	5
Impact	1	2	3	4	5
I liked...					
I would change...					

Cultural Diversity Yearbook					
Comprehensiveness	1	2	3	4	5
Ease of Use	1	2	3	4	5
Relevance	1	2	3	4	5
Impact	1	2	3	4	5
I liked...					
I would change...					
Diversity Champion's Backgrounder /Guide					
Comprehensiveness	1	2	3	4	5
Ease of Use	1	2	3	4	5
Relevance	1	2	3	4	5
Impact	1	2	3	4	5
I liked...					
I would change...					

Diversity Champion Network					
Comprehensiveness	1	2	3	4	5
Ease of Use	1	2	3	4	5
Relevance	1	2	3	4	5
Impact	1	2	3	4	5
I liked...					
I would change...					
Tools for Measuring Impact					
Comprehensiveness	1	2	3	4	5
Ease of Use	1	2	3	4	5
Relevance	1	2	3	4	5
Impact	1	2	3	4	5
I liked...					
I would change...					
Overall Impressions					
I think the entire toolkit is...					
I think it's missing...					
In my role as Diversity Champion, total hours spent on this project: _____					

APPENDIX J: TIPS FOR FAST TRACKING IMMIGRANT WORKERS

International qualifications/credentials and lack of Canadian work experience can create unintentional roadblocks for newly hired workers and employers. Employers may feel a sense of uncertainty about the integrity of a credential or designation that is not commonly found in Canada. Although foreign work experience may represent the unknown for an employer, it has the potential to add a richness and diversity of experience that might not otherwise exist.

To support managers to fast-track under-employed workers from diverse groups, consider the following:

- Take the time to get to know workers, to learn about their career goals and to explore ways in which the organization can support workers in achieving their goals (e.g., support certification/training needs so that workers can quickly achieve their pre-immigration career level)
- Engage a credential evaluation service (e.g., World Education services⁹, International Credential Evaluation Service¹⁰) for information on foreign-obtained credentials
- Focus on employability skills and competencies required for positions; target questions accordingly when interviewing for initial employment or for performance reviews
- Create and foster a culture of inclusion in the workplace
- Build relationships through open, respectful dialogue in the workplace
- Be culturally aware to avoid potential cultural misunderstandings and unintentional discriminatory practices
- Examine workplace practices and policies that may be unintentionally hindering employee advancement
- Ensure that workplace orientations provide sufficient information about expected values and behaviour to allow workers to adapt to the workplace and perform at the expected level
- Provide coaching and mentorship opportunities.

Many of these tips can also be applied to fast tracking workers who may belong to other culturally diverse groups (e.g., persons with disabilities, visible minorities, Aboriginal peoples, and both men and women, regardless of sexual orientation). It is important to remember that a key component of work satisfaction involves the blending of workers' unique skills and talents with suitable and challenging tasks.

To effectively fast track immigrant workers, you may need to search out external supports. Some potential sources of support include:

- Virtual Toolkit of Resources developed for this project
- Occupational regulatory bodies
- Professional associations
- Immigrant support organizations.

For more information on hiring immigrants and access to a variety of resources, please see www.success.bc.ca/embracingdiversity.

⁹ World Education Services <http://www.wes.org/ca/>

¹⁰ International Credential Evaluation Service (ICES) <http://www.bcit.ca/ices/>

APPENDIX K: EXIT INTERVIEWS

Exit Interviews are a great way to learn from those employees who are leaving your agency (or have already left); they can help you retain existing employees by highlighting the reasons why someone left.

Begin by creating a standard set of questions which you'll ask employees who are leaving the organization. You may want to consider having a 3rd party conduct exit interviews. By preserving confidentiality, honest answers are more likely to be provided.

For more information on exit interview questions see

- http://jobsearchtech.about.com/cs/interviewtips/a/exit_interview_2.htm
- <http://www.businessballs.com/exitinterviews.htm>
 - Scroll down to the "sample exit interview questions" section
- <http://www.cps.ca.gov/workforceplanning/documents/SampleExitInterviewQuestions.pdf>

SAMPLE GENERAL QUESTIONS

- Was there something specific that triggered your decision to leave?
- Is there something that could have tipped the scales and encouraged you to stay?
- If you are moving to a new organization, what are they offering you that we didn't?
- Did you receive specific and constructive performance feedback?
- Was there someone in the organization that you could speak freely and openly to? If yes, who?
- Would you recommend this organization to others as a good place to work? Why or why not?
- What would need to change before you would consider working here in the future?

SAMPLE DIVERSITY-RELATED QUESTIONS

- From your perspective, how is this organization doing in regards to:
 - Recruiting a diverse workforce?
 - Orientations for new employees?
 - Orientations for longer-term employees to prepare for newly arriving diverse workers?
 - Inclusion of diverse workers?
 - Supporting the career development of workers from diverse cultural backgrounds?
 - Supporting the career development of all workers, regardless of cultural background?
- Despite diverse cultural backgrounds, did you feel accepted and respected by:
 - Colleagues?
 - Supervisors or Managers?
 - Senior Leaders?
 - Customers?
- Did you feel included by your colleagues in activities and events?
 - If so, how? If not, what might have helped?
- Do you think your cultural identity posed a problem for inclusion in this workplace? If so, how?

- Did diversity issues impact your job performance? If yes, how?

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- Did you receive enough diversity-related training? If not, what would you have liked?
- Did you find the diversity initiative within the workplace effective? Why or why not?
- How do you feel this organization could enhance its diversity initiative?

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APPENDIX L: LOCAL SUPPORTS

The following list provides a few agencies and professional associations that are well-connected locally and will likely be able to direct you to additional resources to support your role as Diversity Champion. They are organized according to the type of cultural diversity of the clients or professionals they support.

Type of Diversity	Agency or Association Name and Contact Info
Aboriginal	Aboriginal Business Canada (ABC) Vancouver Website: www.abc-eac.ic.gc.ca Tel: 604-666-3871
Disability	Back in Motion Surrey, Richmond, Coquitlam, and Victoria Website: http://www.backinmotion.com/ Tel: 604-575-2262 / Toll-free: 1-877-575-2262 (Surrey) 604-273-7600 / Toll-free: 1-800-350-4225 (Richmond) 604-939-3011 (Coquitlam) 604-233-2210 (Victoria) E-mail: info@backinmotion.com
Disability	BC Coalition of People with Disabilities (BCCPD) Vancouver Website: www.bccpd.bc.ca/wdi Tel: 604-875-0188 or 1-877-232-7400 E-mail: wdi@bccpd.bc.ca
Disability	BC Partners for Mental Health and Addictions Vancouver Website: www.heretohelp.bc.ca Tel: 604-669-7600 or 1-800-661-2121 Email: bcpartners@heretohelp.bc.ca
Immigrant	Affiliation of Multicultural Societies and Service Agencies of BC Vancouver Website: http://www.amssa.org/ Tel: 604-718-2780 / 1-888-355-5560 E-mail: amssa@amssa.org
Immigrant	Diversecity Community Resources Society Surrey Website: http://www.dcrs.ca Tel: 604-597-0205 E-mail: info@dcrs.ca
Immigrant	Immigrant Services Society of BC (ISSofBC) Vancouver Website: http://www.issbc.org/ Tel: 604-684-2561 E-mail: iss@issbc.org

Type of Diversity	Agency or Association Name and Contact Info
Immigrant	Learning Disabilities Association of BC Vancouver Website: http://www.ldav.ca/ Tel: 604-873-8139 E-mail: info@ldav.ca
Immigrant	Multilingual Orientation Service Association for Immigrant Communities (MOSAIC) Vancouver and North Vancouver Website: http://www.mosaicbc.com/ Tel: 604-254-9626 (Vancouver) 604-254-0244 (Vancouver) 604-684-8825 (Vancouver) 604-988-2931 (North Vancouver) E-mail: mosaic@mosaicbc.com
Immigrant	Progressive Intercultural Community Services (PICS) Surrey / Vancouver Website: www.pics.bc.ca/ Tel: 604-596 7722 (ext. 101) E-mail: kal.gandham@pics.bc.ca
Immigrant	S.U.C.C.E.S.S. Employment Services Burnaby, Coquitlam, Fort St John, New Westminster, Richmond, Surrey, and Vancouver Website: http://www.success.bc.ca/ Tel: 604-231-3344 (general inquiries)
Older Worker	S.U.C.C.E.S.S. Employment Services: Job Options BC Urban Older Workers Burnaby, Coquitlam, Surrey Website: www.success.bc.ca/joboptionsbcuow
Older Worker	Working Beyond Mission / Abbotsford Website: http://www.workingbeyond.ca/ Tel: 604-287-0625 (Mission); 604-755-2388 (Abbotsford); 1-866-986-9675 E-Mail: ksmith@missioncsc.org
Religion	Interfaith Canada Website: www.interfaithcanada.org E-mail: webmaster@interfaithcanada.org
Sexual Orientation	Gay and Lesbian Business Association of Greater Vancouver Vancouver Website: www.glba.org Tel: 604-739-4522 E-mail: info@glba.org
Sexual Orientation	LEGIT – Canadian Orientation for Same Sex Partners Vancouver Website: www.legit.ca E-mail: vancouver@legit.ca

Type of Diversity	Agency or Association Name and Contact Info
Sexual Orientation	QMUNITY Vancouver Website: www.qmunity.ca Tel: 604-684-5307
Youth	Pacific Community Resources Society Vancouver Website: www.pcrs.ca Tel: 604-412-7950 E-mail: mailbox@pcrs.ca

Another source of additional resources and supports are the co-operative education programs and/or career centres of local universities and colleges. To find co-op programs in your area, use the Education Planner website (www.educationplanner.ca) to search through university and college profiles. Select the “Co-op/work experience” option to limit your search. Further narrow your search by selecting a field of study, subject area, regions, institution, and/or any of the other search parameters provided. For a full list of universities and colleges within BC and across Canada, visit www.schoolfinder.com. You can narrow your search by province and school type.

APPENDIX M: TIPS FOR EFFECTIVE NETWORKING

Intentional networking can serve as a good support for sustaining your enthusiasm in your role as a Diversity Champion and provide you with fresh ideas and resources as you implement diversity initiatives. There will likely be times you will need additional information or to enlist strategic supports (e.g., if you are a recruiter intentionally looking for immigrant candidates, it might be helpful to build a good relationship with a key person within an immigrant-serving agency that runs Job Clubs or other programs for the unemployed).

The following tips are general guidelines to help you network effectively:

- Consider who in your existing network of colleagues, friends, family, and others might have information, ideas, or an interest in the work that you are doing
- Be on the lookout for opportunities that might allow you to meet people in other agencies and associations that could form part of your network
- Understand what it is that you need help with and how you in turn might be able to help others in your network; successful networks rely on a two-way exchange of information
- While attending events, be sure to introduce yourself to people, exchange contact information and consider opportunities for future meetings
- Prepare and practice a 30 second “elevator speech” that you can use as an introduction when meeting new people
- Make a point of connecting with the people in your network regularly
- Be sure to follow-up with new contacts to thank them for any information shared
- Stay connected with the Diversity Champion’s network that supports this initiative.

Remember that networking is about building relationships – as with any relationship, it needs to be nurtured through regular contact.