



## Levels of Inclusion

The IST is based on the model that an organization will generally fall into one of four levels of inclusion. See inclusion levels below. The level of inclusion will likely be different for each area of focus, which allows you to determine the areas in which you are strong or weak.

	<p><b>Invisible (I)</b></p> <p>Leadership is not aware of this issue or practices and no discussions or actions have been made. At this stage, there may be overt or subtle discrimination microaggressions happening and are a normal part of the culture. Individuals facing this environment take on the negative impact with little to no support from workplace.</p>	<p>Nonexistent practice</p>
	<p><b>Awareness (A)</b></p> <p>Organization is aware of Diversity and Inclusion (D&amp;I) issues and are somewhat important to address. However, actions taken to address the concerns lack adequate resources, and education of what the real issues are. Leadership is not sure how to proceed and has not taken any steps towards action.</p>	<p>Acknowledges need, but unsure on how to proceed.</p>
	<p><b>Intentional Inclusion (II)</b></p> <p>Intentional D&amp;I practices are planned with the goal of incorporating more equitable practices and attitudes into the entire organization or community. Leadership and employees make initial medium to long-term commitments to inclusion work.</p>	<p>Small steps toward action</p>
	<p><b>Culture of Inclusion (CI)</b></p> <p>D&amp;I initiative are a normal part of organizational culture and are constantly being improved. There are systems and practices in place to reflect efforts.</p>	<p>Standard Practice</p>



## Awareness (A) to Intentional Inclusion (II)

### Recommendations

- Benchmark key aspects of your organization's culture and understand the employee experience before making changes to promote inclusivity.
- Research and identify local and national organizations for best practices and of how to create a welcoming and inclusive workplace.
- Elicit informal feedback from employees to identify any potential bias or preference in current hiring practices.
- Identify language that welcomes applicants for job postings from a variety of backgrounds.
- Conduct a workplace engagement survey to determine the overall climate of the workplace, and to identify barriers to inclusion.
- Conduct a review of current professional development programs to determine if they adequately address issues of inclusion and microaggressions.
- Provide mentoring, scholarship, leadership training, and upward mobility programs that are offered equitably.
- Establish and empower a Diversity Resource Group, which acts as an advocate and a resource for cultural competence in the organization.

### IST Results

(Norms within organizations that fall into Awareness (A) to Intentional Inclusion (II) level of inclusion)

#### Awareness (A)

- Low staff and leadership demographic diversity
- Low staff experiences of Inclusion
- Low staff experiences of equity
- High reports of bias being witnessed and experienced
- Low staff intent to stay

#### Intentional Inclusion (II)

- Medium staff and leadership demographic diversity
- Medium staff experiences of Inclusion
- Medium staff experiences of equity
- Low reports of bias being witnessed and experienced
- Medium staff intent to stay