



## 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>



## Invisible (I) to Awareness (A)

### Recommendations

- Discuss a vision for a welcoming a Diversity and Inclusion organization that can clearly outline the short-term and long-term benefits.
- Stay up to date with outdated terms for social groups.
- Identify the community you hope to serve.
- Identify D&I decision makers, champions, and “change agents” within the organization who can help to identify organizational needs.
- Develop a resource list of local and provincial organizations working towards inclusion and equity.
- Conduct an analysis of demographic data regarding inclusion, access, equity, and discrimination within your organization
- Create an onboarding and new employee orientation process that creates a welcoming atmosphere and includes a briefing on the commitment to diversity, equity, and inclusion.
- Identify opportunities to hire strategically and opportunistically from targeted diverse populations.

## IST Results

(Norms within organizations that fall into Invisible (I) to Awareness (A) level of inclusion)

### Invisible (I)

- 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

### Awareness (A)

- Low staff and leadership demographic diversity
- Low staff experiences of Inclusion
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