



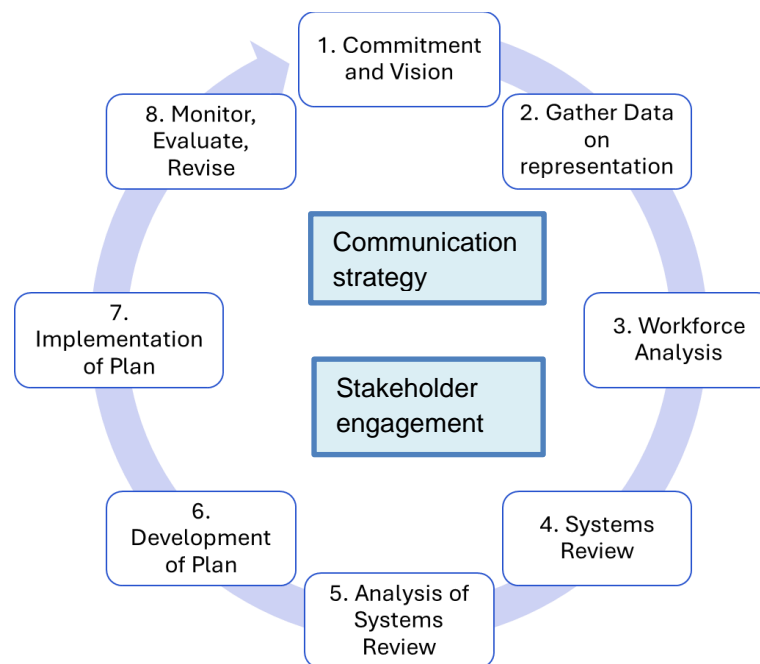
Employment and Human Resources Toolkit

Tool 3: Human Resource Planning Cycle

DEI human resources planning involves several steps or processes that must be put into place to bring about a successful outcome: an organization that is anti-oppressive, anti-racist, diverse, equitable and inclusive.

It is tempting to skip a step in the cycle, such as conducting a thorough systems review, because it may be “obvious” what the barrier is for an under-represented group, and you want to implement solutions immediately. However, this approach is unlikely to produce the result sought because there may have been other factors contributing to the under-representation that were not evident and would have been discovered during the systems review stage.

Understandably, how much time and resources are put into each stage will depend on the size of the organization and the resources (both human and financial) available for this type of initiative. Therefore, organizations may need to adjust the guidelines that fit within their own organizational reality. The various stages in the equity human resource planning cycle are demonstrated in this diagram:



Each step will be examined in-depth but first, let’s consider why communication strategy and stakeholder engagement are crucial throughout each of the steps.