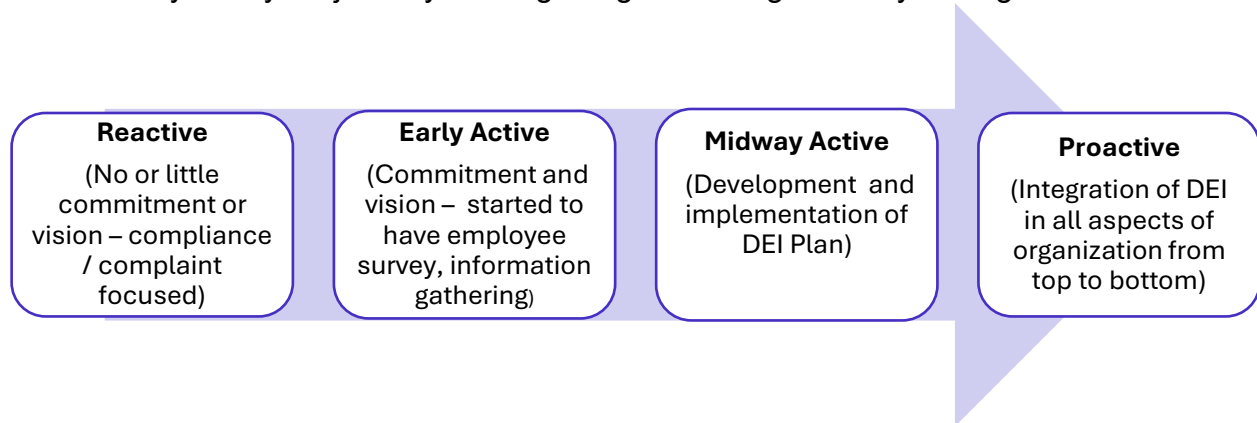




Employment and Human Resources Toolkit

Tool 1: Taking Stock of Your Workplace

Where are you in your journey of integrating human rights into your organization¹?



Level 1 – Reactive

- There is no or little commitment or vision on intersectional human rights, anti-oppression, anti-racism and diversity, equity, and inclusion (DEI)
- Actions such as statements on equity days are performative for stakeholders (such as the public, clients, human resources, management and staff, Board members, etc.)
- Focus is on how to deal with human rights-related complaints or grievances or meet the minimum requirements of legislation (such as *Accessibility for Ontarians with Disabilities Act (AODA)*, *Ontario Human Rights Code*, *Employment Standards Act*, etc.)
- No or little resources allocated for intersectional human rights, anti-oppression, anti-racism, and DEI initiatives

Level 2 – Beginning - Active

- Leadership commitment on changing organizational culture to be more diverse, inclusive, anti-oppressive, anti-racist. Leadership includes both elected/appointed leaders (i.e., Board members) and senior management.

¹ *Note: There have been human rights maturity models developed over the years. The above model was an adaptation of the Canadian Human Rights Maturity Model:
https://publications.gc.ca/collections/collection_2015/ccdp-chrc/HR21-79-1-2012-eng.pdf.



- Leadership training to raise awareness of intersectional anti-oppression, anti-racism, DEI initiatives
- Consultations and communication with stakeholders have started
- Information gathering and data collection such as employee surveys
- Systems review of formal and informal policies, practices, and procedures within organization for barriers for equity groups

Level 3 – Midway - Active

- Leadership understands their roles and responsibilities and acts to change organizational culture that supports and promotes intersectional human rights, anti-oppression, anti-racism, and DEI
- Understanding that intersectional human rights, anti-oppression, anti-racism, and DEI go beyond performative or business-case rationale
- Proactive and consistent consultation and communication involving all stakeholders
- Development of human rights roles and responsibilities and a human rights and equity plan to address barriers identified in systems review
- Proactive processes to address human rights issues

Level 4 – Proactive

- Human Rights roles and responsibilities shared, acted, and demonstrated throughout the organization (e.g., leadership, management, and staff)
- Organization has built relationships and on-going consultations with stakeholders to get ongoing input on intersectional human rights, anti-oppression, anti-racism, DEI issues
- Policies, process, and procedures foster a diverse and inclusive environment in all aspects and levels of the organization
- Enhanced performance measurement framework that centres human rights and equity goals
- Intersectional human rights, anti-oppression, anti-racism, intersectionality, DEI lens and measures are built into all areas of the organization

As you go through this guide and the various stages of human resource planning, keep these different stages in mind – where is your organization in the journey to become an anti-oppressive, anti-racist, intersectional, diverse, equitable and inclusive organization?