

# **ACHIEVING THE VISION OF AN INCLUSIVE REGION:**

## **A Diversity, Equity, and Inclusion Organizational Self-Assessment Tool**

### **City of Hamilton Internal Environmental Scan**



Developed by the Regional Diversity Roundtable of Peel

# Building Diversity, Equity and Inclusion in Leadership Pilot Program

This Diversity, Equity and Inclusion (DEI) Organizational Self-Assessment Tool (SAT) was originally developed in Peel Region, to assist all types of organizations in assessing their diversity, equity, and inclusion work. The tool is now being implemented as part of a pilot program to support organizational leaders in advancing DEI within their organizations.

This program, Building DEI in Leadership, is funded by a grant from the Ministry of Citizenship and Immigration, and is being rolled out across five regions: Durham, Halton, Hamilton, Peel and Waterloo. The Regional Diversity Roundtable of Peel, in collaboration with local community partners, is supporting the implementation of this project.

As part of this pilot program, organizational leaders will use this tool to better understand their organization's strengths and to identify gaps when it comes to DEI. The tool will help organizations develop a baseline of where their organization is at when it comes to DEI, and will help to inform the development and implementation of an action plan to address identified issues.

The tool remains largely the same, however specific references to Peel Region have been removed.

**Adopted from: Regional Diversity Roundtable of Peel**

## Introduction

The Diversity and Inclusion (D & I) Charter of Peel is a regional initiative aimed at fostering inclusiveness and equity in Peel Region. Organizations that sign the D & I Charter are committing to promote, support, and integrate diversity, equity, and inclusion within their organizations, as well as within the broader community of Peel Region. Completing the self-assessment is one way signatories can act on this commitment. The Diversity, Equity and Inclusion (DEI) Organizational Self-Assessment Tool (SAT) was designed to assist all types of organizations in assessing their diversity, equity, and inclusion work. This assessment tool can be used to celebrate successes in diversity, equity, and inclusion work, and also to identify areas for improvement. It can be used as a discussion starter in order to enhance understanding of diversity, equity, and inclusion within the organization, and it can help to set a roadmap for action.

The SAT is designed to apply to all types of organizations, whether private, public, non-profit, government, or volunteer driven. It is intended to be useful to organizations that have very little experience addressing DEI issues, and also to organizations that have been working actively on these issues for many years. Section I is intended for all types of organizations to complete, while Section II is intended for service-oriented organizations.

## How to Complete the Tool

The tool is organized into 8 different domains, each of which focuses on a different aspect of managing an organization. Within each domain, the organization is asked to rate the extent to which it complies with a series of concrete indicators that reflect diversity, equity, and inclusion promising practices, using a scale from 1 to 5. Some indicators may not apply to some organizations. In this case, organizations should rate the indicator as 'Not Applicable' and keep this indicator out of the calculation of the average assessment score.

The self-assessment process will be most useful if the ratings are based on careful, honest review of current practice. The tool provides space to note the evidence used to reach a decision about each self-rating. Once

an organization has entered a score for each indicator, it can calculate an overall domain score in the final column of the chart.

The final section of the tool is an action planning guide. It prompts the organization to review the completed self-assessment and identify three areas that they see as priorities for action. A table allows the organization to identify the people and resources needed to move forward with each priority.

## Who Should Complete the Tool

Any individual with knowledge of an organization can answer the questions. When completing the tool, it is important to remember that the focus is on how an organization as a whole is doing. Although the personal experiences of individuals completing the assessment are relevant, the tool is not designed to assess the experiences of individual employees – it is meant for conducting an intensive and comprehensive system wide organizational assessment.

Organizations may use the SAT differently depending on the time and resources available to conduct the assessment, but it will often take the commitment of several hours of work from a number of different employees. Some organizations will choose to have individuals representing different roles within the organization complete the assessment individually and then compile their scores together for an overall assessment. Protecting employee confidentiality is paramount here. Some organizations may choose to use individual responses to the tool as a starting point for group discussion, while others may choose to have one individual or a small group of people work together to complete one copy of the assessment. Ideally, people from multiple levels and areas of an organization will be involved in the process in some way. This will enable an accurate assessment of the indicators and ensure a comprehensive picture of the organization's diversity, equity, and inclusion work. It will provide an opportunity for staff to enhance their understanding of diversity, equity, and inclusion, and enable the development of a shared vision on how the organization will advance diversity, equity, and inclusion work.



# Diversity, Equity, and Inclusion Self-Assessment Tool

## SECTION I: FOR ALL ORGANIZATIONS TO COMPLETE

### DOMAIN 1: PLANNING AND POLICY

**Objective:** The organization identifies diversity, equity, and inclusion as a priority and has incorporated diversity, equity, and inclusion objectives into its planning and policies.

#### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 1 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization has made a formal commitment to diversity, equity and inclusion as part of our mission, vision, and/or strategic plan.	City Council approved a new Diversity and Inclusion Strategic Plan in June 2017	4
Our organization's policies promote diversity, equity, and inclusion (e.g., Non-discrimination Policy, Diversity and Inclusion Policy).	We have a number of HR policies relating to harassment and discrimination in the workplace	4
Our organization has a concrete action plan to address diversity, equity, and inclusion (e.g., equity plan or strategy).	Although we have an Equity and Inclusion policy, the implementation of same is difficult to put into a concrete plan	3
Our organization has identified staff, volunteers, or committees to work on actions related to diversity, equity, and inclusion.	We have a dedicated team of 6 staff to oversee Human Rights, Diversity and Inclusion as well as eight volunteer advisory committees	4
Our organization has allocated financial resources for diversity, equity, and inclusion work.	Our organization allocates budget to this division as part of our annual budget process	3
Our organization regularly evaluates its diversity, equity, and inclusion work (e.g., progress audits, impact assessments).	Audits have been done, but not on regular schedule. New employee survey to be implemented every three years starting Sept 2017	3
Our organization includes diversity, equity, and inclusion requirements in its organizational reporting structure (e.g., annual reports, newsletters, performance metrics, reports to executive and governing bodies).	Not currently done, although we have started tracking metrics for the purpose of populating HR dashboard	2
Our organization includes diversity, equity, and inclusion objectives in its financial planning and fund development (e.g., seeks funding to support diversity, equity, and inclusion work).	We currently prepare annual budget submissions for both staff and volunteer advisory committees based on expected workplans	2
Peel Organizations support the DI Charter, does your organization? Have you endorsed the Charter? <a href="http://www.dicharter.rdrpeel.org/endorse">http://www.dicharter.rdrpeel.org/endorse</a>	We would require Council direction to endorse the Charter	1

## DOMAIN 2: ORGANIZATIONAL CULTURE

**Objective:** The organization demonstrates a strong commitment to diversity, equity, and inclusion by ensuring its organizational culture and environment are welcoming and inclusive.

### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 2 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization's leaders actively promote diversity, equity, and inclusion (e.g., leadership communicates about diversity, equity, and inclusion, management supports staff in setting and achieving diversity, equity, and inclusion goals).	The Diversity and Inclusion Strategic Plan was communicated to all leadership teams across the organization	3
Our organization regularly seeks feedback from employees about their experiences of inclusion (e.g., diversity, equity, and inclusion questions are included in employee satisfaction surveys and exit interviews).	Employee survey to take place in Sept 2017 and be repeated every 3 years	2
Our organization has a formal process in place for employees to raise concerns or complaints regarding issues related to diversity, equity, and inclusion (e.g., complaint process, request for /assessment of accommodation process), and a structured approach for responding to employees' concerns or complaints regarding diversity, equity, and inclusion (e.g., mediation process, Ombudsperson, accommodation process).	We have a well defined procedure for employees to file any type of harassment, discrimination, personal harassment or equity issue as well as for citizens to file complaints about City staff or experiences at City facilities	4
Our organization provides an inclusive and welcoming environment for diverse groups (e.g., decor, posters, signage reflect the diverse employee and client populations).	Some signage in place on "It Starts With You" to reflect Respect and inclusion in the workplace	3
Our organization ensures our key communication materials (i.e., brochures, signage) are accessible to, and inclusive of diverse groups (e.g., written in plain language, translated into different languages, written in braille, include images that represent the diverse employee and client populations).	All documents are available in accessible/translated formats upon request	3
Our organization ensures that its website is accessible to, and inclusive of diverse groups (e.g., accessibility functions, translated into different languages, includes images that represent the diverse employee and client populations).	All materials are available upon request however, website is English only with several reminders on accommodations available and how to request	2
Our organization recognizes and celebrates diverse cultures and religious/spiritual affiliations (e.g., dietary requirements, holidays and celebrations, prayer accommodations).	We have a robust accommodation process for a variety of grounds. Currently working on a smudging policy for implementation	3

## DOMAIN 3: EMPLOYEE EDUCATION AND TRAINING

**Objective:** The organization recognizes the value of diversity, equity, and inclusion education/training, and provides employees with opportunities to develop knowledge and skills to work effectively within a diverse environment.

### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 3 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization requires all staff from all levels of the organization (e.g., Board of Directors, senior management, frontline staff, volunteers) to complete education/training related to diversity, equity, and inclusion.	All new hires receive training and staff receive training at least every five years	4
Our organization offers on-going education/training on diversity, equity, and inclusion (e.g., e-learning modules, workshops, lunch and learns) to all staff (e.g., orientation training, volunteer training, leadership/management training) that takes into account different learning styles, and our organization supports staff to participate in professional development opportunities related to diversity, equity and inclusion (e.g., offers staff financial support and time away from work to participate in external training, conferences, Train-the-Trainer workshops)	We periodically offer lunch and learn sessions (i.e. Indigenous residential schools) and will financially support diversity and inclusion training as part of annual departmental training budgets	3
Our organization evaluates the effectiveness of its diversity, equity, and inclusion training (e.g., assessment of staff knowledge and skill acquisition, behaviour change and/or practice change).	We evaluate the training based on feedback and trend analysis on issue identification and behaviours displayed	3

## DOMAIN 4: HUMAN RESOURCES

**OBJECTIVE:** The organization is committed, through its Human Resource policies and practices, to recruit, hire, and retain employees that are representative of the diverse regional population and/or have expertise in diversity, equity, and inclusion.

### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 4 indicators	List the evidence that supports how your organization fulfils this indicator	Score
When advertising for new or vacant positions, our organization actively reaches out to diverse communities.	To date, we have relied primarily on high applicant volume and have not done much outreach work apart from isolated events	2
Our organization's hiring and promotion practices assess candidates' diversity, equity, and inclusion experience and expertise (e.g., through interview questions or requests for demonstrations of experience and expertise).	Our current interview guides do not include diversity questions, but we have launched a pilot on included in HR roles	2
Our organization's performance assessment includes diversity, equity, and inclusion indicators for staff at all levels of the organization (e.g., diversity, equity, and inclusion indicators related to professional development, achievement of goals, adherence to policies).	There are no corporate metrics for diversity and inclusion currently	1
Our organization collects demographic information about all staff to monitor and assess whether equitable Human Resource practices are employed (e.g., demographics on new hires, those who receive salary increases, promotions, and disciplinary action).	No new hire data has been collected to date, but we are doing an employee survey in Sept/Oct 2017 which will request demographic information and the survey will be repeated every three years	1
Our organization has accommodation policies and practices in place that support employees' accommodation needs (e.g., flex-time, telecommuting, ergonomic accommodations, barrier-free structure, Employee Assistance Program).	We have extensive policies and procedures for all of the items listed	4

## DOMAIN 5: COMMUNITY CAPACITY BUILDING

**Objective:** The organization is committed to the Diversity and Inclusion Charter's goal of cooperatively creating community change by supporting the development of partnerships and networks, advocacy, and capacity building to advance diversity, equity, and inclusion work within the Region.

### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 5 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization engages in advocacy related to diversity, equity, and inclusion (e.g., advocacy for policy and system changes that support diversity, equity, and inclusion).	We do not consider ourselves advocates, but rather do collect inputs from various groups to form recommendations to City Council	3
Our organization develops meaningful partnerships with government, service providers, community-based organizations, and community groups to advance diversity, equity, and inclusion within our Region.	We are currently launching a new partnership with McMaster and HCCI on an Anti-Racism Centre as well as having eight Volunteer Advisory Groups which meet monthly.	3
Our organization develops cross-sectoral partnerships to enhance service coordination and provision to clients from vulnerable and marginalized communities.	Our Neighbourhood and Community Initiatives group actively develops partnerships (i.e. HIPC) to assist clients in accessing services. Ontario Works works with a number of non-profit groups to assist clients.	3
Our organization participates in advisory committees, networks, coalitions, and task forces focused on enhancing diversity, equity, and inclusion within our Region.	We have eight Volunteer Advisory Committees representing approx. 75-125 citizens on various issues	4
Our organization shares its diversity, equity, and inclusion promising practices and resources with the broader community of our Region (e.g., though mentorship, community events/forums, education/training, linkages to the RDR website).	We tend to be more reactive to requests for information rather than proactive in sharing the information with various networks. Have recently assisted Burlington with their Diversity strategic plan	3



## SECTION II: FOR SERVICE ORGANIZATIONS TO COMPLETE

This section of the DEI Organizational Assessment Tool should only be completed by organizations that provide a service to the public. The domains in this section relate to key organizational areas that are relevant to service planning, development, and provision.

### DOMAIN 6: SERVICE PLANNING AND DEVELOPMENT

**Objective:** The organization incorporates diversity, equity, and inclusion principles into planning and developing services.

#### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 6 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization utilizes community demographic information to inform service planning and development (e.g., organization collects client demographic information, uses Statistics Canada data).	We do collect and disseminate demographic information to community groups upon request.	2
Our organization uses and/or conducts research and needs assessments to identify diversity, equity, and inclusion related needs and gaps in services (e.g., Vital Signs, Peel Counts, regional research reports).	At present, we are not conducting research on needs or performing gap analysis	1
Our organization has a process in place to identify and reduce barriers to accessing services (e.g., accessibility audits, community consultations, interpretation request process).	We are actively involved in identifying barriers and have a number of community consultations particularly as it relates to Built Environment and physical barriers	3

## DOMAIN 7: CLIENT ENGAGEMENT

**Objective:** The organization recognizes the value of engaging clients in the planning, development, and evaluation of its services.

### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 7 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization has a process in place to engage clients in service planning, development, and evaluation (e.g., client councils, clients participate in planning and development committees, organization utilizes participatory evaluation methods) and provides supports to promote client participation in service planning, development, and evaluation (e.g., child care, transportation assistance, honouraria, language/sign interpretation).	The City has a large number of committees with citizen involvement to gather input and feedback	3
Our organization trains staff on how to effectively engage clients in service planning, development, and evaluation.	No training at present	1
Our organization evaluates the effectiveness of its engagement processes (e.g., collects and monitors client demographics, measures client involvement in service planning, development, and evaluation, assesses client satisfaction with engagement process).	We do not have a formal evaluation process	1

## DOMAIN 8: SERVICE PROVISION

**Objective:** The organization is committed to delivering inclusive and equitable services.

### Domain Scoring Scale:

No action taken	Minimal action taken	Partial action taken	Substantial action taken	Full action taken	Not Applicable
1	2	3	4	5	N/A

Domain 8 indicators	List the evidence that supports how your organization fulfils this indicator	Score
Our organization conducts intake assessments/collects clients' histories that include individual and familial cultural, social, and economic information.	This data is not available at present. Further investigation required	1
Our organization provides education/training to staff on how to provide service that is respectful of clients' values, beliefs, and knowledge.	All employees receive training on respect in the workplace and human rights, including harassment and discrimination	3
Service plans incorporate clients' individual and family cultural, social, and economic characteristics.	This data is not available at present. Further investigation required	1
Our organization provides communication supports for service provision (e.g., supports for hearing, visual, cognitive, and speech impairments).	We have various supports and accommodations available upon request	4
Our organization ensures client education and communication materials are accessible to, and inclusive of diverse groups (e.g., materials are written in plain language, materials are offered in multiple languages).	Materials are available in a variety of formats and languages upon request	2
Our organization has a formal process to identify and address clients' complaints or concerns related to diversity, equity, and inclusion (e.g., client relations office).	Our Human Rights, Diversity and Inclusion Office will address any citizen issue/complaint if it relates to a City employee or experience at City facility	4
Our organization has an outreach strategy to ensure service provision reaches diverse and marginalized communities (e.g., satellite sites in hard to serve areas).	This data is not available at present. Further investigation is required	1
Our organization evaluates services to ensure that service delivery is inclusive and equitable (e.g., client satisfaction surveys, assess if quality of service provision is high across client populations), and our organization makes service results and evaluation findings available to clients (e.g., newsletters, website, communication boards).	This data is not available at present. Further investigation is required	1

## OVERALL ORGANIZATIONAL ASSESSMENT AND ACTION PLANNING

This section of the self-assessment tool will assist you in understanding how well your organization is performing with regards to diversity, equity, and inclusion across the eight domains. It provides an opportunity to identify where your organization is excelling in diversity, equity, and inclusion, as well as where it needs to improve. The Action Plan section prompts you to identify the concrete steps needed to take action.

### Interpretation of the Average Assessment Score:

<b>Substantial</b> work is needed for our organization to reflect the D & I Charter commitments	<b>Moderate</b> work is needed for our organization to reflect the D & I Charter commitments	<b>Some</b> work is needed for our organization to reflect the D & I Charter commitments	<b>Minimal</b> work is needed for our organization to reflect the D & I Charter commitments	<b>Our organization embodies the commitments outlined in the D &amp; I Charter</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

DOMAINS	TOTAL ASSESSMENT SCORE (Sum of scores)	AVERAGE ASSESSMENT SCORE (Total Score/#of applicable indicators = /5)
1 - Planning & Policy		26 / 9 = 2.9 / 5
2 - Organizational Culture		20 / 7 = 2.9 / 5
3 - Education & Training		10 / 3 = 3.3 / 5
4 - Human Resources		10 / 5 = 2 / 5
5 - Community Capacity Building		16 / 5 = 3.2 / 5
6 - Service Planning & Development		6 / 3 = 2 / 5
7 - Client Engagement		5 / 3 = 1.7 / 5
8 - Service Provision		17 / 8 = 2.1 / 5

Based on the assessment of needed action, identify **3 domains where your organization is strong** with respect to diversity, equity, and inclusion.

1. Education and Training
2. Community Capacity Building
3. Planning and Policy

Based on the assessment of needed action, **identify 3 domains where your organization requires improvement** with regards to diversity, equity, and inclusion.

1. Client Engagement
2. Service Planning and Development
3. Human Resources

## Creating an Action Plan

Based on the overall assessment of your organization, identify 3 areas for improvement that your organization will address over the next year, and then create an action plan that outlines how you will advance diversity, equity, and inclusion in these 3 areas.

It is recommended that you identify clear and focused areas for improvement so that concrete and targeted actions can be specified that will effectively enhance diversity, equity, and inclusion in that particular area. For example, indicating that you want to improve your organization's commitment to diversity, equity, and inclusion does not translate directly into a concrete and targeted action. In contrast, indicating that you want to increase frontline staff's knowledge and understanding of diversity, equity, and inclusion would clearly translate into an action plan that involves developing and providing diversity, equity, and inclusion training to all frontline staff. Identified areas for improvement may all fall within one domain or may cross a number of domains. It is recommended that you select areas of improvement that are most important to your organization and will have the greatest impact at this point in its diversity, equity, and inclusion journey.

**Note:** In your action planning, based on the overall assessment, you may also wish to identify what your organization's strengths are and how you will build on these. In addition to referring to the action planning guidelines below, a useful strategy for this is to engage in team-based brainstorming around organizational assets and opportunities for growth in these areas.

### Areas for Improvement:

1. Client Engagement
2. Human Resources
3. Service Planning and Development

## Action Plan for Area #1

What action will you take to advance diversity, equity, and inclusion in this area?	Client Engagement - Look for opportunities to engage community groups to have greater input into services provided
How will this action advance diversity, equity, and inclusion in your workplace?	Ideally, it will allow us to better serve the needs of the community effectively
What is the timeline for taking this action?	TBD - work in conjunction with the Neighbourhood and Community Initiatives group
Who will lead the development and implementation of this action?	TBD - need to develop a collaborative plan as it is not likely that the Diversity and Inclusion Office will be the lead on this effort
Which stakeholders will need to be involved to make this action happen?	Neighbourhood and Community Initiatives
What resources are needed to make this action happen?	TBD
How will you assess whether this action leads to an improvement?	Feedback from community members, Volunteer Advisory Groups, focus groups

## Action Plan for Area #2

What action will you take to advance diversity, equity, and inclusion in this area?	Human Resources - include Diversity screening questions as part of standard interview process. Include Diversity goal/competency on PADs for Manager and above level employees. Establish metrics to monitor progress
How will this action advance diversity, equity, and inclusion in your workplace?	Including competencies in the PAD will further highlight the organization's commitment to D&I
What is the timeline for taking this action?	Implementation for 2019 PAD process
Who will lead the development and implementation of this action?	Director, Talent and Diversity
Which stakeholders will need to be involved to make this action happen?	Will require consultation with Organizational Development, HRLT, SLT and Council
What resources are needed to make this action happen?	System support
How will you assess whether this action leads to an improvement?	Our People Survey will be conducted again in 2020 which will be a form of measurement

### Action Plan for Area #3

What action will you take to advance diversity, equity, and inclusion in this area?	Service Planning - continue to involve community through various initiatives such as focus groups, working groups etc. to better identify opportunities and needs in the community. Currently working on Hearing Loop project for Council Chambers and selected meeting rooms as well as Senior Centres
How will this action advance diversity, equity, and inclusion in your workplace?	Ideally, will allow for greater participation of community members in such things as Council meetings, community events, Volunteer Advisory meetings, fitness classes, etc.
What is the timeline for taking this action?	Report being presented to Council December 7 for approval
Who will lead the development and implementation of this action?	Director, Talent and Diversity
Which stakeholders will need to be involved to make this action happen?	Council, Facilities, Recreation
What resources are needed to make this action happen?	Financial costs approximately \$40000 People resources to support the project work
How will you assess whether this action leads to an improvement?	Assess the level of participation, room bookings, community requests for facility utilization



## Resources

- Diversity & Inclusion Charter of Peel – English – [www.dicharter.rdrpeel.org/charter/](http://www.dicharter.rdrpeel.org/charter/)
- Diversity & Inclusion Charter of Peel – French - [www.dicharter.rdrpeel.oirg/charter-french/](http://www.dicharter.rdrpeel.oirg/charter-french/)
- Diversity & Inclusion Charter of Peel Backgrounder and Guidelines - [www.dicharter.rdrpeel.org/edu-training-tools-resources/](http://www.dicharter.rdrpeel.org/edu-training-tools-resources/)
- The Regional Diversity Roundtable Glossary - <http://www.regionaldiversityroundtable.org/?q=glossary>

## Acknowledgements

This tool was drawn from an original draft created in 2013 by The Regional Diversity Roundtable of Peel's Diversity, Equity and Inclusion (DEI) Self-Assessment Tool Working Group.

Working closely with the Regional Diversity Roundtable of Peel's Diversity & Inclusion Charter of Peel Steering Committee and Evaluation Working Group, Taylor Newberry Consulting revised and extended the original draft to create the current version of the Self-Assessment Tool (2015).

It is acknowledged that the design of this tool has been adapted from "Building Diversity in Your Organization: A Self-Assessment Tool" created by the Regional Municipality of York in 2014.

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Brampton Library  
Credit River Métis Council  
Peel District School Board  
Peel Multicultural Council  
William Osler Health System

Finally, all supporters and users of the tool are acknowledged for their ongoing contributions to ensuring an equitable and inclusive Peel Region.

For more information about the Diversity & Inclusion Charter of Peel Initiative, please visit [www.dicharter.rdrpeel.org](http://www.dicharter.rdrpeel.org)

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