



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>Invisible (I)</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>Awareness (A)</p> <p>Organization is aware of Diversity and Inclusion (D&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>Intentional Inclusion (II)</p> <p>Intentional D&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>Culture of Inclusion (CI)</p> <p>D&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>



Intentional Inclusion (II) to Culture of Inclusion (CI)

Recommendations

- Ensure company leaders understand that inclusion is about ensuring that everyone's voice is heard, opinions are considered and value to the team is evident.
- Develop programs to encourage the election of underrepresented candidates to municipal office.
- Develop relationships with diverse communities as a matter of standard practice, including high school and colleges, and community organizations.
- Set clear ground rules at the start of the meeting and stick to them. When inclusive meeting conduct is codified, it keeps everyone on notice.
- Distribute meeting materials in advance and share questions to be discussed. This is helpful for workers from whom English is a second language, and for introverted employees who function better when they are given time process information before reacting to it.
- Promote equal opportunity in the selection process through diverse hiring committees, blind screening, cohort hires, and culturally sensitive language in job posting, interview questions, and evaluation criteria.
- Regularly gather data and track demographics of potential and current employees to highlight trends or areas of concern.
- Regularly assesses training needs and provides training equitably to meet current and future workforce needs.
- Actively and regularly measures employee satisfaction in a way that promotes candor and fairness, evaluates the results, and takes action for continuous improvement.

IST Results

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

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

Culture of Inclusion (CI) Data indicates that your business has made D&I a standard practice within your organization. All areas of the culture environment are performing at higher results levels.