ORGANIZATIONAL TEMPERATURE CHECK

These categories are based on a tool shared with AIRS by the Anti-Black Racism Assessment Tool South Georgian Bay Anti-Black Racism Committee (2021).

Explanation of Categories and Criteria

CATEGORY 1: ORGANIZATION PROFILE

Mission/Vision/Values
The organization's commitment to diversity, inclusion and anti-Black racism is described in their mission, vision, and values statements, and is regularly communicated with staff.

Welcoming Environment
The organization's environment welcomes Black people of diverse racial, ethnic, cultural and linguistic backgrounds. This could include physical signs, symbols, decorations, a calendar of significant cultural and religious observances and other such accommodations reflecting a commitment to welcoming diversity.

Workforce Diversity
The organization has a culturally diverse workforce that includes Black employees and reflects the racial and ethnic diversity in the community served.

Power & Decisions
The organization includes the perspectives of Black and other racialized staff and stakeholders to inform planning and decision making. Black and other racialized staff hold positions as members of the management team and/or board.

CATEGORY 2: DIVERSITY, EQUITY & INCLUSION (DEI) FRAMEWORK

DEI in Strategic Plan
The organization has a functioning strategic plan that incorporates goals, objectives and strategies relating to eliminating anti-Black racism, building diversity, inclusion, and equity for Black stakeholders. All employees are accountable for achieving those goals, individually and collectively (e.g. competency assessments, performance evaluations).

Workforce Diversity Plan or Approach
The organization has a defined plan or approach for workforce diversity, with specific goals to attract Black applicants, develop and retain Black employees, with measurable strategic approaches to achieve these goals.

Employee Training / Education

All or most employees and volunteers have participated in an anti-Black racism education session within the last year and ongoing learning/refresher discussions occur at employee meetings. New employees or volunteers are given an opportunity to attend an educational session or sessions.

Service Delivery Model

The organization has a plan or model that evaluates and addresses barriers experienced by Black racialized individuals, groups or organizations in accessing services. In part this plan includes quantitative and qualitative understanding of the Black racialized populations served and provides guidelines for external stakeholders to reflect and promote Black racialized, cultural and ethnic diversity. This plan is built on the inclusive foundation of "nothing about us without us" (meaning engaging and including the communities the organization is hoping to reach by including them at the beginning, along the way and after implementation).

Resource Allocation to DEI

The organization's operating budget allocates annual expenditures for diversity equity and inclusion (specifically directed toward anti-Black racism education), including expenditures within each contributing department's budget.

CATEGORY 3: COMMUNICATIONS (INTERNAL / EXTERNAL)

Internal Communications / Monitoring

Communications to internal stakeholders reflect and promote Black racialized, cultural and ethnic diversity. These communications are crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation. Specific focus is made to incorporate the diverse cultures reflected in the workforce, by including Black employees in the development and vetting of those messages and in providing feedback.

External Communications / Monitoring

Communications to external stakeholders reflect and promote Black racialized, cultural and ethnic diversity. These communications are crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation. Specific focus to include the diverse cultures reflected in the community is made by involving Black community members in the crafting and/or vetting of those messages for cultural relevance and accessibility feedback.

Policy / Procedure

The organization's communication policies and procedures specifically address communicating with Black and other culturally diverse stakeholders (both internal and external). There is a process for managing requests for and providing culturally appropriate communications. There is a procedure for managing complaints about, or instances of Black and other cultural misrepresentation in communications.

CATEGORY 4: HUMAN RESOURCES

Policies

The organization's anti-Black discrimination policies clearly identify how to address instances of racial discrimination towards Black employees, with clearly defined actions and consequences holding those causing harm accountable for reparations and education. The policies are known to all employees and management, and regularly reviewed by members of the Black community (workforce or other stakeholders).

Procedures

The organization's procedures for addressing and resolving instances and complaints of anti-Black racism are clearly identified and known to all employees and management. There has been training on how to employ the procedures, and they are regularly reviewed by members of the Black community (workforce or other stakeholders). These procedures provide for support for those who have been subjected to anti-Black racism or biased behaviour and interactions whether by employees or other stakeholders.

Recruitment Approach

When recruiting for management and other positions, to reach potential applicants within the Black community, the organization uses diverse social and cultural networks, uses relevant and accessible position descriptions and selection criteria, has a method for valuing international qualifications and experience, and provides employment development to members of the Black community both within and outside of the organization.

Unconscious Bias Reduction

The organization has a documented policy, procedure or defined approach or method to remove anti Black bias in its hiring and screening processes, and from its operational personnel management practices. These approaches are consistently put into practice to reduce anti-Black bias and racism with the organization's employees and internal stakeholders.

Retention

There is a formal plan supporting the retention of Black employees that includes acknowledging and encouraging the diverse cultural customs, beliefs and practices of Black employees; supporting and facilitating Employee Resource or Affinity Groups; and providing an appropriate exiting process that allows for closure and organizational self-reflection as it relates to anti-Black racism or bias.

Advancement / Promotion

The organization has documented policies, procedures, defined approaches or methods to support Black employees to develop and advance their careers in the organization. These methods include active and informed participation of all members of the leadership and supervisory staff.

CATEGORY 5: CONTINUOUS IMPROVEMENT

DEI Resources

There is a readily available supply of quality resources for all employees to access, both online and in person, for anti-Black racism education and for fostering belonging. This resource base is regularly reviewed, refreshed, and updated to remain current and relevant.

Community Engagement
The organization has an active plan of strategic community engagement with Black-led organizations, to build relationships that provide mutual support, build community allyship and show leadership. Within the organization there are Employee Resource Groups or Affinity Groups for Black racialized employees, and support (space, paid time, other expenses) is provided for those meetings and related operational needs.

DEI is Ongoing
The organization has a cross-functional DEI working committee/task force comprised of diverse workforce members from all levels of the organization. The committee monitors and supports the ongoing DEI integration/implementation across the organization and participates in the annual planning and benchmarking of the strategy.

Inclusive Procurement Practices & Considerations
The organization actively searches for and engages Black-owned businesses, service providers, and suppliers during procurement processes. When opportunities arise, they are shared within the Black community and network, with intentional follow-up to offer and provide the support that may be required for these specific businesses to apply or be considered.

CATEGORY 1: ORGANIZATION PROFILE

- I see strong leadership support of the organization's value of diversity and inclusion.
- Management demonstrates a commitment to meeting the needs of employees with disabilities.
- What can be done by organization leadership to increase DEI?
- Are any top management positions filled by persons who are internally known as being a person with a disability or as a supporter for people with disabilities?
- I am included in decisions that affect my work
- Perspectives like mine are included in the decision making at my organization
- I am satisfied with how decisions are made at my organization
- The organization has an internal diverse community group to consult and present about diversity
- Employees who are different from most others are treated fairly within our organization.
- People of all cultures and backgrounds are respected and valued here.
- I feel included and respected within the organization
- I am comfortable talking about my background and cultural experiences with my colleagues.
- What is my level of knowledge, comfort and skill in discussing issues related to race, equity and inclusion?
- Employees of different backgrounds interact well within our organization

- Racial, ethnic, and gender based jokes are not tolerated at this organization.
- This organization provides an environment for the free and open expression of ideas, opinions and beliefs
- I am afraid to speak up or be myself at my organization because I fear I will offend someone or just say/do the wrong thing.
- Our organization is committed to inclusion with our policies/on paper - but the culture is still not inclusive.
- My organization includes diversity-related goals in our performance management process.
- I feel safe expressing my feelings within my organization.
- Our organization provides group activities where everyone can interact in fun ways that foster getting to know each other
- Management shows that diversity is important through its actions.
- This company fosters a workplace that allows employees to be themselves at work without fear.
- This company respects individuals and values their differences.
- Developing your organization's mission/vision/values to include diversity, inclusion and anti-Black racism frame.
- Improving your organization's environment to be intentionally welcoming of Black people of diverse racial, ethnic, cultural and linguistic backgrounds.
- Developing a strategy to guide the development of a more diverse workforce that includes Black employees and reflects the racial and ethnic diversity in the community served.
- Can you identify people similar to yourself in leadership positions at your organization?
- Developing a more inclusive organizational decision-making model that will include the perspectives of Black and other racialized staff and stakeholders.
- Primary oversight and decision-making authority for diversity and inclusion initiatives lies with: Please select only one
    - Legal and Compliance
    - Human Resources and/or the Diversity & Inclusion Programme Office
    - Senior leadership
    - The Board of Directors
- The diversity and inclusion programme leader is: Please select only one
    - A staff member who has a variety of other non-diversity related responsibilities and priorities
    - A dedicated programme leader who reports under other senior executives
    - A dedicated programme leader who is considered a peer to other C-Suite executives
    - My organization does not have a clear leader for diversity & inclusion efforts

CATEGORY 2: DIVERSITY, EQUITY & INCLUSION (DEI) FRAMEWORK

- I feel like I belong here.
- Have you ever felt pressured to hide or change things about yourself in order to fit in at work?

- Do you feel that your unique attributes, traits, characteristics, skills, experience, and background are valued at work?
- Do you ever feel left out at work - either when engaging in work activities or socially?
- Have you faced any obstacles in your career progression or ability to participate fully in work processes that are not experienced by all of your colleagues? Describe those obstacles.
- My organization emphasizes the value of diversity in creating a stronger team.
- Have you ever felt uncomfortable or out of place at work because of your personal characteristics (e.g. gender, race, ethnicity, age, religion, sexual orientation)?
- Diversity training is used at all levels of my organization.
- In my organization, I can be successful as my authentic self
- In my organization, I feel like I belong because I am:
    - Recognized for my accomplishments
    - Feeling that my contributions in team meetings are valued
    - Feeling comfortable with being myself at work
    - Transparent communication about important company developments
    - All of the above   None of the above
- I can voice a contrary opinion without fear of negative consequences.
- When I speak up at work, my opinion is valued
- I often worry I do not have things in common with others at
- My company enables me to balance my work and personal life.my company.
- I feel like my colleagues understand who I really am.
- I rarely feel like I am "the only one.
- Employees of different backgrounds interact well within our organization.
- I feel included and respected within the organization.
- I am comfortable talking about my background and cultural experiences with my colleagues.
- This organization has done a good job providing training programs that promote diversity and inclusion.
- The organization has done a good job providing training programs that promote understanding and mitigation of unconscious bias.
- Racial, ethnic, and gender based jokes are not tolerated at this organization.
- This organization provides an environment for the free and open expression of ideas, opinions and beliefs.
- I can bring my whole self to work.
- Our organization values diverse opinions and ideas.
- I am empowered to make decisions that impact my work.
- We have healthy disagreements and debate on this team.
- My immediate manager encourages people with different ideas and opinions to speak up.
- If I make a mistake at work, it is not unfairly held against me.
- On my team, we are able to have discussions on difficult/uncomfortable topics.
- During team meetings, all members are encouraged to speak up and share thoughts and ideas.

- I feel comfortable speaking up about problems/issues in the workplace with my immediate manager.
- What is one thing we can do as an organization to help improve our decision making?
- How can we ensure that all team members have a chance to be heard?
- What is one thing we can do as a team to help improve our decision making?
- I can be my authentic self at work
- I feel respected at my organization
- I feel like I belong at my organization
- I feel valued for the unique contribution I can make to Company
- I feel safe to take risks at my organization
- I believe that my total compensation is fair, relative to similar roles at my organization
- My job performance is evaluated fairly
- Administrative tasks that don't have a specific owner (e.g., taking notes in meetings, scheduling events, cleaning up shared space) are fairly divided at my organization
- I am provided the information I need to do my job well
- There are leaders here that I can relate to.
- Senior leadership is prepared to effectively manage a culturally diverse workforce.
- What could we do to improve diversity and inclusion in our organization?
- The people I work with treat each other with respect.
- Workforce diversity is valued at our organization.
- What additional feedback do you have on our organization's diversity and inclusion?
- I am included in decisions that affect my work.
- Our organization is committed to diversity and inclusion.
- All people have an opportunity to succeed in this organization.
- Diversity is a barrier to progression at my organization.
- Employees at my organization demonstrate a commitment to creating an inclusive environment.
- My opinions seem to count at work
- Based on who I am I feel respected
- Diversity & inclusion is one of my organization's stated values and/or priority areas.
- What would you change within your organization so that there is more diversity, equity, and inclusion?
- What is working in a positive way in your organization in relation to DEI?
- Is the organization culturally aware?
- Does the organization have a web accessibility policy that requires coding to AA Level of Conformance (or above) of the World Wide Web Consortium's Web Content Accessibility Guidelines 2.1 (W3C WCAG 2.1)?
- The leadership at this company encourages diversity.
- The leadership at this company treats all employees fairly.
- At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own.

- Getting to know people with backgrounds different from my own has been easy at this company.
- Employees of different backgrounds interact well in this company.
- Management of this company demonstrates a commitment to meeting the needs of employees with disabilities.
- Employees of different ages are valued equally by this organization.
- Racial, ethnic, sexual and gender-based jokes or slurs are not tolerated at this organization.
- This company provides an environment for the free and open expression of ideas, opinions and beliefs.
- This company has done a good job providing educational programs that promote diversity, equity and inclusion in our workplace.
- Developing a strategic plan that incorporates goals, objectives and strategies relating to eliminating anti-Black racism, and building diversity, inclusion, and equity for Black stakeholders.
- My organization offers support for individuals who may feel they are stereotyped by their group membership.
- My organization has ongoing diversity awareness/education programs.
- My organization uses targeted retention allowances.
- My organization encourages employees to confront prejudice when they see it.
- Developing an evaluative system that holds all employees are accountable for achieving those goals, individually and collectively (e.g competency assessments, performance evaluations).
- Developing a defined plan or approach for workforce diversity, with specific goals to attract Black applicants, develop and retain Black employees.
- Allocating annual expenditures for diversity equity and inclusion (specifically directed toward anti-Black racism education), including expenditures within each contributing department's budget.
- Introducing ongoing anti-Black racism education sessions within the last year and providing/promoting ongoing learning/refresher discussions occur at employee meetings for all employees.
- Developing a plan or model that evaluates and addresses barriers experienced by Black racialized individuals, groups or organizations in accessing organizational services.
- Diversity & inclusion programmes at my organization have a strong focus on: Please select only one
    - One or two dimensions of diversity
    - A broad range of diversity dimensions
    - Creating an inclusive environment for all employees
    - None of the above
- My organization offers training programmes that focus on: Please select all that apply
    - Non-discrimination and regulatory compliance
    - Embracing differences in the workplace
    - Overcoming unconscious bias
    - Teaching leaders how to manage diverse populations

- How inclusive behaviours can be embedded into my everyday job activities and responsibilities (such as product design, customer service, etc.)
- None of the above
- I don't know
- Affinity groups at my organization: Please select all that apply
  - Provide support and mentorship to employees of similar backgrounds or experiences
  - Connect people from different backgrounds or experiences
  - Execute programmes – such as celebrations or speaker series – that raise awareness about diversity & inclusion within the organization
  - Are leveraged by the business to drive strategic priorities
  - My organization does not have affinity groups
  - I don't know

CATEGORY 3: COMMUNICATIONS (INTERNAL / EXTERNAL)

- Developing an internal communications plan and approach that reflects and promotes Black racialized, cultural and ethnic diversity and is crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation.
- Developing an external communications plan and approach that reflects and promotes Black racialized, cultural and ethnic diversity and is crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation.
- Developing policies and related procedures that specifically address communicating with Black and other culturally diverse stakeholders (both internal and external).
- Developing a procedure for managing complaints about, or instances of Black and other cultural misrepresentation in communications.
- At my organization there is open and honest two-way communication
- When I share my opinion, it is valued
- My organization publicly communicates information about its diversity goals.
- Business leaders communicate about diversity (Please select only one)
  - Very infrequently or not at all
  - On an ad hoc basis
  - In regular communications that focus on diversity & inclusion
  - Whenever discussing the organization's business strategy and goals
- My organization regularly makes available to me information about how diverse our employees and leadership team are.
- My organization portrays diverse individuals in marketing materials.
- My organization works to establish a reputation for a commitment to diversity.
- My organization openly communicates any affirmative action programs.
- My organization provides direct and honest feedback to protected groups.

CATEGORY 4: HUMAN RESOURCES

- If I had a concern about harassment or discrimination, I know where and how to report that concern.
- My organization identifies qualified protected group members for management positions.
- I can voice a contrary opinion without fear of negative consequences
- Employees of different backgrounds are encouraged to apply for higher positions.
- There is a career development path for all employees at this organization
- Promotion decisions are fair at my company
- The organization's policies and procedures discourage discrimination.
- I believe this organization will take appropriate action in response to incidents of discrimination.
- My organization uses continuous monitoring of promotion, compensation, and development opportunities for disparate impact.
- My organization provides benefits of interest for target groups (e.g., non-traditional holidays, day care).
- Do individual performance evaluations specifically include a written diversity inclusion rating component?
- How do current organizational structures and policies support or impede DEI goals?
- This company takes active measures to seek a diverse candidate pool when hiring.
- There is diversity among the people a job candidate will meet/see on his/her first visit to the company.
- Employees of different backgrounds are encouraged to apply for higher positions.
- Employees of different backgrounds are treated fairly in the internal promotion process.
- There is a career development path for all employees at this company.
- The company's policies or procedures encourage diversity, equity and inclusion.
- I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.
- I believe the company will take appropriate action in response to incidents of discrimination and/or bias.
- My supervisor is committed to, and supports, diversity, equity and inclusion.
- My supervisor handles matters related to diversity, equity and inclusion matters satisfactorily.
- Developing policies that clearly identify how to address instances of racial discrimination toward Black employees, with clearly defined actions and consequences holding those causing harm accountable for reparations and learning.
- Developing procedures for addressing and resolving instances and complaints of anti-Black racism.
- Developing a system and/or process for supporting those who have been subjected to anti-Black racism, discrimination or biased behaviour and interactions whether by employees or other stakeholders.
- Developing a comprehensive recruitment system to effectively reach and engage Black applicants.

- Developing and implement policy, procedure or defined approach or method to remove anti-Black bias in its hiring and screening processes, and from its operational personnel management practices.
- Developing a plan supporting the retention of Black employees.
- Developing policies, procedures, defined approaches or methods to support Black employees to develop and advance their careers in the organization.
- My organization provides incentives for diversity staffing goals.
- My organization ensures merit and results drive rewards.
- My organization uses targeted retention allowances.
- Training employees on how to employ these procedures, systems and processes effectively.
- When selecting third party suppliers/ vendors to work with, my organization: Please select only one
    - Does not consider supplier diversity
    - Considers supplier diversity on an ad hoc basis or when requested to do so
    - Consistently considers supplier diversity
    - Proactively solicits proposals from and contracts with diverse suppliers as part of the organization's overarching supply chain strategy
    - I don't know
- People here are managed as if they can always improve their talents and abilities.
- I trust this organization to be fair to all employees.
- If I raised a concern about discrimination, I am confident my employer would do what is right.
- If I saw something wrong at work, I would feel comfortable reporting it.
- If I had a concern about harassment or discrimination, I know where and how to report that concern
- The organization's policies and procedures discourage discrimination.
- I believe this organization will take appropriate action in response to incidents of discrimination.
- There is cultural diversity among the people a job candidate will meet/ see on his/her first visit to the organization.
- Within the organization, everyone has access to equal employment opportunities regardless of their difference.
- My supervisor demonstrates commitment to and support of diversity.
- My supervisor handles diversity matters appropriately
- My organization engages in targeted recruitment of diverse job candidates.
- My organization utilizes minority recruiters.
- My organization actively uses alternate methods (e.g., web, virtual, job fairs) to allow a larger pool to apply for positions without traveling.
- My organization actively uses selection measures with small to no subgroup differences.
- My organization uses alternative methods of test administration (e.g., video, work samples) beyond paper and pencil
- My organization identifies and removes items from selection tests that appear to be biased towards subgroups.

- My organization trains HR personnel to reduce potential subgroup bias.
- My organization uses structured interviews (mark N/A if your organization does not use interviews).
- My organization utilizes standardized and consistent selection procedures.

CATEGORY 5: CONTINUOUS IMPROVEMENT

- Which organizations could support our efforts to prepare for a more explicit focus on DEI?
- Among our community partner organizations, who is a step ahead of us regarding their focus on DEI and what could we learn from them?
- This company is committed to improving the diversity of employees.
- My experiences at this company have led me to become more understanding of differences among my coworkers.
- Providing quality resources, both online and in person, for anti-Black racism education that is regularly reviewed, refreshed and updated to remain current and relevant.
- Developing a plan of strategic community engagement with Black-led organizations, to build relationships that provide mutual support, build community allyship and show leadership.
- Creating a cross-functional DEI working committee/task force comprised of diverse workforce members from all levels of the organization.
- Developing an approach that actively searches for and engages Black-owned businesses, service providers, and suppliers during procurement processes.
- The following statement best describes accountability for diversity & inclusion within my organization: Please select all that apply
  - Leaders are tasked with specific diversity & inclusion goals
  - Leaders' progress toward meeting their diversity & inclusion goals is measured
  - Progress towards meeting diversity & inclusion goals influences performance evaluation and compensation outcomes for leaders
  - Progress towards meeting diversity & inclusion goals influences performance evaluation and compensation outcomes for all employees
  - None of the above
  - I don't know
- When there are career opportunities at my organization, I am aware of them
- My organization believes that people can always greatly improve their talents and abilities
- People from all backgrounds have equal opportunities to succeed at my organization
- What is one thing your company could do to create a more inclusive culture?