
DIVERSITY, EQUITY, & INCLUSION: ASSESS YOUR COMPANY'S CURRENT STATE

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ABOUT TRUCKING HR CANADA

As a national, non-profit organization, Trucking HR Canada advances modern HR solutions for the trucking and logistics workforce.

One of our strategic priorities is to make a company's job easier by delivering a comprehensive collection of up-to-date guides, reports, templates and more to support effective human resources management and recruitment and retention efforts.

Visit truckinghr.com to find out more.

DISCLAIMER

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WANT MORE

To help fleet employers with their diversity, equity and inclusion work, Trucking HR Canada created *Diversity, Equity, and Inclusion: A Guide for Change*. This online resource helps employers take a first step or refine systems already in place, it includes:

- Information on why diversity, equity, and inclusion (DEI) practices are needed in the Trucking and Logistics Industry
- Details on how your company can implement robust DEI practices
- Key considerations for on-going success

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INTRODUCTION

Diversity, Equity and Inclusion (DEI) is an important area of focus for companies. Beyond being the “right thing to do”, focused DEI efforts can also have tremendous impact on a company's success – from attracting a greater number of candidates to your company to increasing revenue.

To help your company with its DEI efforts, it is useful to first assess the company's current state as it relates to its policies and practices and the impressions employee's, senior leadership and external stakeholders have of your efforts.

The following tools can help your organization assess its current state and determine where gaps and challenges exist.

- *Kick Starting the Conversation with the Leadership Team*: Consider facilitating a conversation with the leadership team. If senior leadership isn't actively involved in the conversation not much is likely to change.
- *DEI SWOT Analysis*: Use this tool when you have made the decision to invest more time into the DEI assessment process. One advantage of the SWOT is that ALL key stakeholder perspectives are considered (from employees and clients to vendors). This ensures you have a full sense of your overall DEI efforts.
- *DEI Employee Survey*: A survey is a great way to better understand how employees are experiencing the work environment and to determine if they believe it to be inclusive and free-from discrimination. The survey results can also be used in your SWOT analysis.

These tools can be used together or independently.

Regardless of your approach, the key is to communicate with employees and company stakeholders why you are asking questions and collecting information, and it's important to demonstrate your commitment to using their responses. This will help encourage participants to share and invest in next steps.

The information you collect from this work can help you build a plan for next steps. Suggestions on what to do with the findings from these tools are included in the last section - *Taking the Next Step*.

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KICK STARTING THE CONVERSATION WITH THE LEADERSHIP TEAM

It's important that the company's senior leadership team reflect on the company's policies and practices to determine if systemic barriers or biases exist and to open an honest and authentic conversation about DEI.

When facilitating the discussion, consider the following:

- Set clear expectations on what to expect and guidelines around "rules of engagement" to ensure participants feel comfortable sharing.
- Meet participants where they are at in their own DEI journeys. While the intention is to push people outside of their comfort zones, remember there are lifetimes of learnings and experiences that can be contributing to personal beliefs. Those can't be undone in an hour.
- Consider hiring a third-party expert to help facilitate the discussion and respectfully challenge perspectives.
- Send questions in advance of the discussion so participants can come prepared.
- Dedicate enough time to the discussion.

Below are question prompts to ensure a comprehensive and thoughtful discussion:

- Do we embrace diversity in our company?
- Does overt discrimination exist in how our employees interact with clients, vendors, each other?
- Do all employees feel welcome and included? Do they feel like they belong?
- Are people able to "be themselves" at work?
- Do we have a DEI complaints process? How frequently do we have DEI complaints?
- Who do our policies and practices benefit most and why?
- Is access to training, development, information, systems, and leadership consistent to all employees within certain job functions and types?
- Are our pay practices equitable? How do we know?
- Are we intentionally creating opportunities for historically marginalized groups to thrive?
- Do people from different backgrounds apply to work here?
- Does our company reflect the communities in which we operate? Does our leadership team?
- Are there legislative compliance requirements that we may not be meeting? Consider: Employment Equity, Pay Equity and Human Rights legislative compliance requirements.

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DEI SWOT ANALYSIS

A commonly used framework for assessing DEI is the SWOT analysis, used to determine the Strengths, Weaknesses, Opportunities and Threats within a company.

One of the key benefits of completing a SWOT is that you can consider a wide range of perspectives (i.e., clients, applicants, leaders, employees, vendors). Where appropriate, you can gain clarification on the differing perspectives by reaching out and asking stakeholders to comment on their experiences directly.

How to conduct a DEI SWOT:

There are several approaches you can take when conducting a SWOT.

- **Collaborative** – Select participants (e.g., members of HR, the leadership team, the diversity committee, each functional area) to come together to complete it in a working session. Preparation and thought can be given to the exercise in advance. In this approach, you would want to assign a workshop facilitator and a project lead to move forward any discussion items and identified actions. This is an efficient way to conduct the SWOT, however, you may limit perspectives to those invited in the room.
- **Independent Interviews** – A project point person (or people) will be assigned to interview key stakeholders using the questions outlined within the SWOT. Focus will be on identifying individuals with unique perspectives within the company (e.g., by department, by stakeholder type – customer, employee, vendors, etc.). The results of the interviews can then form the basis of the SWOT which can be presented to leadership. This provides a more holistic approach; however, the personal biases of the interviewer(s) may creep into the findings.
- **Combined Approach** – It may be useful to employ a combination of the two approaches above. Start with the independent interviews, share the findings with select participants and then ask those participants to contribute to a SWOT working session. This approach is more time consuming, but it helps to minimize bias and to increase engagement by leveraging the participation of more team members.

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The following is an example of the types of information you might collect in each of the SWOT categories. Use this as a starting point, consider also including other questions based on information and observations your company has made in this area.

Strengths	Weakness	Opportunities	Threats
List the areas where we are excelling for DEI.	What are some identified gaps in our practices that other organizations – within and outside of the industry do?	What can the company gain from improved DEI practices? Get specific.	What competitors do this better than we do? What is the threat to the business from this?
What are the standout qualities and programs that differentiate us from the competition?	What are some of the limitations we face for DEI?	Will better DEI practices set us apart from our competition? How?	Are there gaps in legislative compliance that we need to be aware of and fix? What are they?
Do we have strong leadership or designated people working on our DEI programs? List them.	What are some of the limitations we face for DEI?	Is there an opportunity for media coverage or awards associated with strong DEI practices?	Is there a possibility for negative PR? What and how prominent is it?
Have we achieved any recognition or awards for DEI?	Do our statistics suggest any significant gaps – for example with a diversity group or within a practice (like promotions)?	Are there subsidies or grants available for focused DEI efforts?	How do our diversity practices impact customer and vendor perceptions of the company?

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DEI EMPLOYEE SURVEY

Help your company: determine its diversity numbers; acquire employee perceptions on the company's commitment to diversity, equity and inclusion; and understand their impressions of how diverse and inclusive the company is.

When conducting this type of a survey, remember too:

- Ensure leadership buy-in and participation.
- Establish whether or not the survey responses will be anonymous and explain why. An anonymous survey may make it easier for participants to share however if an example of a discriminatory situation is described it becomes difficult to investigate it under governing legislation.
- Ensure the results of the survey remain secure. Restrict access to the raw data (as per your policies and practices) or consider outsourcing the survey to a third-party vendor.
- Use demographic data to identify trends, not to identify participants.
- Measure and share participation rates – is it acceptable? If not, what can be done to increase participation?
- Provide information on why and how the data will be used.
- Share the findings and stats along with details on how you will respond to the feedback.
- Repeat as required to determine if progress is being made.

SAMPLE QUESTIONS

Do you consider yourself to be a visible minority?

- Yes
 No

Do you identify as:

- Male
 Female
 Nonbinary

Do you identify as a person with a disability

- Yes
 No

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If you selected "Yes" to the above question, do you require accommodation?

- Yes
- No

If you selected "Yes" to the above, do you receive the appropriate accommodation to successfully perform all the required duties of your role?

- Yes
- No

Are you an Indigenous person (Inuit, Métis, or First Nations)?

- Yes
- No

How old are you? Select the age band you fall within.

- 20 – 30 years old
- 30 – 40 years old
- 40 – 50 years old
- 50 – 60 years old
- 60 – 70 years old
- 70 – 80 years old
- 80+ years old

For each of the statements below, select a rating from 1 to 5 where 1 = Strongly Disagree and 5 = Strongly Agree.

"Company" values diversity	1	2	3	4	5
I feel like I belong here	1	2	3	4	5
"Company" demonstrates their commitment to equity and inclusion	1	2	3	4	5
People from all backgrounds can thrive at "Company"	1	2	3	4	5
I can be myself here	1	2	3	4	5

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Please respond to the questions below by answering yes or no.

I have personally experienced discrimination at " Company"	Yes	No
I have witnessed discrimination of someone else while they were employed at "Company"	Yes	No
I have witnessed the discrimination of a vendor, customer or supplier of "Company".	Yes	No

If you answered yes to any of the above, please provide details on your experiences.

What in your opinion is "Company" doing well in terms of building a diverse, equitable, and inclusive organization? Please write your thoughts in the text box below.

What can "Company" do better to create a diverse, equitable, and inclusive organization? Please write your thoughts in the text box below.

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TAKING THE NEXT STEP

Now that you have taken the time to collect this information, determine next steps. Here are a couple examples of what's possible:

TOOL	NEXT STEPS
Kick Starting the Conversation with the Leadership Team	<ul style="list-style-type: none">• Determine if an externally facilitated deeper dive discussion is required• Respond to any legislative compliance concerns• Identify key areas of concern at the leadership level and determine actions required to address them• Assign responsibility and targeted deadlines for the required actions• Schedule follow-ups as required
DEI SWOT Analysis	<ul style="list-style-type: none">• Prepare and present the SWOT findings to senior leadership and the board if they weren't part of the process.• Identify and commit to actions that address weaknesses, threats and opportunities• Identify and commit to actions that reinforce strengths• Assign responsibility and targeted deadlines for the required actions• Commit to conducting and schedule progress follow ups
DEI Employee Survey	<ul style="list-style-type: none">• Use results to inform the SWOT <p>If using independently from the SWOT:</p> <ul style="list-style-type: none">• Thoroughly review the data• Identify any demographic trends and areas of concern• Highlight and address compliance issues• Determine if any feedback can be actioned• Share highlights of the survey, commitments, and timelines with employees• Create an action plan and assign responsibilities and deadlines

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