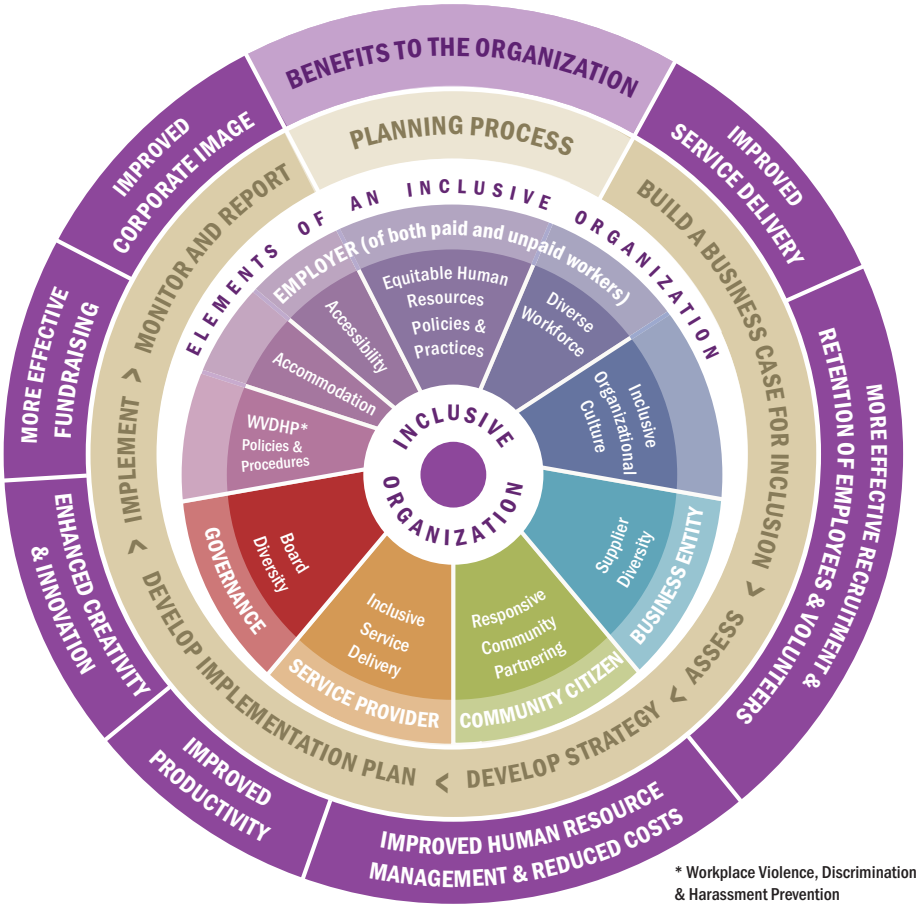
INCLUSIVE ORGANIZATION MODEL™

For Non-Profit and Public Sector Organizations

As part of its suite of products and services, the Turner Consulting Group is pleased to offer its clients the Inclusive Organization Model™ for non-profit and public sector organizations. This model offers a comprehensive, systems-based approach for organizations that wish to integrate equity, diversity, and inclusion into both their internal systems and their interactions with community partners, stakeholders, and the communities in which they operate.

This model recognizes that organizations do not operate in isolation, they are part of the larger community and part of a network of organizations that, ideally, partner and collaborate on various issues. They also draw on those communities for potential employees and volunteers, and in many cases, the community itself is the very reason for the organization's existence.



* Workplace Violence, Discrimination & Harassment Prevention

This approach recognizes that the organization is part of the 'system' of the larger community. It both affects the community and is, in turn, affected by it.

This model of an inclusive organization is designed to help non-profit and public sector organizations understand and adopt more inclusive practices that reflect all the roles they play in a civil society – as an employer (of both paid and unpaid workers), as a service provider, as a business entity, and as a community citizen – as well as with respect to the governance of the organization.

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What is an inclusive organization?

Inclusion goes beyond having a diverse workforce and complying with equity-related legislation - as important as these things are. An inclusive organization can be defined as an organization that integrates the values of equity and diversity within all aspects of the organization, including policies and procedures, as well as individual behaviours and organizational culture. It addresses how and which services are delivered to clients as well as Board governance.

An inclusive organization looks beyond its role as an employer to its impact on the larger community, recognizing that an organization is both a system within itself and also part of a larger system, with impacts flowing in both directions.

Given the diversity in society, won't an inclusive organization happen naturally?

An inclusive organization does not happen by chance. It requires the organization to be intentional in its efforts and deliberately begin, boldly lead, and constantly nurture its inclusion efforts.

Various studies have shown that having a diverse workforce does not, on its own, create an inclusive organization. There are many examples of organizations in which diversity exists at lower levels of the organization, and yet is not reflected at higher levels, including among decision-makers. For example, many organizations have a workforce that is predominately female but whose management staff are predominately male. The same is true for organizations with a large racial minority workforce. Studies show that they don't advance into management positions at the same rate as their White counterparts, despite having equivalent levels of education and years of work experience.

Even when an organization looks diverse, it may not have an inclusive organizational culture that supports the well-being of employees and allows them to work to their full potential.

Benefits to the organization

In previous decades, the arguments in favour of diversity and inclusion focused mainly on workplace diversity (e.g., the numbers) and were based largely on it being "the right thing to do." While this moral and legal imperative still holds true, it has also become increasingly clear that implementing equity, diversity, and inclusion in Canadian organizations goes beyond the numbers. It is now a business necessity.

Not taking full advantage of all the skills, experience, and creativity that Canada's increasingly diverse workforce and communities have to offer means the organization is missing out - it is simply a bad business practice.

Some of the specific benefits to organizations are:

- More effective, efficient, and responsive service delivery;
- More effective recruitment and retention of employees and volunteers;
- Improved human resource management and reduced costs associated with high turnover, absenteeism, high retirement, as well as grievances and human rights complaints;
- Improved productivity;
- Enhanced creativity and innovation, leading to improved efficiency and effectiveness;
- Increased access to a diverse range of potential donors resulting in more effective fundraising; and
- Improved corporate image and reputation as a good community citizen.

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Characteristics of an inclusive organization

This section describes what an inclusive organization looks like from the perspectives of the various roles that an organization may play, e.g., employer, service provider, business entity, and community citizen, as well as how the organization is governed.

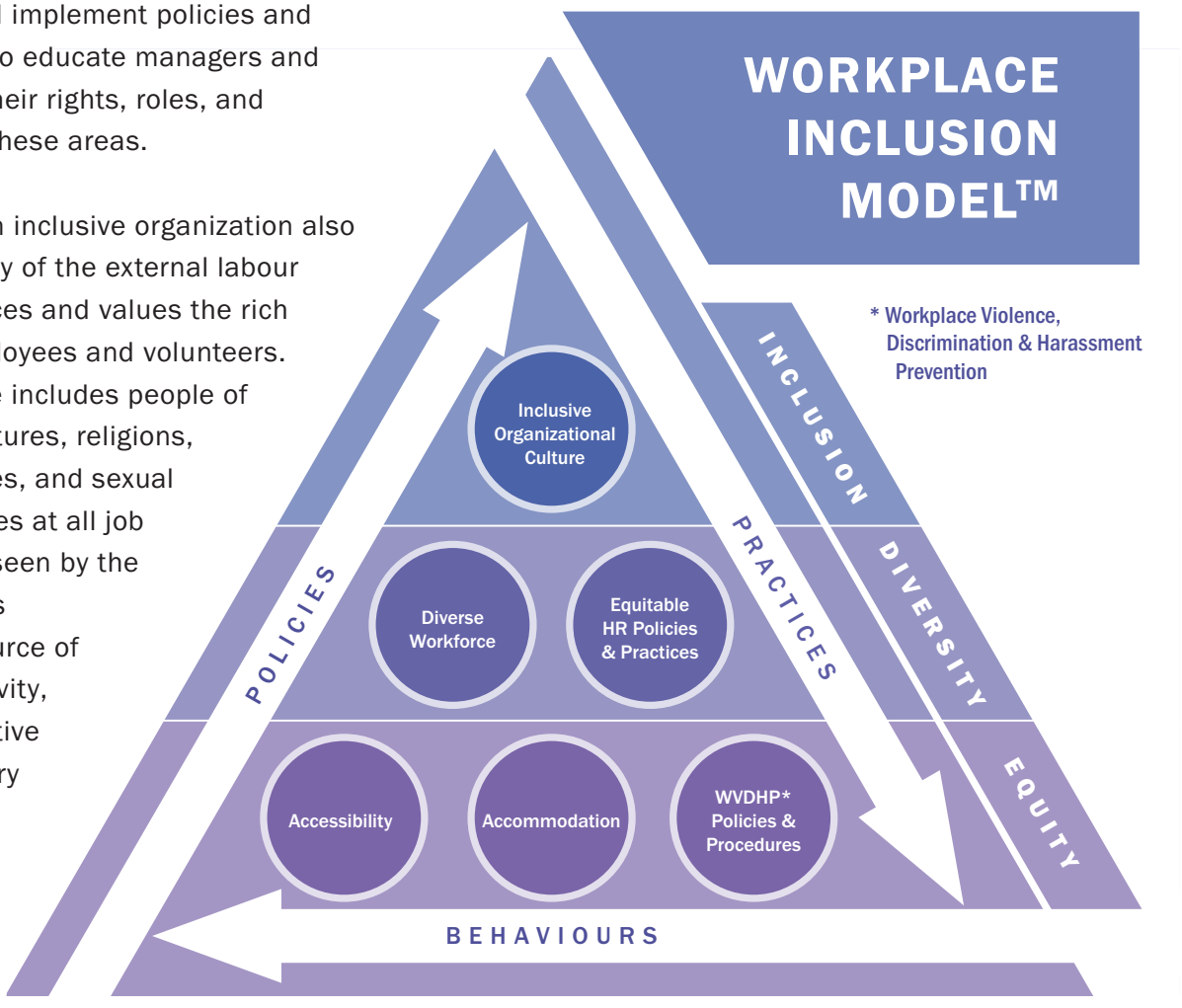
As an employer (of both paid and unpaid workers)

As the Workplace Inclusion Model™ shows, an inclusive organization is built on a foundation of compliance with human rights and equity-related legislation. Employers have a duty to ensure that workplaces are accessible and free from discrimination and harassment, and that employees are accommodated based on any human rights protected ground. Therefore, the organization should implement policies and procedures and also educate managers and employees about their rights, roles, and responsibilities in these areas.

The workforce of an inclusive organization also reflects the diversity of the external labour market and embraces and values the rich diversity of its employees and volunteers. A diverse workforce includes people of different races, cultures, religions, ages, sexes, abilities, and sexual and gender identities at all job levels. Diversity is seen by the organization and its employees as a source of strength and creativity, adding to the effective and efficient delivery of services to a diverse client population.

It has also integrated equity and inclusion throughout its human resource policies and practices.

An organization that is inclusive is evident by its inclusive organizational culture and welcoming working environment. An organization's culture refers to a set of assumptions, values, beliefs, and norms that are shared and supported by employees, reinforced by management, and taught to new employees. An inclusive organizational culture is one in which the values of equity, diversity, and inclusion are reflected in both the formal structure (i.e., strategic plan, policies and procedures) and in the informal practices and norms. In such an organizational culture, all employees feel respected, comfortable, and are able to bring his or her full self to work and have it valued. They are then able to contribute their best to the organization.



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How Turner Consulting Group can help:

To address the needs of an inclusive organization as an employer, we offer various tools, techniques, and assistance, such as Workplace Inclusion Audits™ aimed at assessing: human resource policies and practices; compliance with equity-related legislation; and, organizational culture. We also design and administer Diversity Surveys to help you assess the diversity of your workforce, identify areas of under-representation, and identify barriers to the hiring and advancement of various groups of employees. In addition, we support organizations to develop and revise human resource policies, develop diversity-related programs, and monitor and report on their equity, diversity, and inclusion efforts.

As a service provider

Non-profit or public sector organizations are not only employers, they are also providers of various services, such as education, healthcare, affordable housing, or policing services. As such, ensuring equity, diversity, and inclusion in the provision of these services is a critical element in the creation of an inclusive organization.

In their role as a service provider, organizations have the opportunity to improve the quality of life for their clients. They should ensure that the services they provide, as well as how and where those services are delivered, are culturally appropriate and reflect the needs of their existing and potential clients. To better understand and respond to the diverse needs of their clients, such organizations should ensure staff are culturally competent and reflect the diversity of the communities they serve.

How Turner Consulting Group can help:

To address the needs of an inclusive organization as a service provider, we offer program evaluations to assess how well the organization is providing relevant services to a diverse population, and needs assessments to identify under-served populations and the underlying reasons for them being under-served. We also offer training to support staff to develop their intercultural communication and competency skills.

As a business entity

As a purchaser of goods and services, organizations can create economic opportunities for all members of the communities in which they do business. They can use their purchasing decisions to support businesses owned by members of diverse communities and participate in the development of a healthy economy. They can also encourage their suppliers and vendors to adopt policies and practices aimed at promoting equity, diversity, and inclusion within their own organizations.

How Turner Consulting Group can help:

To address the needs of an inclusive organization as a business entity, our services include tools, techniques and assistance such as developing vendor diversity policies and appropriate language for your Requests For Proposals. We can identify goods and services that can be sourced from diverse vendors and provide guidance on establishing goals for, and monitoring the success of, your supplier diversity efforts.

As a community citizen

Many large corporations believe in being socially responsible. They have the resources and the employee base to make a significant impact on society. By being a good community citizen, organizations can share their expertise and offer important support to other organizations with which they work, as well as to specific communities. Non-profit and public sector organizations often do this work less deliberately and on a smaller scale.

As a community citizen, an inclusive organization has the opportunity to serve the public good by being engaged and responsive to the communities it serves and the larger geographic communities in

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which it operates. This involvement in turn strengthens the organization's ability to understand and better serve these communities.

How Turner Consulting Group can help:

To address the needs of an inclusive organization as a community citizen, we offer tools, techniques and assistance to identify key issues of mutual interest to the organization and their community. We can help you build alliances with community organizations serving diverse communities, create partnerships to foster understanding, access resources, and educate the public about issues of inclusion. We can also help identify ways that the organization can use its leverage, position, and reputation to give voice to issues important to the communities it serves and within which it operates.

Governance

A Board that reflects the diversity of its employee, volunteer, and client populations is better able to provide oversight and direction to guide the organization to success. To ensure diversity of age, sex, race, ethnicity, sexual and gender identities, socio-economic status, and skills on the Board, action-oriented strategies may need to be undertaken.

How Turner Consulting Group can help:

To address the governance needs of an inclusive organization our services include tools, techniques and assistance such as assessing existing diversity among Board members to establish a benchmark, developing a Board recruitment process that incorporates diversity, and tailoring Board documents and statements to be more inclusive. We also provide training to Board members and offer Board Manuals to help Board members understand and integrate issues related to diversity into their decision-making.

Our consulting approach

As equity, diversity, and inclusion consultants, the Turner Consulting Group offers a comprehensive, systems-based approach to help our clients understand and leverage diversity for organizational success. We understand organizational change and know that change, even when it is positive, can be difficult for organizations and their employees. We therefore tailor our approach and services to meet the organization's needs and goals, recognizing that each organization has a different level of readiness, desire, and need for change.

Using our Inclusive Organization Model™, we help organizations at all stages of the planning process, to build a business case for inclusion, assess all aspects of the organization, develop a strategy and implementation plan, and monitor and report on progress.

Our diverse group of Associates, with a variety of backgrounds, skills, experiences, and identities, ensures that the right mix of highly qualified professionals will work as a team to complete each project, on time and on budget.

We welcome the opportunity to support your organization in achieving its equity, diversity, and inclusion goals and to be the best at what you do.

Contact us for more information

For a more complete description of the services provided by Turner Consulting Group and for information on our expert Associates and past clients:

Please visit our website:
www.turnerconsultinggroup.ca

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