

## Retention

### Engage with Employees

I surveyed employees to understand what is working well in fostering an inclusive, diverse, equitable, and accessible workplace and what might be getting in the way.

\* You can do this via an employee engagement survey, informal conversations and town halls, or an IDEA audit of your organization. Creating multiple channels for communication will help you to gather the most feedback.

### Performance Reviews and One-on-One Meetings

I ensured that people leaders were meeting with employees both informally (coaching in the moment as needed, touching base) and formally (regularly scheduled one-on-one meetings and annual performance reviews).

### Plan

I designed an IDEA strategic plan based on the feedback received from the employee engagement suggested above.

I included goals and measures.

I approached the work with a view to the long-term (don't try to do everything all at once). A three-year rolling plan can help plan out your efforts.

### Commitment to IDEA Statement

Do I have a clearly written statement that explains our commitment to IDEA?

If not, I wrote one and placed it in my employee handbook, on my employee intranet, on job postings/advertisements, and on my organization's website.

### Accessibility

I assessed the accessibility of the built workplace environment.

\*You can do this in partnership with an organization such as the Rick Hansen Foundation.

I assessed the accessibility of my website and marketing materials.

\*You can do this in partnership with an accessibility consultant such as &Humanity.

I reviewed my online job application process. I asked a disability employment services organization to test the process for me.

### Policies and Procedures

I reviewed existing policies and procedures with an IDEA lens and considered:

- ✓ Are they written concisely, clearly, and easy to understand?
- ✓ Are they written in non-gendered and inclusive language?
- ✓ Do we have the necessary policies and procedures (what is missing)?

### Disability Accommodation Policy and Procedure

I ensured that I have an accommodation policy and procedure (P&P) in place that clearly states the accountabilities of the employer, the manager, and the employee.

The policies and procedures should include important legal principles such as The Duty to Inquire, The Duty to Accommodate, and Undue Hardship.

### Values

I considered the following questions:

- ✓ Do we have values that are relevant, meaningful, and connected to our purpose as an organization?
- ✓ Do our values reflect our commitment to IDEA?
- ✓ Do our employees and leaders understand how to bring our values to life in their work?

### **Flexible Work Options**

Where possible, I provide flexible work options.

\*Examples include shorter and more frequent breaks, hybrid/remote work, staggered start/end times, time off for appointments (that can be made up), etc.

### **Compensation**

I reviewed salaries within my industry to assess how the compensation compares with my competitors.

I reviewed salaries within my organization by gender and diversity group (if I have that data). Correct any inequities that may exist.

I provide a Living Wage for hourly employees.

### **Benefits**

I reviewed our benefits offering with an IDEA lens.

I considered groups that could benefit from different or better benefits offerings.

\*(i.e.: women experiencing menopause: access to hormone therapy, counselling, time off for healthcare appointments, etc.)

### **Respect in the Workplace Training**

I provided annual training that includes examples of behaviours/actions that support or erode a respectful, inclusive, equitable, and accessible workplace.

I clearly articulated employee accountabilities and leader accountabilities.

I ensured that the Respect in the Workplace policy and Code of Conduct reflect my organization's Commitment to IDEA and my values.

### Reporting and Responding

I developed and implemented a framework for responding to IDEA related issues impacting the employee experience and workplace culture (microaggressions, harassment, discrimination, violence).

I ensured that there were informal and formal avenues to communicate challenges.

I provided a confidential reporting process.

I ensured that leaders and HR knew how to respond to issues (in a timely and confidential manner).

I ensured that dignity and respect were prioritized for employees reporting or experiencing microaggressions, harassment, discrimination, or violence (they should not experience further negative impacts from the reporting process).

### Psychological Health and Safety

I actively work to build psychological health and safety within my organization by:

- Reviewing Canada’s National Standard for Psychological Health and Safety in the Workplace.
- Implementing elements of The Standard as part of my rolling three-year IDEA starting plan.
- Providing training to leaders on psychological health and safety.
- Holding them accountable for fostering psychological health and safety within their teams.
- Providing training to employees on psychological health and safety.

### Learning and Development: IDEA Specific

I designed and implemented an IDEA learning plan for all employees and leaders as part of a rolling three-year IDEA strategic plan. I included topics such as:

- Unconscious bias
- Microaggressions
- Inclusive Leadership Skills Building
- Mental Health, Building Resiliency, How to Support an Employee with Mental Health Challenges (for leaders)
- Psychological Health and Safety
- Intercultural Competency
- Indigenous Culture/Truth and Reconciliation
- Allyship

### Professional Development

I provided skills training and professional development for employees and leaders in areas relevant to my industry.

I offered tuition reimbursement as part of my total rewards/compensation package.

I provided lunch and learn sessions on various topics related to my values (your work, how you do it, the communities in which you work/serve clients and customers, and your commitment to IDEA).

I explored different career paths with employees and leaders and supported their development.

### Promotion Practices

I reviewed promotions over the past three years and looked for trends:

- Who is getting promoted, and who isn't?
- Look at promotion rates by diversity categories (i.e., gender, ethnicity, etc.) if you have the data.
- Analyze the pace of promotions (are some groups of people rising faster than others?).

I applied structure to promotion practices and processes.

I used tools that help to mitigate unconscious bias in decision-making around promotions.

### Social Events and Team Building

I ensured that locations selected for events were accessible (for people with disabilities and via transit).

I planned events that are inclusive and don't exclude anyone due to cost or physical ability.

I provided various ways over the course of a year for employees and teams to connect in comfortable ways.

I asked employees to suggest ideas and engage them in the planning.

I ensured that events were voluntary and that participation was not mandatory. Consider that:

- Some employees may have substance use or eating disorders that could prevent them from attending a potluck lunch or after work drinks at a pub.
- Some employees may opt out of after-hours events due to family responsibilities or anxiety disorders.