



Competency Framework

Canadian Certified Inclusion Professional (CCIP™)



Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion



Area 1: Make the case for diversity, equity and inclusion

C1. Be able to refer to demographic trends at the municipal, regional, Canadian and global level to make the case for DEI.

C2. Be able to refer to economic trends and labour market demographic data at the municipal, regional, Canadian and global levels to make the case for DEI.

C3. Be able to refer to relevant Canadian legislation to advocate for DEI in organizations.

C4. Use relevant research, internal demographic data and employee engagement data to articulate the value or Return on Investment (ROI) of DEI in organizations.

C5. Determine and communicate how DEI contributes to core business strategies and results within a specific organization.

C6. Develop a business case or imperative for DEI tailored to organization-specific values, goals, mission, industry, sector.

C7. Present the business case for DEI to organizations leadership and obtain leadership buy-in.



Area 2: Build a DEI strategy

C8. Design a DEI strategy that aligns with organizational vision, mission, values, goals and existing business strategies.

C9. Set specific, measurable and attainable short-term and long-term objectives for each of the components of the DEI strategy and for multiple organizational stakeholders.

C10. Identify how existing internal and external communication channels and avenues (i.e. media, community outreach etc.) can support the DEI strategy.



Area 3: Implement a DEI strategy

C11. Embed DEI objectives in all organizational functions and operations.

C12. Identify and engage key positions/roles that are accountable for the implementation of the DEI strategy.

C13. Develop and project manage a plan that supports the implementation of the DEI strategy.

C14. Monitor/measure progress of DEI strategy against a clear set of criteria.

C15. Drive the creation and implementation of a DEI Communication Strategy.

C16. Translate DEI strategy into appropriate DEI initiatives.

C17. Adjust DEI targets as conditions change.

Area 4: Stakeholders engagement

C18. Get buy-in and visible support from key internal stakeholders in all organizational functions: HR, learning and development, legal, product design, service delivery, supply chain, marketing, communications, etc. both in the design and the implementation of the DEI strategy.

C19. Identify and leverage champions, sponsors, and spokespersons for DEI initiatives.



C20. Ensure that communication on DEI (internal and external) reinforces the organizations values, products and services, customers, reputation, and goals, and is fully accessible to people with various levels of ability.

C21. Engage with and gather input from key external stakeholders for the organization: clients (customers, service users, patients, or students), community organizations, regulatory bodies, etc.

C22. Establish and maintain connections with community partners that have a vested interest in helping achieve DEI targets and supporting inclusion initiatives. (e.g. Academic institutions, Indigenous groups, Immigrant-Serving agencies, etc).

C23. Be able to communicate respectfully and effectively with multiple groups within a diverse workforce and society (e.g. women, Indigenous peoples, racial and ethnic minority communities, people with disabilities, 2SLGBTQI+ communities and sexual orientation and gender identity minorities, people of various religions, faiths and creeds, immigrants and newcomers, multiple generations, etc.).

Area 5: Workforce planning

C24. Understand the reasons why the collection of demographic information is necessary for an organization (e.g. understanding current workforce metrics, internal workforce mobility, opportunities and gaps, etc.).

C25. Understand the legal implications and requirements with regard to collection of demographic data.

C26. Understand the legal requirements with regard to representation of diverse groups within an organization.

C27. Assess and address systemic challenges inherent to internal data collection (e.g. identify groups that are not given the opportunity to self-identify, improve accessibility of surveys, etc.).

C28. Make appropriate use of demographic data and inclusion/engagement data to generate business insights and drive workforce management and planning.

C29. Make appropriate use of demographic and inclusion/engagement data to drive DEI initiatives.

C30. Actively work to position organizations as employers of choice.



Area 6: HR practices

C31. Be familiar with legislation and compliance requirements with regard to HR practices.

C32. Initiate and conduct (or support) a review of HR policies/practices and existing performance management systems to eliminate barriers, advance equity and ensure alignment with DEI goals.

C33. Engage HR leaders in the development of talent management initiatives that focus on DEI.

C34. Initiate/Support the creation and delivery of recruiting, retention and development efforts with a specific DEI focus.

Area 7: Training and development

C35. Leverage formal and informal learning opportunities within organization to achieve DEI objectives.

C36. Initiate/support the integration of DEI principles in existing Learning and Development strategies and practices.

C37. Initiate/support the development of DEI focused learning initiatives (i.e. training, workshops, conferences etc.).

C38. Coach and train others to support the DEI strategy of the organization.



Area 8: Measurement and organizational success

C39. Be able to articulate the impact of financial, economic and market drivers on bottom line results, and how they relate to DEI.

C40. Be able to articulate organizational core business strategies and how they relate to DEI.

C41. Engage with stakeholders to advocate the need for financial investment in DEI strategic initiatives.

C42. Measure success of DEI initiatives using existing measurement/benchmarking frameworks such as GDEIB (Global Diversity, Equity and Inclusion Benchmarks) and GRI (Global Reporting Initiative), or internally developed frameworks.

C43. Develop and implement tools to monitor, measure and report on the impact and return on investment of all DEI initiatives.

C44. Effectively manage a budget for DEI initiatives.



Area 9: Legislation and compliance

C45. Understand the municipal, provincial and federal legislation on accessibility, diversity, inclusion, equity and human rights.

C46. Promote and support compliance with the municipal, provincial and federal legislation on accessibility, diversity, inclusion, equity and human rights.

C47. Promote and support prevention of harassment, bullying and any form of workplace violence.

C48. Support organization through employment systems reviews or employment equity audits.

Area 10: DEI organizational structures and support

C49. Research current best practices that provide organizational DEI structure and support, and be able to articulate the role, functions and potential benefits of organizational entities such as diversity councils, ERGs, EE committees, AOP committees, etc.

C50. Provide advice/assistance/direction, through consultative services, to any formal groups formed pertaining to planning, conducting, and evaluating programs regarding identified DEI needs.

Area 11: DEI subject matter expertise

C51. Understand the multiple theoretical and practical approaches to the advancement of inclusion through different sectors and disciplines (i.e. diversity, equity and inclusion, human rights, health equity, anti-oppression practice).

C52. Understand and use appropriately current DEI terminology (e.g. diversity, inclusion, human rights, identity, gender, gender identity, race, ethnicity, sexual orientation, disability, equity vs. equality, bias, prejudice, stereotype, discrimination, reverse discrimination, racism, ethnocentrism, xenophobia, ableism, ageism, classism, sexism, misogyny, misandry, heterosexism, ciscentrism, homophobia, shadeism/colourism, oppression/anti-oppression, privilege, power, social location, worldview, culture, cultural competence, workplace harassment, sexual harassment, workplace violence and bullying).

C53. Understand the history, demographics and workplace needs of equity-deserving groups such as women, Indigenous peoples, racial and ethnic minority communities, people with disabilities, 2SLGBTQI+ communities and sexual orientation and gender identity minorities, people of various religions, faiths and creeds, immigrants and newcomers, multiple generations, etc.

C54. Stay abreast of current research on DEI issues and emerging trends in DEI.

Area 12: Cultural competence

C55. Understand the role played by cultural competence in workplace interactions.

C56. Be familiar with strategies to embed cultural competence concepts in organization policies, guidelines and practices.

C57. Be familiar with cultural competence assessment tools.

C58. Coach co-workers to navigate cross-cultural and inclusion-related conflicts, tensions or misunderstandings

C59. Demonstrate an ability to adapt style when faced with myriad dimensions of culture to be effective across cultural contexts.



Area 13: Visionary and strategic leadership

Candidates are not tested on Area 13 in the exam, but they are expected to exhibit the qualities it describes. External assessors of the Professional Experience Dossier will evaluate candidates based on Area 13. Moreover, CCIP holders do not use Area 13 for Continued Professional Development requirements.

- Act ethically and with integrity.
- Behave in a way that generates trust and credibility.
- Be considered as a source of advice and impartial counsel by co-workers.
- Act as an advocate and a voice for perspectives and cultures that are not otherwise represented.
- Negotiate and persuade effectively at all levels of the organization.
- Lead people through change by creating and conveying a compelling DEI vision.
- Possess the ability to influence and execute beyond positional power.
- Be able to identify and reduce one's own biases.