



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

Canadian Certified Inclusion Professional (CCIP™)

# Competency Framework



## Area 1: Make the Case for Diversity and Inclusion

- C1. Be able to refer to demographic trends at the municipal, regional, Canadian and global level to make the case for D&I.
- C2. Be able to refer to economic trends and labour market demographic data at the municipal, regional, Canadian and global level to make the case for D&I.
- C3. Be able to refer to relevant Canadian legislation to advocate for D&I in organizations.
- C4. Use relevant research, internal demographic data and employee engagement data to articulate the value or Return on Investment (ROI) of D&I in organizations.
- C5. Determine and communicate how D&I contributes to core business strategies and results within a specific organization.
- C6. Develop a business case or imperative for D&I tailored to organization-specific values, goals, mission, industry, sector.
- C7. Present the business case for D&I to organizations leadership and obtain leadership buy-in.

## Area 2: Build a D&I Strategy

- C8. Design a D&I 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 D&I 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 D&I strategy.

## Area 3: Implement a D&I Strategy

- C11. Embed D&I objectives in all organizational functions and operations.
- C12. Identify and engage key positions/roles that are accountable for the implementation of the D&I strategy.
- C13. Develop and project manage a plan that supports the implementation of the D&I strategy.
- C14. Monitor/measure progress of D&I strategy against a clear set of criteria.
- C15. Drive the creation and implementation of a D&I Communication Strategy.
- C16. Translate D&I strategy into appropriate D&I initiatives
- C17. Adjust D&I 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 D&I strategy.

C19. Identify and leverage champions, sponsors, and spokespersons for D&I initiatives.

C20. Ensure that communication on D&I (internal and external) reinforces the organizations values, products and services, customers, reputation, and goals, and is fully accessible to people with various level 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 D&I targets and supporting inclusion initiatives. (e.g. Academic institutions, Aboriginal groups, Settlement agencies, etc).

C23. Be able to communicate respectfully and effectively with multiple groups within a diverse workforce and society (e.g. Women, Aboriginal and Indigenous People, Racial and Ethnic Minority Communities, People with Disabilities, LGBT / 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 D&I 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 D&I goals.

C33. Engage HR leaders in the development of talent management initiatives that focus on D&I.



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

## Area 7: Training and Development

C35. Leverage formal and informal learning opportunities within organization to achieve D&I objectives.

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

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

C38. Coach and train others to support the D&I 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 D&I.

C40. Be able to articulate organizational core business strategies and how they relate to D&I.

C41. Engage with stakeholders to advocate the need for financial investment in D&I strategic initiatives.

C42. Measure success of D&I initiatives using existing measurement/benchmarking frameworks such as GDIB (Global Diversity and Inclusion Benchmarks) and GRI (Global Report Index), or internally developed frameworks.

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

C44. Effectively manage a budget for D&I 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 / Employment Equity Audits.



## Area 10: D&I Organizational Structures and Support

C49. Research current best practices that provide organizational D&I 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 D&I needs.

## Area 11: D&I Subject Matter Expertise

C51. Understand the multiple theoretical and practical approaches to the advancement of inclusion through different sectors and disciplines (i.e. Diversity and Inclusion, Equity and Human Rights, Health Equity, Anti-oppression Practice).

C52. Understand and use appropriately current D&I terminology (e.g. diversity, inclusion, human rights, identity, gender, gender identity, race, ethnicity, sexual orientation, ability vs 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 seeking groups such as Women, Aboriginal and Indigenous People, Racial and Ethnic Minority Communities, People with Disabilities, LGBT / 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 D&I issues and emerging trends in D&I.

## 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 in order to be effective across cultural contexts.

## Area 13: Visionary and Strategic Leadership

60. Act ethically and with integrity.



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