

Measuring Progress on Diversity and Inclusion



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OVERVIEW

ICBC's vision is to be the leader in Diversity & Inclusion (D&I) in the public sector by 2020. To help achieve their vision, ICBC is tracking their progress on diversity and inclusion measures to understand their strengths and areas of opportunity.

OBJECTIVES

In creating measurements for Diversity & Inclusion, ICBC was able to:

- Raise awareness about diversity and inclusion in the workplace.
- Establish a baseline for data that ICBC could use to measure their progress in future years, and use to compare themselves to other organizations in BC and Canada.
- Use collected data to develop a diversity and inclusion strategy.

APPROACH

In creating D&I metrics for measurement, ICBC took the following approach:

- Chose an external firm, Spark, to help develop questions.
- Involved various internal teams including Human Resources Information Systems (HRIS) and Communications.
- Rolled out the first survey in 2015, and a mini survey in 2017 to check on progress.
- Analyzed the data from the surveys to decide on opportunities.

Developing Questions

ICBC used Statistics Canada as a basis for what they were going to ask their employees. In addition to demographic information, they asked "Is ICBC an inclusive organization?" and "Do you feel included at ICBC?" The language and definitions they used for demographic information came directly from Stats Canada.

Involved Various Teams

ICBC utilized expertise on various teams to develop the survey. The HRIS team helped develop the questions and analyzed the data received. The Communications team supported in distributing information about the survey and developing an infographic to share survey results.

Rolled Out the Survey

In rolling out the survey, two of the key components was ensuring that employees were aware that the survey was taking place and knew that their responses would be confidential. ICBC utilized their internal tools – such as their intranet, and management newsletter, to talk about the survey, why it was important, and how confidentiality would be maintained. ICBC also used the educational period as a chance to explain the difference between diversity and inclusion. See sample communication in Appendix.

Analyzed the Data

ICBC analyzed the data and created baselines and benchmarks. By having data about where they stood, they were able to create goals about where they wanted to be. To set realistic goals, they used data about the representation of each group in BC.

As an example, in 2015 ICBC's representation of people with disabilities was 5.1%. Based on that data, they created a goal to have a representation of 10% by 2018. In 2017, they are on track with 8.6% participation. Having data enabled them to understand where they were, and then set benchmarks.

This data also led to the creation of Employee Resource Groups for certain demographic areas – including people with disabilities - that support individuals to have a stronger voice in the workplace. As a result of the survey, executive leaders went through unconscious bias training, and all people leaders went through inclusive leadership training.

OUTCOMES

In the 2015 survey, ICBC achieved 52% participation. In the 2017 survey, ICBC achieved 45% participation. ICBC was aiming for a 40% completion for both years – and in having exceeded their goal – they were able to extrapolate learnings from the data.

LESSONS LEARNED

In rolling out the diversity and inclusion survey, ICBC had quite a few lessons learned.

Three Weeks Was Sufficient to Have the Survey Open

In 2015, the platform was open for a total of three weeks. In 2017, the platform was open for ten weeks. However, the majority of responses in 2017 came in the first three weeks. They determined that three weeks was long enough to get the majority of responses and keep the survey top of mind.

Find Out What's Happening in Your Organization

As communication about the survey is so critical to successful participation, ICBC found it important to understand what else was taking place in the organization to ensure the survey would receive enough attention. Learning about if any other surveys, or employee wide campaigns were taking place, was important to timing this well.

Utilizing Your Managers

ICBC found that many employees asked their managers for more information. Therefore, ensuring that managers were given extra information and tools to be able to answer those questions was important. Keeping managers in the loop also ensured that they created the conditions necessary for their team to fill it out. As an example, the survey took approximately 15 minutes – for front line staff, this meant the manager had to support them being away from their desk for 15 minutes to complete it.

NEXT STEPS

ICBC will continue to roll out an annual survey, to continue to assess their data. In future, they will be combining their various surveys, to ensure that employees do not have multiple surveys to fill out – compromising the response rate of each. This data will continue to help ICBC form their strategy moving forward.

APPENDIX

Sample Email Communications

Take part in our Diversity & Inclusion survey

Your participation in our Diversity & Inclusion survey will help ensure that ICBC is a workplace in which all employees feel welcome and included, and that our workforce reflects the diverse communities that we serve.

Our 2015 Diversity & Inclusion survey told us that ICBC was made up of 63 per cent women and 37 per cent men; that collectively we spoke 55 languages; and that 40% of survey respondents believe ICBC has an inclusive workplace. The survey helped to identify areas of priority focus for our Diversity and Inclusion strategy, including the work of the Employee Resource Groups, implemented over the last 18 months.

To understand the impact of the work we've undertaken since 2015, it's important that we refresh our understanding of what makes our workforce unique. To that end, we're asking all employees to complete a five to ten-minute, confidential and voluntary survey between now and Dec. 1, via the link below:

The survey is being conducted through the Feedback Toolkit on the hub. All responses will be confidential and anonymous and results will be reported at an aggregate level only.

The information gathered will help update our existing Diversity & Inclusion strategy in order to improve your employee experience, as well as the ways in which we serve our customers.

I strongly encourage every employee to participate, because the more completed surveys we receive, the more accurate the results will be.

Sincerely,

John Doe

Vice President Human Resources

Diversity survey results show progress

ICBC is committed to being a workplace where all employees feel welcome and included and that our workforce reflects the diverse communities we serve. As our most recent diversity survey shows, together we are making a difference.

Comparing 2015 to 2017 results, some of the highlights include:

- the participation in our workforce of persons with disabilities increased from 5.1% to 8.6%;
- visible minorities increased from 26% to 31%;
- aboriginal employees increased from 2.6% to 3.1%;
- women in leadership roles increased from 43% to 48%;
- employees who feel included increased from 51% to 69%.

The results also helped us identify where we have opportunities to build a more inclusive workplace, in which all employees feel respected and included. These opportunities include: reviewing our recruiting, onboarding and training processes to ensure accessibility and inclusivity; improving Employee Resource Group (ERG) communications and focus; and continuing Respectful Workplace training for managers.

Our commitment to diversity and inclusion remains strong. We will continue to improve other linked organizational programs and support existing inclusion initiatives such as the ERGs, participation in the Minerva program and collaboration with other external partners.

While we have had some success in building an inclusive culture at ICBC, I want to challenge everyone to continue to make this a priority. These survey results indicate that what we are doing is working and we need to continue our efforts to ensure we stay on this path forward. Watch for more communication from our ERGs in the coming weeks on how you can get involved in promoting diversity and inclusion at ICBC.

Sincerely,

John Doe

Vice President Human Resources