

The Justice, Equity, Diversity and Inclusion Community of Practice (JEDI CoP)

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Objectives

By the end of today's session, you will learn about:

- JIAS Toronto and CEC
- The Anti-Racism focused SDI project
- The JEDI CoP
- How to develop your own JEDI organizational strategy

JIAS Toronto

”

We welcome, support, and integrate new immigrants and refugees to build a vibrant Jewish community and a strong, inclusive Canada that values all newcomers.



Canadian Equality Consulting

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We are in the business of culture transformation. We create workplaces that reflect the diversity of our world, have equitable systems and inclusive cultures where everyone belongs.



**CANADIAN
EQUALITY
CONSULTING**



Anti-Racism SDI Project

- Funded by IRCC
- Research project in collaboration with University of Toronto with the goals of:
 - Defining JEDI metrics for our particular organizational context
 - Establishing a JEDI baseline for the organization
 - Developing a plan for translating JEDI concepts into actionable steps
 - Sharing our learnings to advance settlement sector capacity
- Literature review and data collected from clients, staff, volunteers, and board
- Advisory committee of experts

JEDI CoP

Mission

The JEDI CoP is a capacity-building program in the GTA for professionals who support newcomers to Canada to advance JEDI in the settlement sector

Vision

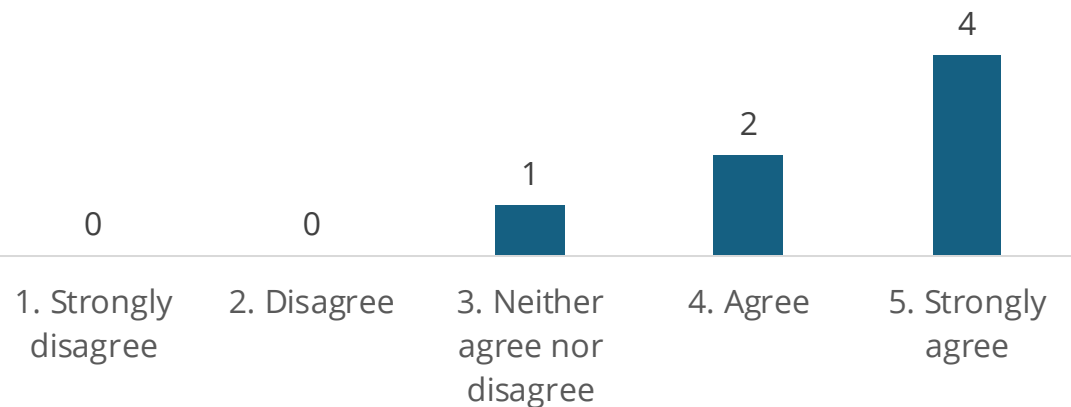
We envision a diverse, equitable, and inclusive settlement community where we collaborate to better respond to the needs of newcomers to Canada

JEDI CoP

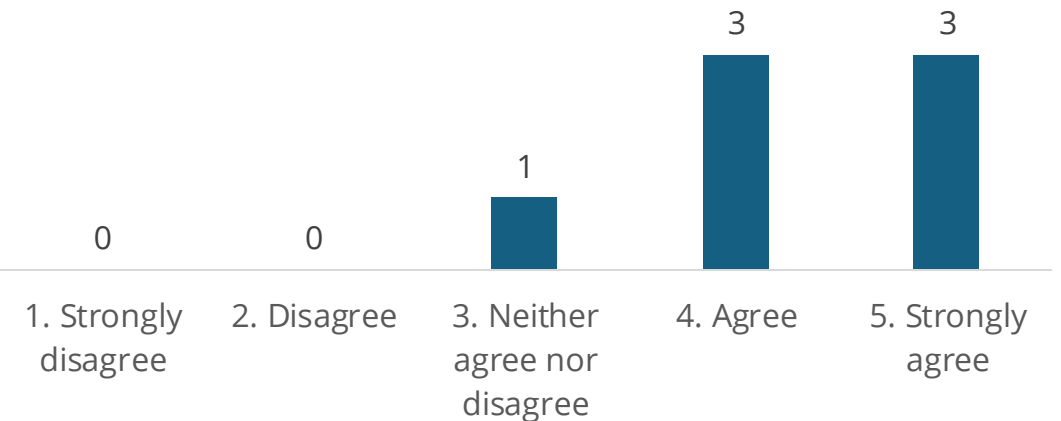
- Practical learning exercises
- Space to share about JEDI challenges and insights
- Sessions co-developed and co-facilitated by JIAS staff and CEC consultants
- Recruited participants from 8 newcomer-serving organizations in the GTA
- Topics covered:
 - Intro to the JEDI CoP: Reflections on JEDI at our Organizations
 - Inclusive Recruitment and Hiring Practices
 - JEDI in Data Collection
 - Developing a JEDI Strategy and Action Plan for your Organization
 - JEDI in Program Design

JEDI CoP Impact

I learned about new approaches to make my organization more equitable and inclusive in the group. (n=7)

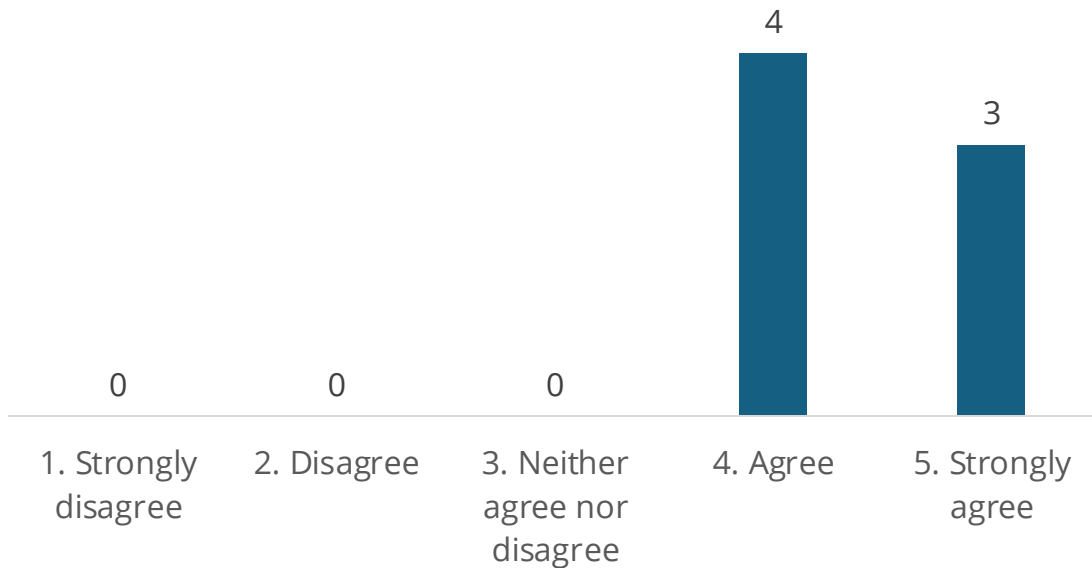


I feel better equipped to champion DEI at my organization because of this group (n=7)



JEDI CoP Impact

The session topics were relevant to me and my organization (n=7)



*“I value the **diverse dynamics** within this group, comprising individuals with different experiences. Despite being new to implementing EDI to our work, **we collectively share the same struggle and have been able to communicate our concerns.**”*

*“The information and content shared during all sessions were extremely valuable **and will undoubtedly help us enhance our EDI framework.** I plan to integrate tips from each session into my work.”*

Building a JEDI Organizational Strategy

Overview of a JEDI Strategy

A JEDI strategy is:

- A concrete plan with a clear set of initiatives, timelines, for achieving a desired set of outcomes.
- An overarching plan that spans 1 - 3 years.
- Focused and is different from a work plan.



What makes a “better” JEDI Strategy?

- Allows us to hold leaders accountable
- Able to measure our progress
- Heavily tailored for a given organization or context
- Make use of all the information you've gathered about your context
- About prioritization
- Critical assumptions about what kinds of efforts maximize feasibility, impact, and visibility at a given point in time



Where do I begin?

- Build the right team:
 - Who are those folks within the organization that have influence and knowledge to respond to the anticipated issues?
 - How can you ensure this group is representative?
- Be Data Informed:
 - What data do you currently have at your disposal? E.g. engagement data, hiring/exit data, etc.
- Define the overarching purpose for JEDI:
 - Why is JEDI a priority for your organization and the long-term vision?
- Determine the organization's JEDI strategic pillars:
 - What are the core pillars needed to achieve the long-term vision?

Theory of Change

- A **Theory of Change** is a method of brainstorming and consists of connected ideas for actions that will move your organization towards its desired outcome (Lily Zheng, 2022).
- A series of steps to take your organization from Point A to Point B, that shows exactly the causal mechanisms that cause our organization to get from where we are now to exactly where we need to be.
- It is a roadmap of connected hypotheses that link specific actions to desired outcomes in JEDI.

Theory of Change Activity

Participants will work in groups to create a Theory of Change based on a chosen JEDI topic. They will then use their theory to draft a portion of a JEDI strategy aimed at addressing organizational challenges related to their chosen topic.

- Step 1: Choose a topic
- Step 2: Define the current state (Point A)
- Step 3: Identify the desired outcome (Point B)
- Step 4: Develop 3-5 connected specific actions
- Step 5: Identify at least one or two proxy metrics
- Step 6: Identify resourcing
- Step 7: Put it all together

Step 1: Choose a Topic

Reducing turnover through a more inclusive organizational culture.

Reducing language barriers through inclusive communication strategies.

Fostering inclusive decision-making that reflects diverse community voices.

Increasing representation of marginalized groups in specific programs.

Improving accessibility of services for individuals with disabilities.

Supporting mental health and well-being of staff working in high-stress settlement services.

Strengthening partnerships with Indigenous communities.

Step 2: Define the current state

Define the current state (Point A) of the organization regarding their JEDI topic.

Example

- Step 1 (Topic): Increasing representation of marginalized groups at all levels.
- Step 2 (Point A): Underrepresentation of women and BIPOC employees in leadership roles.

Step 3: Identify the desired outcome

Define the desired outcome (Point B) – what success looks like.

Example

- Step 1 (Topic): Increasing representation of marginalized groups at all levels.
- Step 2 (Point A): Underrepresentation of women and BIPOC employees in leadership roles.
- Step 3: (Point B): Meaningful representation across all job levels.

Step 4: Develop 3-5 specific actions

Develop 1-2 connected specific actions that would lead from Point A to Point B.

Some choose to identify hypotheses about why you believe these actions may lead to Point B.

Example

- Step 1 (Topic): Increasing representation of marginalized groups at all levels.
- Step 2 (Point A): Underrepresentation of women and BIPOC employees in leadership roles.
- Step 3: (Point B): Meaningful representation across all job levels.
- Step 4 (Actions): Introduce mentorship programs for underrepresented employees, Implement bias interrupters in hiring and promotions, Strengthen partnerships with diverse talent pipelines (universities, non-profits).

Step 5: Identify proxy metrics

Identify 1 - 2 proxy metrics that can be used to measure progress toward the outcome.

Proxy metrics act as indicators that an organization is making progress toward a goal, helping to predict success when the main outcome might take longer to materialize.

Example

- Step 1 (Topic): Increasing representation of marginalized groups at all levels.
- Step 2 (Point A): Underrepresentation of women and BIPOC employees in leadership roles.
- Step 3: (Point B): Meaningful representation across all job levels.
- Step 4 (Actions): Introduce mentorship programs for underrepresented employees, Implement bias interrupters in hiring and promotions, Strengthen partnerships with diverse talent pipelines (universities, non-profits).
- Step 5 (Metrics): Number of mentees in leadership roles, diversity in promotion pools.

Step 6: Identify resourcing

Who will be required to champion these initiatives? Are there any financial considerations to implementation?

Example

- Step 1 (Topic): Increasing representation of marginalized groups at all levels.
- Step 2 (Point A): Underrepresentation of women and BIPOC employees in leadership roles.
- Step 3: (Point B): Meaningful representation across all job levels.
- Step 4 (Actions): Introduce mentorship programs for underrepresented employees, Implement bias interrupters in hiring and promotions, Strengthen partnerships with diverse talent pipelines (universities, non-profits).
- Step 5 (Metrics): Number of mentees in leadership roles, diversity in promotion pools.
- Step 6 (Resourcing): Human resources, JEDI team, SLT, communications team, funding.

Step 7: Put it all together

Turn your insights into a section of a JEDI strategy.

This should provide an outline of:

- The current challenge
- The desired change
- The actions your organization should take
- How you will measure success
- Who will need to be involved
- Any financial resources required

Example

Currently, our organization faces an underrepresentation of women, BIPOC, and other marginalized groups in leadership roles. This lack of diversity at senior levels is a barrier to creating a fully inclusive workplace where diverse perspectives influence decision-making.

By 2026, our organization aims to have representation of women, BIPOC, LGBTQ+, and other underrepresented employees across all job levels, with a special focus on increasing diversity in senior leadership roles.

To achieve this outcome, the organization will implement the following interconnected actions, which are based on hypotheses about what will drive change:

1. Mentorship and Sponsorship Programs

- Hypothesis: Creating formal mentorship and sponsorship programs for underrepresented employees will foster career development and create pathways to leadership.
- Action: Launch an internal mentorship program focused on pairing high-potential BIPOC, women, and LGBTQ+ employees with senior leaders for skill-building and career guidance.
- Resourcing: The HR team and the JEDI team will partner to create this program.
- Proxy Metric: Track the number of mentees who move into leadership roles within 12-24 months after completing the program.

Theory of Change Activity

A Theory of Change is a series of steps to take your organization from Point A to Point B, that shows exactly the causal mechanisms that cause our organization to get from where we are now to exactly where we need to be.

- Step 1: Choose a topic
- Step 2: Define the current state (Point A) of the organization regarding the JEDI topic.
- Step 3: Identify the desired outcome (Point B) — what success looks like.
- Step 4: Develop 1-2 connected specific actions that would lead from Point A to Point B.
- Step 5: Identify 1-2 proxy metrics that can be used to measure progress toward the outcome.
- Step 6: Identify resourcing (e.g. HR).
- Step 7: Put it all together.

Thank you!

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