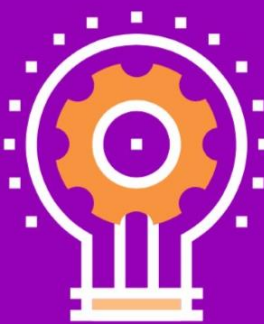


Equity



Through Action



JEDI Team Meeting #2

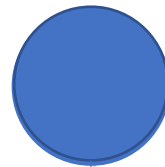
February 10, 2021 - 10am – 1pm



“For it isn't enough to talk about peace. One must believe in it. And it isn't enough to believe in it. One must work at it. “

- **Eleanor Roosevelt**

Voice of America broadcast (November 11, 1951)



Welcome & Introduction



C. Marie Taylor

President & Principal Consultant, Equity Through Action

Jackie Kindall

Consultant, Equity Through Action



Today's Agenda



- Welcome/Agenda
- Diversity Wheel
- Cultural Change Theory
- JEDI Council Structure
- Developing a JEDI Council Charter
- Closing Remarks/Discussion



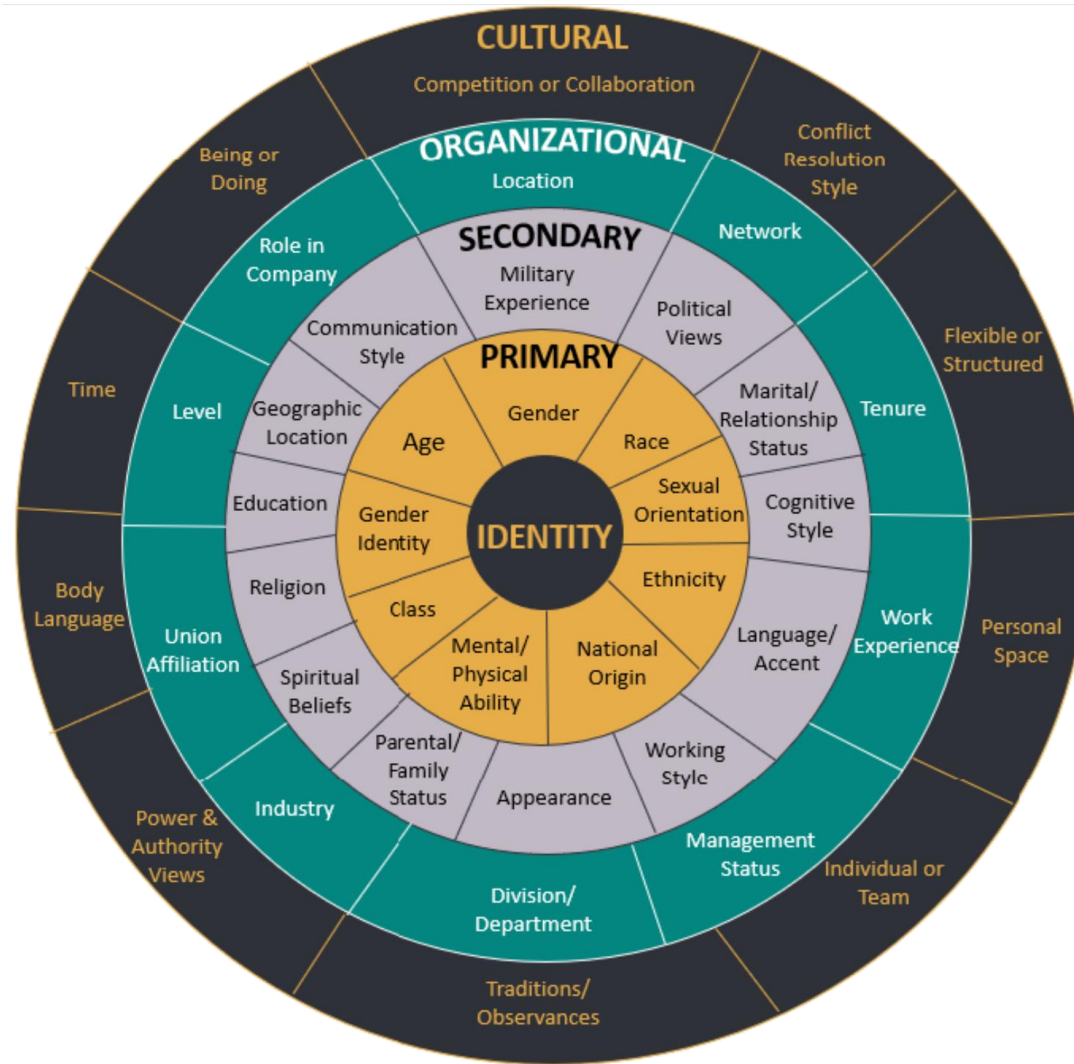
What's Ahead For Us?



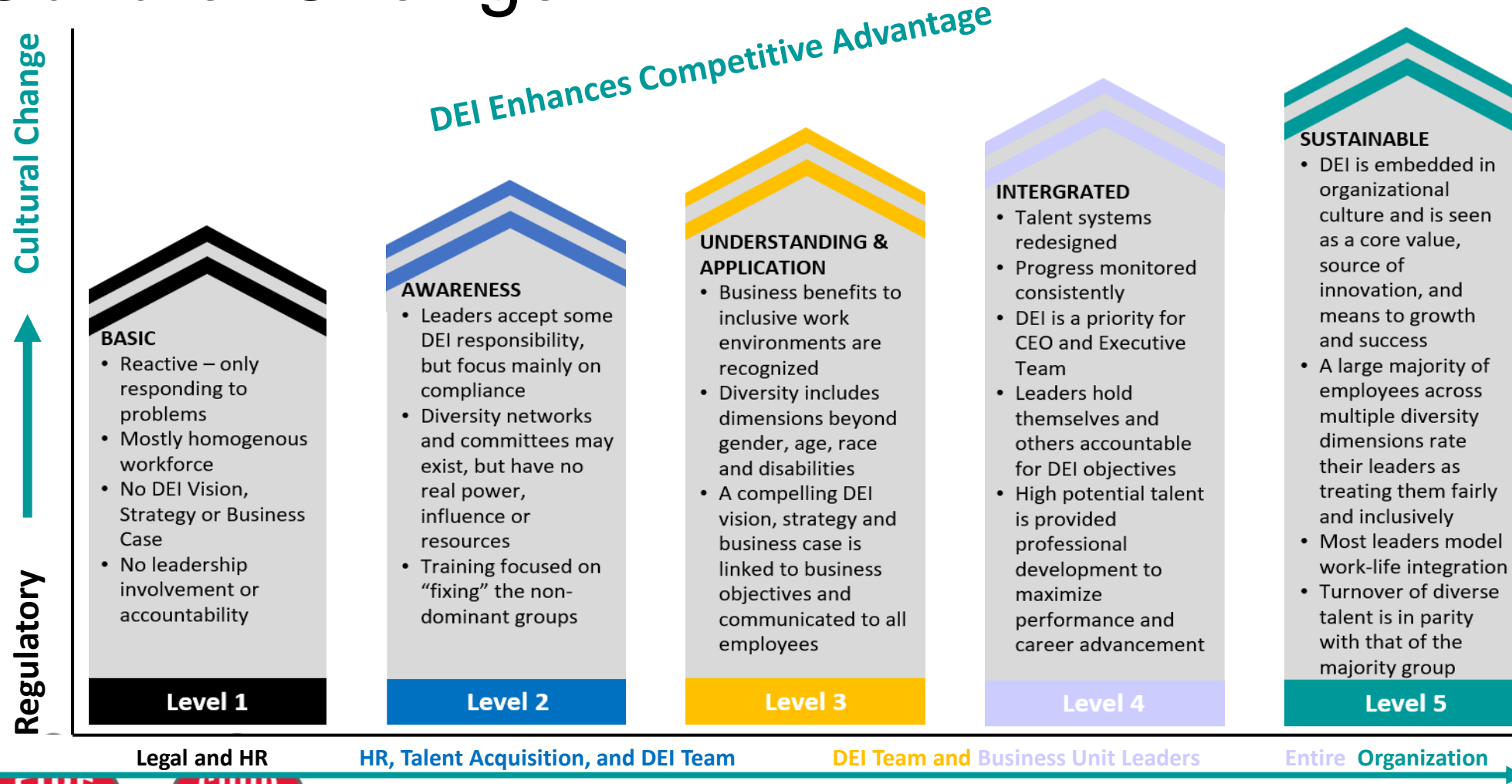
- Create a baseline understanding for diversity, equity and inclusion
- Draft language for a commitment statement with definitions
- Create a Group Charter and Company JEDI Statement
- Create an Equity Focused Community Agreement
- Create an Equity Centered Talent Pipeline Plan
- Create an Equity Measurement Rubric
- Review the Firehouse Goodheart Communication plan and create complimentary training and suggestions
- Create a Colleagues Operationalizing Racial Equity, or **CORE** onboarding training plan



The Wheel of Diversity



Cultural Change



JEDI Council Charter Definitions

MISSION - Why are we here?

- A description of an organization's fundamental purpose
- A clear understanding of why an organization exists and whom it serves

VISION - Where are we going?

- An aspirational description of what the organization will look like when it achieves its full potential
- The organization's hoped for future

VALUES - What do we believe in?

- Guiding principles and core beliefs that matter most to an organization
- Values guide the internal behavior of an organization's members as well as relationships with customers, partners, and stakeholders

GOALS - How are we going to get there?

- Core directional efforts that describe how an organization will reach its desired future
- The path an organization will take to achieve its vision

TACTICS - What steps will we take (who/what/where/when)?

- Clearly defined actions/steps that are taken to achieve the strategies

METRICS - How will we measure our progress?

- Performance indicators that measure progress and determine if the strategies and tactics are achieving to the desired result



JEDI Council Structure

Executive Diversity Councils



Usually led by the chairman, CEO or chief diversity officer, **executive diversity councils** are made up of senior vice presidents, vice presidents, business-unit heads or other high-level leaders from all of the key company's business functions or core businesses. In general, this council develops the ***comprehensive, integrated diversity strategy that drives company best practices, goals and objectives, and monitors the company's progress against those goals and objectives.***





Sample JEDI Council Responsibilities

- Assist leadership in creation of the DEI strategy and key milestones
- Embed the diversity and inclusion function across the enterprise with strong connections to business units and operational divisions
- Clearly delineate diversity roles and responsibilities and provide for ongoing assessment to ensure effectiveness
- Broadly build and share knowledge on DEI successes and impact – build the case for DEI!
- Work with Learning department to identify specific DEI education content to be included in employee training and professional development
- Identify DEI barriers that impact recruitment, retention and advancement, recruitment, training, and key assignments
- Create content and custom DEI messages for the Communications team to deliver to leadership, middle managers, and the general employee population
- Act as change agents for the organization – challenge the status quo – champion DEI and promote the company as an employer of choice





AVMA & (AAVMC) Commission goals

Created by the AVMA and the Association of American Veterinary Medical Colleges (AAVMC), the Commission for a Diverse, Equitable, and Inclusive Veterinary Profession will lead a coordinated and comprehensive effort to enhance diversity, equity, and inclusion (DEI) in the profession by establishing actionable goals with defined timeframes.

Initial goals for the Commission for a Diverse, Equitable, and Inclusive Veterinary Profession will include:

- Promoting the value of diversity, equity, and inclusion throughout the veterinary profession
- Increasing diversity among veterinarians, veterinary school applicants and enrollees, interns, residents, and board-certified specialists
- Encouraging and assisting veterinary medical associations and animal health companies to measure and improve diversity, equity, and inclusion





AVMA's policy on diversity and inclusion

The AVMA is committed to diversity and inclusion in all aspects of the profession of veterinary medicine so that we can best serve the animals, the public, and our members. Our goal is to mirror the growing diversity of the communities we serve and to promote an understanding of their varied needs. To this end, we are committed to actively promoting and maintaining diversity and inclusion in our membership, leadership, and organization, and educating our members regarding the value of diversity and inclusion. This commitment embraces the value of the many areas of the veterinary profession, and the value of our members' and their clients' varied backgrounds, including but not limited to race; ethnicity; physical and mental abilities; gender; sexual orientation; gender identity or expression; parental, marital, or pregnancy status; religious or political beliefs; military or veteran status; and geographic, socioeconomic, and educational backgrounds.



Sample: SGR Law's Diversity Council



Diversity Vision Statement

SGR provides a work environment where each person is valued for [their] ~~his or her~~ perspectives, skills and talents, is treated respectfully, is able to communicate openly and is encouraged to develop to his or her full potential as a contributor to the success of the firm and the communities we serve.

Diversity Mission Statement

To manage diversity so as to enhance the workplace and, in so doing, achieve competitive advantage.

Council Purpose

To lead and guide the diversity management process with respect to policies and practices that achieve the Diversity Vision and Mission of the firm.

Guiding Principles

Diversity encompasses the unique characteristics, perspectives, skills and talents of everyone at SGR.

Effective diversity management entails maintaining an environment where each person is valued and allowed to contribute to [their] ~~his or her~~ full potential and is required to achieve our mission: to enhance our workplace and, in so doing, achieve competitive advantage.

Everyone at SGR takes responsibility for diversity management and recognizes its importance to the firm.



Presentations
*Mission, Vision, Values &
Council Goals*





Mission-description of the group's fundamental purpose

Room A

We believe...

-- in enhance diversity & fostering success for all in our organization, our communities, & our profession

OTHER CAPTURED THOUGHTS:

--That we work in the best industry & we want everyone to be a part of it (where does this belong?)

--Everyone should be able to enter into this profession & thrive

--Veterinary medicine benefits by having a diverse group of people on our team & in out clientele

Room C

We seek to cultivate understanding between individuals and groups within our organizations, client base, and communities. Our culture is driven to promote, maintain and nurture Diversity, Equity and Inclusion as well as promoting the best within each other. Our strength should benefit current and future employees while laying the groundwork for consistency that we maintain now and in the future. This mission is critical to our culture with the goal to better serve ourselves, our clients, patients and communities.

The yellow highlights are what the group prioritized for the final mission statement





Mission-description of the group's fundamental purpose

Room B

Mission: Why are we here?

AVMA: want to because of animals, but the more inclusive we are, the better we can care for animals and clients

Everybody has responsibility in this as a team, not just leadership. Each animal and person is different and that is why this charter is important.

Law firm was broad, AVMA very specific, we want something in between.

Needs to be able to be updated (his, hers, theirs)

Be mindful of vocabulary and reading levels, making sure communicating in a way that is for everyone

Using Personal Identity: too broad? Would we be leaving someone out unintentionally? Will be really long

As veterinary professionals, we understand that **each pet has unique needs, personality, and experiences. And so do people.** That's why we believe in hiring talented, passionate professionals regardless of personal identity and all that it encompasses.

The yellow highlights are what the group prioritized for the final mission statement





Draft JEDI Council Mission Statement

#1: We believe by laying the groundwork to enhance DEI for our organization, communities, and profession, we will consistently better serve our clients, patients and communities and promote the best within each other.

#2: We believe each pet has a unique personality, needs, and experiences. And so do people. Our culture nurtures diversity, equity and inclusion to better serve our clients, patients and communities *while promoting the best within each other.*

*****The charter mission statement is a description of the group's fundamental purpose.**





Vision -The group's hope for future

Room A

--Veterinary teams at all levels are representative of the communities they serve. Our work leaves a legacy of DEI for future generations while continuously supporting one another and checking blind spots.

OTHER THOUGHTS:

--Incorporate and evolve our communication style to speak to all communities

Room B

Firehouse/Goodheart DEI Team to be seen as a resource and example for our team members, clients, communities, vendors, partners, etc.

Room C

See next slide



Vision -The group's hope for future Room C

Group 2 - Vision

What is our full potential? To enhance diversity among our team and within our community. Pull in different groups to become part of our community. Everyone values diversity. Help people feel appreciated, welcome, and a part of the team. We learn from all people and perspectives and value what each individual brings.

Building a strong community internally so that we can eventually move out into the wider community.

Reaching out to groups within the community - schools, universities, everyone :)
Inviting to all - not just people who want to be a part of the veterinary field
What does this look like with COVID?

Diverse group that is just implemented in our policies - second nature to our team
How can we then spread our message to the veterinary community in general to help our profession with diversity?

Getting everyone involved - volunteering with people and their pets, for example - appreciating the differences that people bring (language, background, race, etc...). Becoming better people individually so that we can be a better team and organization

Volunteering - food drives, assisting people who need help taking care of their pets, scholarships?
Taking what we've learned and using it to help serve the community

Diversity needs inclusion. We want an equitable and inclusive team because it is paramount to the success of Firehouse/Goodheart

Building each hospital, and the team members, up to understand their individual talents and how they are crucial to our success. Teamwork makes the dream work. Each hospital is different due to the community they serve and the team within each hospital. Everyone needs to have (and use) their voice



Council Goals- How are we going to get there?



Room A

- Continue communication within our operations and continue these discussions as a whole. Sharing ideas.
- Do more to reach out to diverse communities under-represented in our industry. Just as we try to stay ahead of the industry with our medical goals, integrate these goals as part of our overall identity. This is just as important as everything else we as an organization strive to achieve. Give each team member the opportunity to comfortably and safely express themselves and communicate. No expiration date on this mission.
- Continuing education around diversity and helping team members with their training needs around that. We need a dependable way to teach these values to reach our goals. Make sure that we have a way that we can evaluate our success and areas that we can improve upon. Make sure that under-represented identities on our teams have an opportunity to express how they feel and their opportunity to express how they feel and their goals/concerns. Utilize this to help strengthen our vision. Continue to visit this topic with the same level of commitment we do other subjects important to our missions. Be able to sustain and continue this work even after C. Marie has finished her work with us. Develop a formal goal that requires concrete action.
- Goals should be centered around accountability. Develop a formalized, sustainable system to identify and measure our goals with DEI. "Performance is effective when _____". What this looks like for our DEI goals.
- We want to make sure that we as an organization do this on a company-wide level and be cohesive across all locations.



Council Goals- How are we going to get there?



Room B

- Incorporate and evolve our communication style to speak to all communities
- Having brave, difficult conversation while maintaining respect for one another
- Valuing the humanity of the individual
- Removing all biases
- Developing community outreach programs (i.e. paid high school internship program) & utilizing our donation program to assist
- Making the human-animal bond attainable to all, regardless of social class or other barriers
- Diversifying language offerings
- Developing our services to be more inclusive to all (i.e. physical abilities)
- Gathering feedback from our communities (clients, team & outside)
- Continuously examining and reevaluating our blind spots to develop new solutions.



Council Goals- How are we going to get there?



Room C

How are we going to get there?

-We evaluate all operations with DEI lens. This includes identifying and removing DEI barriers in recruitment, increase diversity, and supporting DEI growth and education within veterinary industry. We are always holding ourselves accountable and being open to look for opportunities to build into something we already use to make more sustainable.

-Utilize core values to implement DEI into our industry

-Making sure team members support DEI growth and education within organization

-How do we work with one another

-Keep on hearing perspectives as we grow. How will we continue to implement? What will we do to keep it up? Leadership sessions, holding ourselves accountable.

What path are we going to take to implement to reach our vision?

-What tools do we already have to use before we invent a new one?



Closing: Reflections



Share one word to describe how you are feeling...



Equity



Through Action