



Credence & Co.

SUPPORTING LEADERS, TRANSFORMING ORGANIZATIONS



April 11, 2023

Organizational DEIA Review Presentation: AGM

RisingOaks Early Learning Ontario

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Agenda

- About Credence
- About the DEIA Review Process
- Introduction to Report
- Strengths
- Growth Areas
- Hopes
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- Credence's Reflections
- Next Steps



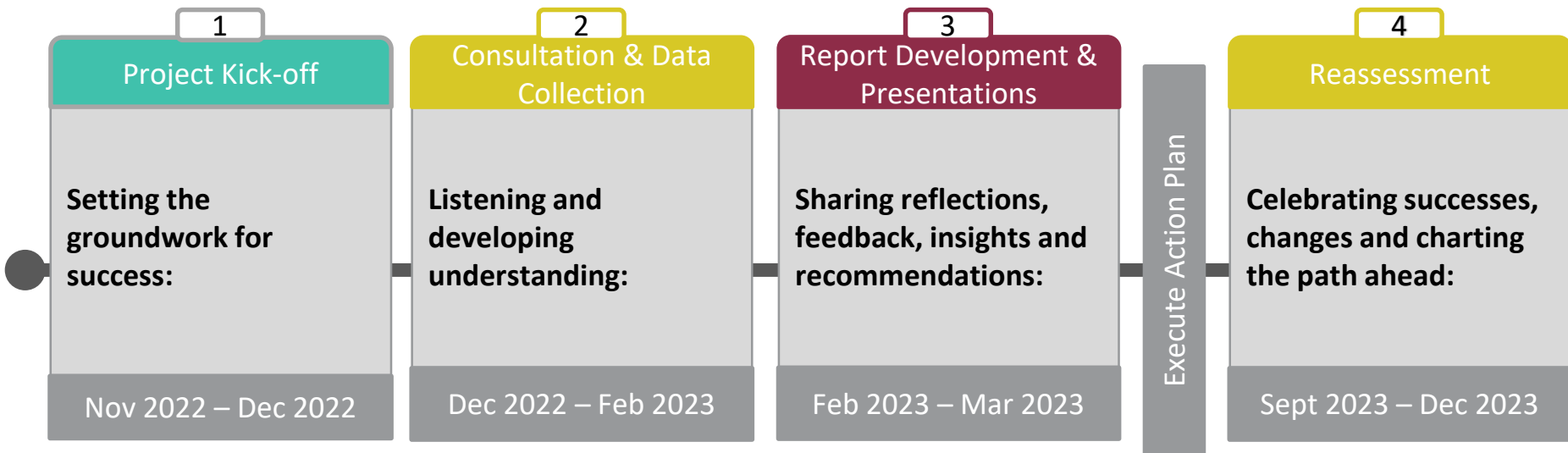


About Credence

Credence supports workplaces, organizations, and communities of faith to achieve organizational health, success and joy. DEI is a central commitment and service sector for Credence and provides support in the following ways:

- DEI Strategic Planning & Action Plan Development
- DEI Committee Formation & Project Planning
- Coaching for Organizational Leaders
- Mediation and Facilitation
- Workshops
- Post-Investigation Restoration
- Organizational Reviews & Assessments
- Policy Development and Review


The Project Plan



How Credence Supports DEIA Clients



- We are committed to maintaining a spirit that honours all participants and supports a learning and reflective environment founded on care rather than shame.
- We engage diverse forms of prejudice, its related “-isms,” and the complexity of intersectionality at the personal, social and systemic level.
- We walk alongside our clients in the change process. Change happens at the practical hands-on level (“what do I say, when...?”), at the systemic, policy level (“how can we develop anti-racist policies?”) and at the sub-conscious level (“how do I see what I can’t see?”).



What Credence is asking of you during this process:

Credence invites you to...

- Lament for current state of our world regarding navigating diversity, equity, and inclusion
- Be willing to lead from place of compassion, in order for us to fall down and get up again
- Makes space for yourself and others to lean into the discomfort that may accompany this process.
- Honour the journey that you are on that it may differ from those with whom you work and/or support.



Organizational DEIA Review Report



Introduction

- In November 2022, RisingOaks contracted with Credence to develop an Organizational DEIA Review
- The review acts as a yardstick with which to measure outcomes and review progress over a period of time
- Key Stages of Project: Document review, Development of an RG, Survey, Two Site Visits, Interviews, and Focus Groups



Introduction

- 2 surveys: one for Leaders and for Staff
- **24 Leaders** (Inclusive of Board, Admin Staff and Supervisors and Assistant Supervisors) completed the survey
- **35 ECE Staff** completed the survey
- **32 people** participated in interviews (8 Centre Staff, 19 Leaders, 5 Families & Caregivers)
- **19 people** participated in focus groups (1 Board group, 1 Supervisor and Assistant Supervisor Group, 2 Centre Staff Groups, and 2 Caregiver groups)

Introduction: Methodology

- “A few” = 10 – 24% of respondents
- “Some” = 25 – 49% of respondents
- “Many” = 50 – 74% of respondents
- “Most” = 75%+ of respondents





Strengths



Strengths

Opening

- RisingOaks has much to celebrate with respect to its commitment to DEIA and has already taken several steps on its DEIA journey. Participants in interviews and focus groups share multiple examples of feeling a sense of belonging at RisingOaks, describing how RisingOaks makes efforts to build strong relationships, and to engage in open communication.



Strengths

Opening

- RisingOaks' strengths are evident in the survey, scoring over 3.5 out of 5 in the areas of "Transparent Policies & Practices," "Representation & Advancement," "Inclusion & Belonging," and "Focus & Commitment."



Strengths

Sense of Belonging

- Most Staff, some Leaders, and many Caregivers see the sense of belonging at RisingOaks as a strength.
- Some Staff, a few Leaders, and some Caregivers report that Centres celebrate diversity and acknowledge significant dates related to DEIA including the *National Day for Truth and Reconciliation*.



Strengths

Relationships

- Most Staff, many Leaders, and a few Caregivers identify relationships as a strength at RisingOaks.
- Many Staff, a few Leaders, and a few Caregivers share that they experience great joy in being part of the learning and development journey of the children whom RisingOaks supports.



Strengths

Visual Representation

- Many Staff, some Leaders, and many Caregivers name visual representation of diversity among Staff, Children, Caregivers, and Leaders as a strength at RisingOaks.
- According to some Staff, Leaders, and Caregivers, RisingOaks classrooms are seen to be intentionally working to have physical spaces be more visually diverse as part of encouraging learning as well as having children see their own diverse identities represented.



Strengths

Communication

- Many Staff, some Leaders, and a few Caregivers report communication as a strength at RisingOaks.
- Some Staff and some Leaders share that RisingOaks nurtures open conversations, and that Leaders are motivated to hear regularly from Staff.



Strengths

Human Resources & Benefits

- A few Staff and Leaders express gratitude for RisingOaks' commitment to Human Resources and supporting Staff and Leaders.
- A few Staff and Leaders state that RisingOaks is perceived to offer higher rates of pay than other childcare agencies.



Areas of Growth



Areas of Growth

Opening

- Several of the strengths of RisingOaks also are areas for growth.
- This reality serves as an excellent reminder that DEIA is a journey that all people—and organizations—are on.
- Even when organizations experience strength in some areas, there are always further steps on the journey to DEIA because the work of DEIA is never fully complete.



Areas of Growth

Opening

- It involves significant courage for organizations to agree to a review of this kind as it can be vulnerable for all involved.
- This is especially true for Leaders, who often carry a heavy load related to managing organizational change.
- The comments that follow are, therefore, offered with care.



Areas of Growth

Visual Representation

- Most Caregivers, some Staff, and a few Leaders perceive visual representation as an area of growth for RisingOaks in the areas of staffing and the types of books and activities available.
- Though some diverse materials are present in the classroom, some Staff and a few Caregivers offer that books and toys could be more intentionally reflective of diverse identities (including but not limited to different family make-ups, a variety of cultures, and understandings of gender beyond male and female).



Areas of Growth

Communication

- While a few Leaders and Staff appreciate RisingOaks' communication practices, (emails and other communication platforms to share information across the organization), some Leaders and Staff describe feeling overwhelmed by the volume of communication across numerous channels.
- A few Staff describe feeling concerned about repercussions should they engage in tough conversations about lived experiences related to DEIA; these Staff say they fear that their sharing may unintentionally hurt others.



Areas of Growth

Sense of Belonging & Connection

- Most Staff, many Leaders, and many Caregivers perceive a “sense of belonging” as an area of growth for RisingOaks.
- Some Staff, a few Leaders, and a few Caregivers express concern about belonging based on their experiences of challenging conversations with Staff and Leaders.



Areas of Growth

Professional Learning & Development

- Many Staff, some Leaders, and a few Caregivers share that professional development and learning on topics related to DEIA are needed within RisingOaks.
- Most Staff and Leaders perceive there to be varying degrees of comfort among Leaders to deepen the conversation related to DEIA beyond organizational policies or practices



Areas of Growth

Human Resources

- Some Staff, some Leaders, and a few Caregivers express concern regarding how RisingOaks policies and procedures intersect with challenges related DEIA.
- For example, a few Staff note that employees who celebrate major non-Eurocentric holidays are not offered paid days off.



Areas of Growth

Sector Realities

- Some Caregivers are aware of the current staffing crisis in the ECE industry.
- Those who speak of this reality are concerned about the impact staffing challenges may have on Staff's ability to care for Children.



Hopes



Hopes

- Some Leaders recognize that RisingOaks faces systemic DEIA challenges; these Leaders want to understand how to “move the needle” to address these challenges, hoping that a core outcome of the DEIA Review will be a DEIA framework for RisingOaks.
- Most Leaders and a few Staff describe wanting to see genuine rather than performative action resulting from the DEIA Review.



Recommendations



Recommendations

1. Report Debriefing with Leaders & Staff, Caregivers
2. Development of comprehensive DEIA Strategy involving key several steps:
 - Group training
 - Facilitated Conversations
 - **Development of a DEIA Action Plan**
 - Executive & Leadership Coaching
 - DEIA Consulting Support for the RG
 - Caregiver Engagement Strategy
 - Policy Development



Credence's Reflection



Reflection

- This is a milestone in the RisingOaks DEIA journey. This is not the beginning or the end.
- This report does not offer clear solutions. It requires us to sit in the tension and remain open during this process.
- This report helps define the specific steps we need to take to develop the DEIA Action plan.



Next Steps



Next Steps

- The RG reflects on the report with Credence
- RisingOaks makes decisions about the recommendations offered from Credence
- RisingOaks begins developing the DEIA Action Plan



Questions & Reflections