



February 18, 2022

Draft Justice, Equity, Diversity, and Inclusion (JEDI) Council Charter

Purpose:

Worksystems coordinates a regional workforce system which supports individual prosperity and business competitiveness. We ensure the public workforce system serves business by developing qualified employees and giving current and future workers the skills and support they need to successfully engage, advance, and succeed in the labor market.

We view this work, and its outcomes, through just, diverse, equitable, and inclusive (JEDI) lenses. Our policies, programs, and services, provide job seekers what they need to advance their careers, as dynamic and unique individuals, not what we imagine their needs to be. We, therefore, seek to understand, harness, and leverage, the rich diversity of our workers and our stakeholders. This commitment extends first to the Indigenous peoples within whose lands our service areas encompass, our staff, stakeholders, and community. In honoring and responding to our world's reckoning with systemic inequity, we are accelerating our work toward equity and inclusion to ensure that our organization and its reach is as diverse as the human ecosystem we serve.

Values:

Internally, we **welcome** *everyone*, and will, to the best of our ability, foster an equitable and inclusive workplace, where employees can be their authentic selves. We **animate** an organizational culture that values diversity, trust, and transparency. We **advance** partnerships that are representative of our local population and peers worldwide. We **continue** conversations around the change that is needed and is necessary to eradicate systemic injustice, including, not limited to colonization, racism, religious intolerance, sexism, homophobia, transphobia, and xenophobia. In short, we welcome, animate, advance, and continue (WAAC) our commitment to JEDI.

Mission:

As an organization, we have bolstered our resolve and affirmed Dr. Martin Luther King, Jr.'s "fierce urgency of now." Workforce development and social justice are inextricably linked. While we know that achieving systemic equity – embedding JEDI into Worksystems' organizational DNA – is a long-distance run, we are sprinting toward things we can reach

quickly: difficult dialogues, training, coaching, stakeholder counsel, and the creation of an actionable JEDI masterplan. Worksystems exists to understand, serve, and meet the needs of our clients, partners, and community, and to do this well, we must first understand, serve, and meet the needs of each other.

Commitment:

We commit ourselves to attuned and empathetic listening, embracing unique backgrounds and perspectives, and by promoting deep appreciation of others. We accomplish this by advancing an aware, inclusive, equitable, and supportive environment, where employees can be their true selves, and by modeling behavior that enriches our community – being present, listening, embracing, and channeling general discomfort with change into actions that build awareness and cohesion, and increase productivity. Specifically:

1. Our Senior Leadership is Committed and Engaged
2. Our Use of Data, Metrics, and Assessment Guides our Work
3. Our Recruitment and Development of Talent is a Top Priority
4. Our Efforts are Connected: Employees, Council, Board of Directors, Community

Context (Our “Why,” “How,” and “When”):

Social injustice, economic worries, and civil unrest, wrought by historic and enduring racism, sexism, antisemitism, islamophobia, classism, homophobia, transphobia, and xenophobia in the United States, are systemic, perennial problems. Worksystems has committed itself to 1) disrupting unjust policies and practices, conscious and unconscious, within our organization; and 2) aiding our partners and community in doing the same outside of it.

Our work in these areas preceded the deadly COVID-19 pandemic that began in 2020. Courageous conversations about homogeneity, difference, injustice, and inequity led to the creation of our *Equity Team*. The Equity Team then submitted itself to a year of probing and instructive JEDI training. The training led to the creation of *Worksystems JEDI Council* and its governing Charter. The Charter now helps drive our JEDI work priorities, strategies, and timeline.

We acknowledge the anxiety and trauma inducing actions and violence that have rocked our society from its beginning. Worksystems stands unified against white supremacy, homogeneity, heteronormativity, economic exploitation, xenophobia, and systemic injustice. The time for bold, positive, and sustainable systemic change is now, and that change must come from us, custodians of our past, present, and future. We must lead the way. This is our “Why.”

A culture, team, and organization that elevates and embraces the concepts that furthers JEDI, cultivates, and creates leaders, teams, and stakeholders, who are authentic, secure, and better able to connect with, understand, and support each other. Our work for JEDI extends beyond our walls, as we collaborate with other organizations to learn, listen, and lean-in into difficult

dialogues, to question and challenge our biases, to deepen our understanding, and to take sustainable action. This is our “**How.**”

Creating lasting change does not happen overnight, however, nor does it have an expiration date. Our commitment is to be and do better, to challenge one another, and to increase awareness and action, from top to bottom, “**When**” we witness injustice and inequity.

Operationalizing the JEDI Council Objectives:

To live our **purpose** and fulfill our **mission** to pursue organizational excellence through justice, equity, diversity, inclusivity (JEDI), and meaningful community connections. The employee-comprised JEDI Council plays a vital role in representing Worksystems’ employees as the primary stakeholder of this pursuit.

The JEDI Council Contributes to Worksystems’s overall mission by:

1. JEDI survey and assessment
2. Defining our JEDI mission, vision, and values
3. Branding our JEDI effort including a digital footprint and online JEDI presence. Movements are public and JEDI is a movement as well as an institutional imperative.
4. Improving our interpersonal and intercultural communication
5. Advance JEDI styled recruitment, retention, and advancement policies and practices.
6. Procurement and supplier diversity
7. Encouraging employees to take responsibility for contributing to our JEDI goals.
8. Improving organizational culture by increasing awareness, collaboration, and trust.
9. Developing a culture of trust and teamwork that promotes open and honest dialog.
10. Developing strong relationships amongst employees to address JEDI issues with solutions that are implemented and followed throughout the organization.
11. Identify, develop, and recommend solutions as identified by employees, the Council, stakeholders, and community.
12. Identify, prioritize, and implement ongoing JEDI training, education, and resources.
13. Spearhead and advise employee communications on all JEDI matters.

Team Agreements Guidelines for Interaction:

1. Be present and respect the space.
2. Share your experiences, use “I” statements.
3. Assess your safety and use your discernment.
4. The stories of others are theirs to share, maintain confidentially and trust.
5. Step up, step back and lean in.
6. Explore your own biases and asses where those feelings come from?
7. Consider and address the impact of *actions* rather than focusing on your *intentions*.
8. Consider your privilege (White, Male, Economic, Titled, Tenue, Christian, Ability)
9. Acknowledge pain/offense *in-the-moment*...pursue the option to discuss *in-the-moment*.
10. Continually confront, critique, and embrace your discomfort.

Meeting Schedule:

Bi-weekly, Tuesdays from 8:30am to 10:30am (Mountain Time, Pacific, Oregon)

Scope:

1. A rigorous assessment of historical and current JEDI efforts compared to industry benchmarks. This information will inform opportunities and barriers to growth.
2. Development and strengthening of a knowledgeable, and empowered JEDI Council, capable of assisting in the design and implementation of a JEDI Master Plan. This includes providing appropriate JEDI training, effective communication and conflict resolution skills, assessment, benchmarking, and internal management structures.
3. Development of a JEDI masterplan based upon assessment, benchmarking, input from key stakeholders and leadership. Subcommittees will be formed to navigate the development and guidance of the masterplan from within the JEDI Council.
4. Design of metrics to assess progress in masterplan implementation. This will include a climate/engagement survey and identifying organizational metrics.
5. Additional recommendations including leadership coaching in JEDI, extensive employee training and other JEDI activities, and development of Employee Resource Groups (ERGs) are provided.
6. Serve as a resource for guidance and consultation regarding JEDI issues for employees, clients, and partners.
7. Disseminate JEDI best practices as a matter of professional development.
8. Seek, hear, and respond to regular feedback from employees, clients, and stakeholders to inform decision-making and understand opportunities for improvement.
9. Movements are public. Share the work of the JEDI Council with your community.

Membership Terms:

The term of membership of Worksystems' JEDI Council is generally two years, and membership will be selected each July by a vote of the collective Council members, and subject to approval of Worksystems' Chief Executive Officer (CEO). Each Worksystems department/program will have representation on the Council. To stagger membership, four of the initial eight members (not including our CEO and COO) are to serve two years and the remaining four members are to serve three years. Voting for replacement members of the Council is to be held annually beginning in 2023, thus ensuring replacement of approximately half the Council membership annually. Existing members may apply to serve successive terms.

Engagement, Commitment, and Accountability

Council members are asked to:

- Be familiar with the charge and existing work of the council.
- Be willing and able to help lead and guide Worksystems' JEDI efforts.
- Assist in identifying and researching and JEDI Best Practices.
- Be willing to embrace the experiences and perspective of underrepresented groups as they see them (e.g., women, LGBTQ, BIPOC, veteran, immigrant, and disabled community members), and be willing to actively contribute to discussions and work of the council.
- Review and be familiar with the agenda and all accompanying materials that will be sent distributed digitally before meetings.
- Consistently attend scheduled meetings for the entire duration of the gathering. Exceptions may be made based on personal emergencies and other extenuating circumstances. A council member who misses three consecutive meetings may be replaced at the next meeting.
- Make relevant and focused comments during discussions that will facilitate Council efficiency.
- Maintain confidentiality of Council agendas, materials, discussions, and work plans and products of the council.
- Demonstrate flexibility in consensus building discussions and consider various viewpoints before formulating and sharing opinions.
Complete their "homework" assignments between meetings and to meet deadlines.

Subcommittees:

Subcommittees are aligned with priorities and goals identified by the larger Council. A list of subcommittees and descriptions will be made available on the Worksystems' JEDI webpage. Subcommittees create an opportunity for members to engage in implementation of the JEDI masterplan. Inquiries about subcommittees should be directed to the Council co-chairs.

Supervisors are expected to plan work to allow members to participate to the maximum extent possible. If a meeting is missed, the member is responsible to obtain meeting notes and take necessary action(s) as may be applicable.

Mid-term vacancies for the Council will be handled at the direction of the co-chairs, with approval of the COO and CEO, whether to leave vacant, appoint a member, or hold an open application process, depending on the remaining term of the vacancy.

Subcommittees may include, but are not limited to:

1. Communication, Public Affairs, and Social Media
2. Recruitment, Advancement, and Retention
3. Training, Education and Employee Lifecycle

As new challenges arise, the Council may create additional internal and outward facing subcommittees and task forces that address these relevant challenges and needs.

Employee Application and Supervisory Support:

Worksystems employees may apply for membership to Council by completing the necessary application form (Exhibit A) in June, with the approval of their immediate supervisor. As with all employee-comprised Council work, supervisors have the right to deny employee participation at any time, in consultation with Worksystems' CEO and COO, based on an employee's regular work performance or availability.

For those selected to membership on the Council, attendance and active participation are expected to be a priority; this includes JEDI Council sub-committee work that may be required outside of the primary committee advisory group meetings. Members are expected to participate and attend JEDI Council-sponsored events, trainings, and retreats.

Annual Self-Evaluation:

Bi-annually, the JEDI Council will evaluate its performance. The co-chairs of the Council, together with the CEO and COO, will determine the form and nature of the bi-annual self-evaluation. The co-chairs will report the results of the evaluation to the CEO and COO. All Council members will lean into and assist in preparing and executing all evaluation tools and procedures.

JEDI Council Charter Addendum A



Council Creation:

During the fall of 2021, in response to reinvigorated internal and external needs, and an ongoing national-turned-global movement to address systemic racism, societal inequity, and rapidly changing demographics, Worksystems' enlisted the counsel of Diamond Strategies, LLC., a global diversity, equity, inclusion (JEDI), and community relations firm, to:

1. Lead a recalibration and assessment effort to bridge the gap between previous work and Worksystems' current action-orientated needs.
2. Build upon nearly two years of "Equity Team" conversations and trainings in the areas of JEDI
3. Solidify and charter a JEDI Council
4. Obtain input from employees on important areas of JEDI by surveying the "climate" of the organization.
5. Prepare a masterplan that will make Worksystems an exemplar of JEDI.
6. Widen Worksystems' JEDI trainings to the entire Worksystems' employees.

Based on employee feedback, and upon the recommendation of the JEDI Council, and in consultation with Diamond Strategies, Worksystems' Equity Team convened to prepare the content of this JEDI Council charter at 8:30am on Tuesday, November 23, 2021. The newly reconstituted JEDI Council began its team-building and strategic planning process, which included the submission of ideas for the purpose, values and mission articulated in this JEDI charter.

JEDI Council Charter Addendum B

Definitions¹:

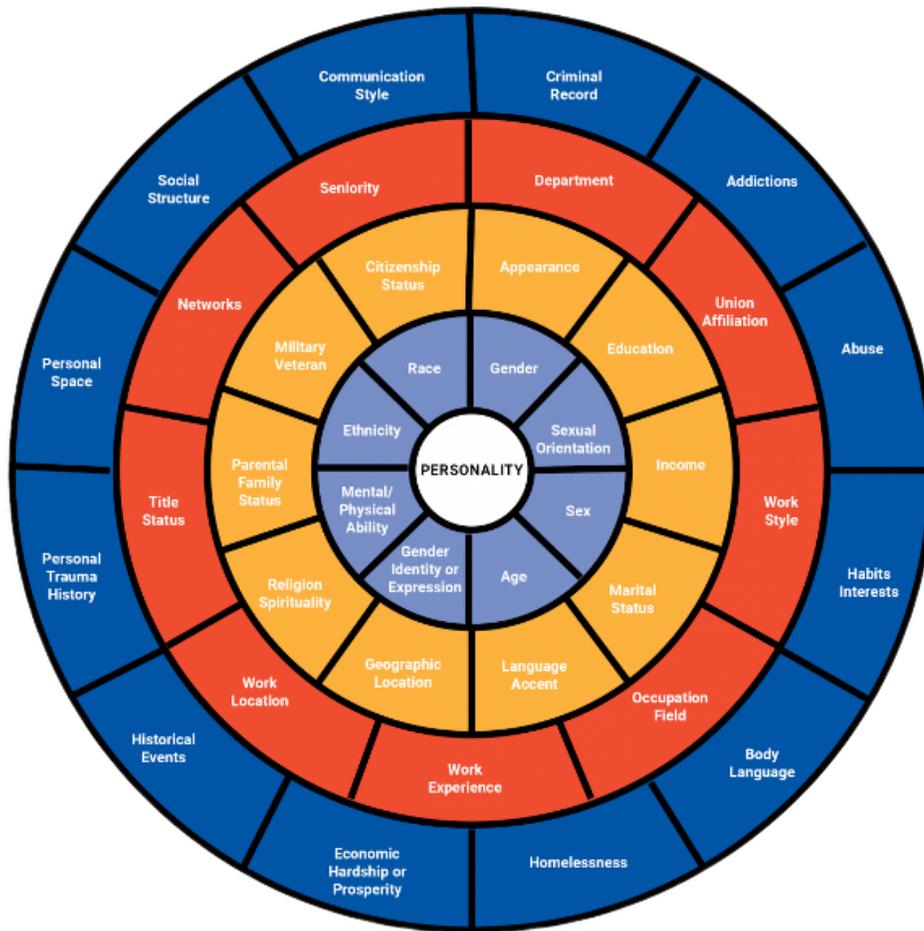
Allyship & Advocacy: When a person of privilege works in solidarity and partnership with a marginalized group of people to help dismantle systems that challenge a group's basic rights, equitable access, and ability to thrive in society or workplaces.

Cultural Humility: The concept of cultural humility was developed by Melanie Tervalon and Jann Murray-Garcia in 1998 to address inequities in the healthcare field. It is now used in many fields, including education, public health, social work, and library science, to increase the quality of interactions between workers and their diverse community members. Cultural humility goes beyond the concept of cultural competence to include: 1) A personal lifelong commitment to self-evaluation and self-critique; 2) recognition of power dynamics and imbalances; and 3) a desire to fix those power imbalances and to develop partnerships with people and groups who advocate for others institutional accountability ([Tervalon & Murray-Garcia, 1998](#))

Cultural Responsiveness: The application of a defined set of values, principles, skills, attitudes, policies, and behaviors that enable individuals and groups to work effectively across cultures. Cultural responsiveness is a developmental process (and continuum) that evolves over time for both individuals and organizations. It is defined as having the capacity to: (1) value diversity; (2) conduct assessment of self; (3) manage the dynamics of difference; (4) acquire and apply cultural knowledge; and (5) adapt to diversity and the cultural contexts of the communities in which one lives and works.

Diversity: The presence, acceptance, and appreciation of varied cultures, ideas, and perspectives and. The concept of diversity embraces the wide range of human characteristics used to mark or identify individual and group identities. These characteristics include, but are not limited to, ethnicity, race, national origin, age, personality, sexual orientation, gender, class, religion, ability, and linguistic preferences. Diversity is a term used as shorthand for visible and quantifiable statuses, but diversity of thought and ways of knowing, being, and doing are also understood as natural, valued, and desired states, the presence of which benefit organizations, workplaces, and society (Please see the graphic on the next page).

¹ Sources for these definitions include "JEDI Terms," Harvard West-Lake (<https://www.hw.com/about/Diversity-Equity-Inclusion/DEI-Terms>), the National Association of Independent Schools, The Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University, Lakeside School, Dr. Beverly Daniel Tatum's Why Are All the Black Kids Sitting Together in the Cafeteria, and Dr. Nicki Lisa Cole, "The History of White Supremacy."



Equity: A condition that balances two dimensions: fairness and inclusion. As a function of fairness, equity implies ensuring that people *have what they need* to participate in school life and reach their full potential. Equitable treatment involves *eliminating barriers that prevent the full participation of all individuals*. As a function of inclusion, equity ensures that essential educational programs, services, activities, and technologies are accessible to all. Equity is *not* equality; it is the expression of justice, ethics, multi-partiality, and the absence of discrimination.

Ethnicity: A social construct that divides people into groups based on characteristics such as shared sense of group identity, values, culture, language, history, ancestry, and geography.

Implicit Bias: The attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Everyone is susceptible to implicit biases.

Gender: Socially constructed categories of masculinity and manhood, femininity and womanhood that goes beyond one's reproductive functions. Gender is distinct from one's sexual orientation.

Inclusivity/Inclusiveness: Encompassing all; taking every individual's experience and identity into account and creating conditions where all feel accepted, safe, empowered, supported, and affirmed. An inclusive school or organization expands its sense of community to include all, cultivating belonging and giving all an equal voice. Inclusivity also promotes and enacts the sharing of power and recognition of interdependence, where authorizing individuals and community members share responsibility for expressing core values and maintaining respect for differences in the spirit of care and cooperation.

Microaggressions: Microaggressions are subtle words, cues, and/or behaviors that insult, invalidate, or exclude traditionally marginalized group members. The long-term effect of microaggressions can be a significant negative effect on one's health. [[Read](#): "What Are Microaggressions?" Vox]

Marginalization/Social Exclusion: The process in which individuals are blocked from (or denied full access to) various rights, opportunities and resources that are normally available to members of a different group, and which are fundamental to social integration and observance of human rights within that group (e.g., housing, employment, healthcare, civic engagement, democratic participation, and due process)

Multiculturalism: The presence of many distinctive cultures and the manifestation of cultural components and derivatives (e.g., language, values, religion, race, communication styles, etc.) in each setting. Multiculturalism promotes the understanding of, and respect for cultural differences, and celebrates them as source of community strength. Multiculturalism is also defined as set of programs, policies, and practices that enable and maximize the benefits of diversity in a school community or organization.

Privilege: Systemic favoring, enriching, valuing, validating, and including of certain social identities over others. Individuals cannot "opt out" of systems of privilege; rather these systems are inherent to the society in which we live.

Race: A social construct that divides people into groups based on factors such as physical appearance, ancestry, culture, history, etc.; a social, historical, and political classification system.

Racism: A system of advantage based on race. This advantage occurs at the individual, cultural and institutional levels. Racism can also be defined as prejudice plus power.

Sexual orientation: A concept referring to a person's sexual desire in relation to the sex/gender to which they are attracted; the fact of being heterosexual, homosexual, bisexual, asexual, or pansexual.

Social class: (as in upper class, middle class, working class): Refers to people's socio-economic status, based on factors such as wealth, occupation, education, income, etc.

Targeted Universalism: Targeted universalism means setting universal goals pursued by targeted processes to achieve those goals. Within a targeted universalism framework, universal goals are established for all groups concerned. The strategies developed to achieve those goals are targeted, based upon how different groups are situated within structures, culture, and across geographies to obtain the universal goal. Targeted universalism is goal oriented, and the processes are directed in service of the explicit, universal goal. [[University of California Berkeley, Othering & Belonging Institute](#)]

White Supremacy: Historically, white supremacy has been understood as the belief that white people are superior to people of color. As such, white supremacy was the ideological driver of the European colonial projects and U.S. imperial projects: it was used to rationalize unjust rule of people and lands, theft of land and resources, enslavement, and genocide. During these early periods and practices, white supremacy was backed by misguided scientific studies of physical differences based on race and was also believed to take intellectual and cultural form.