



# **2020-2021 DEI Achievements**





# Key Achievements

## DEI Planning

- Developed the DEI Vision and Business Case at Peel CAS
- Established DEI five-years work plan
- Created DEI action plan
- Developed Anti-Racism strategy
- Hired DEI manager

## Training

- Provided DEI training to senior and middle management teams
- Facilitated Courageous Conversations with senior and middle management teams
- Created ABR library and other resource libraries (2SLGBTQ+, Arabic, South Asian, etc. on Connected)

## Outreach/Partnerships

- Facilitated ABR and DEI conversations internally, and externally with Police, School Board, ABR-SD Committee, etc.
- Organized three community forums to discuss the Pandemic impact on Black, South Asian and Arab communities and to share best practices
- Published Equity Practices in time of Crisis article that was shared with the Ministry, OACAS and other CAS agencies.
- Partnering with the Police to develop Joint Trainings and share best practices from DEI lens
- Increased the number of Community Presentations delivered by the DEI team
- Representing the agency on many community tables, OACAS committees, and external committees

- Developed the new building artwork that is representative of the communities that we serve.

## Employee – focused

- DEI organized internal cultural and heritage celebrations; including events, trainings and educational articles on Connected
- Developed Employee Resource Groups; Diversity and Inclusion Council, 2SLGBTQ+ Committee; Black Employee Network
- Developed DEI section on external and internal website together with Communications branch
- We have amended the Health and Safety incident report to designate acts of discrimination as a hazard reportable in the incident report. All complaints related to anti-Black racism/discrimination are investigated by the DEI branch. Workers who are affected are immediately taken off these cases.
- Created Equity-based supervision framework.
- In collaboration with People and Culture, worked with EAP providers to ensure cultural matching for our staff.
- Hosted the first ever Dalit History Month celebration event in Canada.
- Provided several anti-Black racism trainings.

## Service Improvements

- Leading the Akoma Wraparound Service Model
- Leading new cultural competency initiatives: Ma’an, Asian Ethno-cultural Initiative, Sikh Initiative, etc.,
- Providing Cultural Service Navigation internally and externally

- Together with SOS integration lead, ensured SOS is anchored in DEI, anti-oppression, anti-racism and Truth and Reconciliation.
- Developed Indigenous table to ensure cultural safety and meet the unique needs of our Indigenous children, youth and families.
- Developed and launched our wellness kit for Black children and youth in care. This includes skin and hair care products, and a pamphlet that highlights where foster parents can access relevant Black focused services.
- Organized the participation of our youth in the One Vision One Voice Power-up Provincial symposium empower our youth and ensure Black youth success.
- Ensuring youth in care success through their membership in our affinity groups such as Ujima, the Village, Awaaz, Saya, and Kindred SEEA.
- Provided culturally appropriate training to keep our youth connected and safe during the COVID-19 pandemic.

## Cultural Competency Service Models

**Akoma**

**Saath**

**Ma'an**

**Asian Ethno-cultural Initiative**

**2SLGBTQ+ Strategy**

**Indigenous Strategy**

**Sikh Initiative**

### Internal/External Training

**25** Internal & external Anti-Black Racism trainings

**1,616** Participants

### Internal learning opportunities

**15** Internal competency trainings

**6** Indigenous/Truth & Reconciliation trainings

**4** 2SLGBTQ+ trainings

**12** Cultural celebrations

**49** Articles published internally

### Community Support

**120** Community presentations

**75** Community meetings/committees

**4** Community forums

**250** Hours invested in Cultural Service Navigation



# 2020 DEI Scorecard

## Internal Mobilization

AIM	UPDATES
<p><b>Continue to support and encourage the development of affinity groups within the agency.</b></p>	<ul style="list-style-type: none"> <li>• All affinity groups such as (Ujima and the Village, Awaaz and Saya, Kindred S.E.E.A.) continue to receive sustainable funding.</li> <li>• Compassionate time continues to be approved by the agency for staff participating in these groups.</li> <li>• The groups continue to provide mentorship and coaching to our youth in care. The agency has sponsored and supported several group events suggested by the mentors.</li> <li>• All funding requests were approved.</li> <li>• The agency continues to highlight the admirable work accomplished by the groups.</li> <li>• New affinity group (Kindred S.E.E.A.) was developed and funded by the agency.</li> <li>• Increased funding for all cultural celebrations</li> <li>• Automatic COMP time approval for all affinity group work.</li> </ul>
<p><b>Develop early notification and cultural navigation services for marginalized children and youth.</b></p>	<ul style="list-style-type: none"> <li>• Permanency branch has launched a 30-day rapid consultation practice with the aim of ensuring tangible plans are developed for early reunification of children and youth with family/caregivers.</li> <li>• The DEI department continues to provide cultural/service navigation practices for service sector staff to ensure that the unique cultural needs of children and youth are met.</li> </ul>
<p><b>Build awareness of diversity and foster greater inclusion by celebrating and promoting cultural events.</b></p>	<ul style="list-style-type: none"> <li>• Several cultural events were celebrated this year, including a robust Black History Month, South Asian Heritage Month, Indigenous Orange Shirt Day and several others.</li> <li>• Speakers including Elders were invited to educate the staff on several cultural and religious topics.</li> <li>• Articles were published on Connected to promote the uniqueness of cultural celebrations and ensure pride among our staff.</li> </ul>
<p><b>Develop Youth Council to be an active voice for all of our children in care including youths with complex needs.</b></p>	<ul style="list-style-type: none"> <li>• The agency is currently developing a youth Centre of Excellence.</li> <li>• Committees have been formed and work has started on visioning, values and principles.</li> </ul>
<p><b>DEI Council</b></p>	<ul style="list-style-type: none"> <li>• The agency is developing a Diversity, Equity and Inclusion Council</li> </ul>

# Anti–Racism and Anti–Black Racism

AIM	UPDATES
<p><b>Ensure a workplace that is representative of the community that we serve.</b></p>	<ul style="list-style-type: none"> <li>• As per our recently completed Diversity survey, 60% of our front line staff are racialized, and 65% of our management staff are racialized. The society continues to invest in equitable hiring practice.</li> <li>• The society has an 84% client satisfaction rate.</li> <li>• 44 different languages are spoken by staff.</li> <li>• We have the lowest number of children in care including lowest number of Black children in care.</li> </ul>
<p><b>Provide anti-racism and anti-Black racism training to all staff and engage our community in anti-Black racism conversation and share best practices.</b></p>	<ul style="list-style-type: none"> <li>• Statements and videos to condemn anti-Black racism by our CEO, senior management, Board President, staff, and community partners were sent out within and outside the agency in social media platforms.</li> <li>• Completed 11 sessions of anti-racism and anti-Black racism training to all staff including management.</li> <li>• Completed three community forums with our Black, Arab and South Asian communities and shared best practices.</li> <li>• Following the brutal killing of George Floyd, we brought in a renowned equity, gender and anti-racism practitioner, Dr. Beverly Daniel from Ryerson University and Britta B. to engage staff in anti-Black racism forums (separate sessions for Black staff, white staff, all staff, Foster caregivers and volunteers).</li> <li>• Provided trainings: 2SLGBTQ+, Indigenous, Indo-Caribbean, working with Arab communities, Domestic Violence in the South Asian community, 4 courageous conversation series trainings with management.</li> </ul>
<p><b>Strategy and Employee resources</b></p>	<ul style="list-style-type: none"> <li>• Developed anti-racism strategy and posted on our external and internal websites</li> <li>• Developed anti-Black racism library with educational resources and learning tools.</li> </ul>
<p><b>Implement the 11 recommended One Vision One Voice Race Equity practices</b></p>	<ul style="list-style-type: none"> <li>• See corresponding scorecard on page 7.</li> </ul>



## Employee Resource Groups

In order to centre the voices of our staff and establish a sense of belonging, influence policies, and highlight staff achievement, we have developed Employee Resource Groups including:

- **Black Employee Network**
- **Diversity & Inclusion Council**
- **2SLGBTQ+ Working Group**



## Community Mobilization

AIM	UPDATES
<p><b>Peel CAS and Peel Police collaboration to enhance equity practice.</b></p>	<ul style="list-style-type: none"> <li>• We continue to work together with the police to ensure that the unique needs of our children, youth and families are met. We are collaborating on trainings, data collection, community awareness events, and other areas of mutual interest.</li> <li>• Joint Cultural Training (Understanding and Engaging Arab Families)</li> </ul>
<p><b>In collaboration with project leads, finalize Akoma, SAATH, Ma’an, Foodbanks, Human Trafficking, 2SLGBTQ+, South East Asian wraparound projects.</b></p>	<ul style="list-style-type: none"> <li>• Akoma wraparound has been finalized and launched to provide culturally competent services to clients who identify as Black and are involved with the agency.</li> <li>• Saath wraparound service model has been finalized and launched with the goal of providing culturally competent services to clients who identify as South Asian and are engaged with the agency.</li> <li>• Ma’an, South East Asian and our 2SLGBTQ+ service models are in the developmental stages.</li> </ul>
<p><b>Raise awareness about the challenges faced by sexual and gender minority youths and children</b></p>	<ul style="list-style-type: none"> <li>• Peel CAS assisted in hiring a consultant for Peel Region’s 5-year planning for 2SLGBTQ+ services</li> <li>• Participated in Peel Virtual Pride celebration (2 events)</li> <li>• 2 Internal learning events</li> <li>• Developed 2SLGBTQ+ training that will be delivered to staff &amp; foster caregivers in early 2021</li> <li>• Established 2SLGBTQ+ internal working group</li> </ul>
<p><b>Develop sustainable relationships through community engagement and education</b></p>	<ul style="list-style-type: none"> <li>• The Community Engagement team delivered 97 Community Presentations and reached an audience of 6,580 (3,701 from Sikh Channel TV interview)</li> <li>• We have established a great collaboration with MIAG organization. We are on their advisory committee for the “Parenting programs” that they offer to the Arabic community and other communities.</li> <li>• We have developed relationships with other ethno-cultural agencies that provide services to Arab clients.</li> <li>• Last year we delivered presentations in Arabic, reaching more than 200 Arabic speaking caregivers and professionals.</li> </ul>

# One Vision One Voice

RECOMMENDATIONS	PROGRESS
<b>1. Commit to courageous leadership.</b>	<b>Ongoing.</b> We have developed an ongoing courageous conversation series, of which 4 sessions have been delivered to management. Plans have been developed to launch the courageous conversations series with staff. The intent is to strengthen ally-ship at all levels of the agency.
<b>2. Collect and analyze data to measure racial disproportionality and disparities.</b>	<b>Yes &amp; ongoing.</b> We have consistently collected data on the number of Black children and youth in care and our data indicates that we have the lowest number of Black children and youth in care. We will expand our data to include data on the number of Black families referred to the agency for services.
<b>3. Evaluate programs and monitor performance.</b>	<b>Ongoing.</b> Our Akoma wraparound services for our Black families is continually evaluated to ensure that it continues to meet the unique needs of our families.
<b>4. Allocate appropriate and dedicated resources.</b>	<b>Yes &amp; ongoing.</b> We have taken steps to expand services to our Black community with our decision to add two full time staff to Akoma. Yearly budget for Ujima and the Village.
<b>5. Engage African Canadian parents and communities.</b>	<b>Yes.</b> Our community forums and several committee and joint initiatives afforded us the opportunity to engage our Black communities in providing a strong voice and input in service delivery. BCAN and Black system leaders across Peel were engaged and involved in the development of Akoma.
<b>6. Engage and educate mandated referrers.</b>	<b>Yes &amp; ongoing.</b> Our Community engagement team has provided over 160 trainings on About Us, DEI, anti-Black racism strategy including bias assessment.
<b>7. Establish effective internal complaints.</b>	<b>Yes.</b> People and Culture hiring Employee Experience consultant, with a focus on continuing to strengthen our response to racism and anti-Black racism concerns experienced by our staff. Also, we have hired a client complaint services manager to enhance client service experiences.
<b>8. Enhance human resource management.</b>	<b>Yes.</b> We have embarked on strengthening our People and Culture department to focus on enhanced training on anti-Black racism, harassment, discrimination, bullying and violence.
<b>9. Provide daily supervision, ongoing training, and supports for staff, volunteers, and caregivers.</b>	<b>Ongoing.</b> We have developed and launched a DEI supervision framework for Team Leaders and the legal department.
<b>10. Establish collaborations and partnerships.</b>	<b>Yes &amp; ongoing.</b> We continue to work in collaboration with BCAN, Roots Community Services, Free for All Foundation and Black system leaders to continue to enhance our practice.
<b>11. Strengthen the ability of caregivers to support African Canadian children and youth.</b>	<b>Yes &amp; ongoing.</b> Development of a community table and ongoing community forums to share and further strengthen best practices.

## Data Mobilization

AIM	UPDATES
<b>Engage Strategic Data Intelligence Branch to assist DEI in collection of data to assist in the development and implementation of DEI strategies.</b>	<ul style="list-style-type: none"> <li>We have collected data to inform the development of the Ma'an service model, the South East Asian, Indigenous, and 2SLGBTQ+ strategies.</li> </ul>
<b>Collect demographic information to understand current workforce metrics.</b>	<ul style="list-style-type: none"> <li>We have completed our Diversity survey and the results are as follows: 60% of our front line staff are racialized. 65% of our management staff are racialized. 44 different languages are spoken by staff.</li> </ul>
<b>Data collection for all the projects that the DEI branch is leading.</b>	<ul style="list-style-type: none"> <li>Collected data for Ma'an wraparound initiative and the South East Asian project through focus groups with the community partners and system leaders and internal survey.</li> </ul>



## Service Mobilization

AIM	UPDATES
<b>Service decisions to reflect equitable and inclusive practices.</b>	<ul style="list-style-type: none"> <li>We have developed and launched an equity informed supervision model to be used by supervisors and legal department to assess for biases, power, privilege, and encourage critically self-reflective practice.</li> </ul>
<b>Provide services that ensure cultural safety and cultural security for Indigenous children, youth and families</b>	<ul style="list-style-type: none"> <li>We have provided Indigenous training in July 2020, and there is another training scheduled in early 2021</li> <li>We are working on developing Indigenous strategy</li> <li>We have established an internal Indigenous Consultation table.</li> </ul>



## Research, Education and Training

AIM	UPDATES
<b>Develop an electronic DEI resource library on Connected.</b>	<ul style="list-style-type: none"> <li>• An anti-racism and anti-Black racism library was created on Connected</li> <li>• Arabic community resources and 2SLGBTQ+ resources will be added to the DEI library early 2021</li> </ul>
<b>Write DEI articles on Connected</b>	<ul style="list-style-type: none"> <li>• 36 articles were posted on Connected in the year of 2020</li> </ul>
<b>Develop and deliver DEI training</b>	<ul style="list-style-type: none"> <li>• DEI training was delivered to the SMT and FMT</li> <li>• 12 sessions of DEI and Anti-Black racism training were delivered to staff</li> <li>• DEI and anti-Black racism training was delivered to superintendents in PDSB</li> <li>• Series of 4 DEI sessions will be delivered to Foster Caregivers</li> </ul>
<b>Provide ethno-cultural trainings</b>	<ul style="list-style-type: none"> <li>• Islamic trainings were delivered to staff and management team</li> <li>• Arabic Cultural trainings were delivered to staff in November and to SMT in January 2021.</li> <li>• Indo-Caribbean training was delivered</li> <li>• Training on domestic violence in South Asian community was provided</li> <li>• Appearance on South Asian broadcast channel for a discussion on domestic violence</li> </ul>

## DEI/People & Culture

AIM	UPDATES
<b>Share policies related to harassment, bullying, and discrimination with staff.</b>	<ul style="list-style-type: none"> <li>• DEI Branch has provided training to Senior Management.</li> <li>• We hired an Employee Experience Consultant to enhance our training on harassment and discrimination</li> </ul>
<b>Ensure that our EAP meets the unique needs of our staff.</b>	<ul style="list-style-type: none"> <li>• Our EAP has been strengthened to now enable pairing of clients with counsellors who have self-identified as sharing experiences or specializations associated with gender, geography, language, ethnicity, and/or religion, and age. For example, staff can request to be paired with a Black counsellor, if they choose.</li> </ul>
<b>Ensure equitable hiring process.</b>	<ul style="list-style-type: none"> <li>• The Society hired several Black management leaders this year, including the DEI Manager, team leaders, Client Service Manager.</li> </ul>



# Diversity, Equity and Inclusion Work Plan

## 2020

1. Finalize BCAN, Saath, Ma'an, Asian, & Human Trafficking projects
2. Develop an electronic DEI resource library
3. Assign staff to high referral schools
4. EAP changes
5. Hiring of Employee Experience Consultant to work closely with DEI and People and Culture
6. Development of a DEI Dashboard
7. Ongoing Service Integration\*
8. Anti-racism and ABR training and strategy development\*
9. Align visions of the internal equity groups\*
10. Provide ethno-cultural trainings\*
11. Enhance Community Engagement & Community Education\*
12. Collect Data\*
13. Cultural services for Indigenous families\*
14. Equitable and inclusive service decisions\*
15. Write DEI articles on Connected\*
16. Develop and deliver DEI trainings\*
17. Build sustainable relationships\*
18. Continue to recognize the heritage/ cultural celebrations of staff\*

\* Ongoing projects

## 2021 – 22

1. Review all HR polices from DEI lens, including hiring process /Absence Management Program
2. Review of harassment policy and development of a new policy to manage external harassment complaints
3. Develop the Sikh initiative, and the South East Asian initiative
4. Continue to be in internal and external community committees, ABR and systemic racism committees
5. Police joint training
6. Develop Indigenous strategies and provide training
7. Launch the Ma'an project
8. Continue to evaluate the work of Akoma, Saath, and Ma'an
9. Develop the Youth Strategy
10. Provide evidence informed practices such as articles and publications
11. Development of Employee resource groups (DEI council, 2SLGBTQ+, Black Employee Network)
12. Focus on the outcome of our Workplace assessment
13. Designating a DEI Week



## **Chima Nsitem, Director of Diversity, Inclusion and Service**

Chima develops and leads the integration of diversity and inclusion practices across all service levels at Peel CAS. He sets out service delivery strategies and strives to ensure operational excellence, with the ultimate goal of ensuring a positive client experience. He holds key positions on community and regional committees such as the United Way Black Community Advisory Council, Child Welfare Equity of Practice Leads, Peel Police Human Rights Advisory Committee, the anti-Black racism and Systemic Discrimination Table, and the United Way of Greater Toronto Black Community Advisory Committee.

Chima holds a Masters of Social Work degree from the University of Toronto, a Leadership and Inclusion Certificate from Centennial College, and a certificate in Racial Equity from Harvard Kennedy School. He is also a Canadian Certified Inclusion Professional (CCIPTM) through the Canadian Centre for Diversity and Inclusion. Furthermore, he is currently enrolled in the Executive Leadership Program at Harvard Kennedy School.

His commitment and passion for equity practice led him to create several resource libraries (including Anti-Black Racism, 2SLGBTQ+, Arabic, South Asian, South East Asian resource libraries) for staff. He has developed and is currently leading several culturally-specific wraparound services for children, youth and families such as Akoma (serving the Black community), Ma'an (serving the Arab community), Saath (serving the South Asian community) and Indigenous Table (serving the First Nations community).

