

Report on AMAPCEO's Anti-Racism Action Plan





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Introduction

We are pleased to present AMAPCEO's Anti-Racism Action Plan (referred to hereafter as the Action Plan).

This is the first official document published by AMAPCEO that explicitly aims to:

- define AMAPCEO's anti-racism stance and anti-racism goals; and
- explain how we will educate and engage AMAPCEO members, activists, and leaders to become anti-racism champions.

The Action Plan identifies activities underway and new activities. It also explains what we have done to date to support diversity, equity, and inclusion which help support anti-racism. It is intended to identify what members and volunteers can do, and what AMAPCEO can do to support them as we all work towards becoming anti-racism champions.

The Action Plan will be reviewed annually by the Board of Directors in conjunction with our annual review of the Strategic Plan. AMAPCEO will continue to examine and improve our internal structures, policies, procedures, and practices to ensure that the principles of equity, anti-racism, and anti-oppression are firmly embedded in our union.

We wish to acknowledge the contributions by the following people or groups who helped make this a true plan of action:

- **ROCK Diversity** for expert advice on anti-racism strategies.
- **AMAPCEO Black Caucus** for submitting resolutions to the Annual Delegates' Conference in the past three years.
- **AMAPCEO Equity Caucus/Circle members** for participating in focus groups.
- **AMAPCEO members of the Equity Committee and the Board of Directors** for submitting to self and group assessments on anti-racism in a union context.

Respectfully submitted by the Anti-Racism, Diversity, Equity, and Inclusion (ARDIE) Working Group:

Dave Bulmer
Jennifer Harewood
Jean Paul Ngana
Monica Resnik

Rob Smalley
Tim Sim
Cynthia Watt (Chair)

Background

In the spring of 2022, AMAPCEO hired a consulting firm, ROCK Diversity, with expertise in anti-Black racism and all anti-racism, to assess AMAPCEO's efforts to be an anti-racism champion, and to provide advice on an anti-racism plan for the union.

During the spring and summer of 2022, the consulting firm conducted surveys and focus groups with AMAPCEO Directors, Equity Committee members, and with members from the Equity Caucuses and Equity Circle. The surveys and focus groups explored their perceptions of racism within AMAPCEO as a union, and related perceptions on diversity, equity, and inclusion.

The result was a series of suggested steps for developing an anti-racism plan. The Anti-Racism, Diversity, Inclusion, and Equity (ARDIE) Working Group accepted the suggestions and considered the results of the surveys and focus groups while developing the final draft of the Action Plan. Consultations with various groups on drafts were completed by September 2023. A final Action Plan (see **Appendix A**) was approved by the Board of Directors on October 5, 2023.

AMAPCEO's anti-racism stance

AMAPCEO will continue to strive to become an anti-racism champion in all our activities and interactions with members, staff, employers, allies, and the general public. We must actively oppose discrimination based on race, languages, cultures, creeds, etc., through both education and advocacy.

- We take anti-racism seriously and we will communicate to our members, volunteers, and staff how we aim to be better anti-racism champions.
- We will ensure that we govern within the union in a manner that fosters a culture of anti-racism and of diversity and inclusion.
- We will be a union and employer where racialized people experience feeling and reality of belonging, connection, and being heard. In effect, we will continue to create a culture that is anti-racist in both visible and invisible dimensions.

AMAPCEO's anti-racism vision

AMAPCEO's vision for our members:

Every member of AMAPCEO has the opportunities and resources necessary to contribute and thrive in the union.

In practice, this means that:

- Within the union and its interactions, members feel they belong, and that they are welcomed, respected, included, heard, and taken seriously regardless of their race.
- At union meetings, there is no “dominant culture” based on race.
- Members see themselves reflected in union leadership and activist roles, such as in the composition of the Board of Directors; as Chairs or Vice-Chairs of Committees, Caucuses, and the Circle; in Employer Relations Committees; and among Workplace Representatives.
- The union is diverse, inclusive, and equitable in all its efforts, proceedings, and results—because racism occurs when diversity, inclusion, and equity are absent.



We welcome your comments and suggestions and encourage you to share them with **Rob Smalley**, AMAPCEO's Chief Operating Officer and Director, Labour Relations Services Unit, at smalley@amapceo.on.ca.

You can also bring feedback to the Equity Caucuses/Circle. Find a list of the AMAPCEO Equity/Caucuses and Circle, including contact information, at amapceo.ca/equity

AMAPCEO's anti-racism actions to date

AMAPCEO has been championing equity and inclusiveness for years. Some of the work is visible to all members, but much of it is done behind the scenes. While there is a great deal more to be done, these early steps have had a positive impact, and the expert consulting firm, ROCK Diversity, acknowledged this work as an important foundation for anti-racism, diversity, equity, and inclusion.



See **Appendix B** for a detailed description of AMAPCEO's efforts to date to achieve our anti-racism vision.

The goals of AMAPCEO's Anti-Racism Action Plan

To help AMAPCEO achieve the vision stated in the Action Plan, the ARDIE Working Group identified the following four goals while developing the Action Plan:

1

To be an anti-racism champion with employers, members, staff, allies, and the general public.

The ARDIE Working Group recognizes that it is critical to take deliberate action now to ensure AMAPCEO continues to work toward being an anti-racism champion. This Action Plan identifies the actions we will/can take to combat racism and discrimination.

3

To actively oppose discrimination, oppression, and racism (in all its forms) through inclusive policies, education, and advocacy.

The success of this Action Plan depends on every AMAPCEO member doing their part. This can be overwhelming for some members to grasp all there is to learn about anti-racism and about all that can be done to be anti-racism champions. It is therefore the goal of this Action Plan to identify the actions that we all can do now and over the next few years so that everyone has opportunities to learn and practice all the ways we, as a collective, can become anti-racism champions.

2

For AMAPCEO's structures to enable and uphold equity, inclusion, and anti-racism.

We recognize that union leaders hold a special role and responsibility to demonstrate and champion anti-racism and inspire all members to be anti-racist in their behaviours. This Action Plan identifies the commitment and activities that AMAPCEO will undertake to support anti-racism. This work will include activities to support diversity, inclusion and equity which are critical factors that help us continue to be an anti-racism champion.

4

To increase member engagement among racialized members, which in turn will deepen the pool of racialized members who may become activists and leaders.

Unionism is all about member engagement. For the purposes of the anti-racism Action Plan, our goal is to increase the number of racialized members in all AMAPCEO volunteer roles, appointed roles, and elected roles. This can be achieved through engagement efforts and education.

Anti-Racism Action Plan implementation objectives

The goals identified above were used to help identify key implementation objectives and sort a number of actions, as summarized below:

<p>Advocate for members who experience racial discrimination and harassment in their workplaces</p>	<ul style="list-style-type: none"> ● Collect and report dispute data/trends related to race-based discrimination and harassment in the workplace. ● Advocate for members through the dispute process and with employers through labour relations.
<p>Develop and implement an anti-racism learning strategy</p>	<ul style="list-style-type: none"> ● Develop a specific and targeted education and training program for AMAPCEO leaders and activists. ● Update course materials and training for the general membership. ● Update our approach to developing curriculum. ● Update delivery channels to reach more AMAPCEO members.
<p>Increase engagement among racialized members</p>	<ul style="list-style-type: none"> ● Focus member engagement efforts on events and other opportunities to build general interest in the union among racialized members. ● Collect member socio-demographic data to measure the extent to which the diversity of the general membership is reflected in our activists. ● Use effective communication and events to build allyship and to create safe spaces for brave conversations. ● Continue to present profiles of anti-racism champions and leaders. ● Continue building connections with racialized communities.
<p>Strengthen AMAPCEO's Equity Committee and Caucus/Circle model</p>	<ul style="list-style-type: none"> ● Leverage the Caucus/Circle model as an ideal avenue for engaging and educating members. ● Deliver pertinent elements of the Action Plan through or by the Caucuses/Circle.
<p>Strengthen AMAPCEO structures through an anti-racism lens to ensure they are inclusive</p>	<ul style="list-style-type: none"> ● Add “anti-racism champion” to the responsibilities of AMAPCEO leaders and activists. ● Review Board and operating policies and practices through an anti-racism lens. ● Update Equity Lens to include anti-racism more explicitly. ● Update the Equity Statement and Land Acknowledgement.

How you can help implement the Anti-Racism Action Plan

There is no one perfect path or one best solution for becoming anti-racism champions.

This Action Plan builds on the work AMAPCEO has accomplished to date and outlines a way forward for all members, especially for our volunteers who, in their special roles, can be effective champions of anti-racism and a positive culture change.

There is always room for continuous improvement. We appreciate your support and participation.

If you are a regular member, we encourage you to:

- Read this document and review AMAPCEO's Equity page on our website at [amapceo.ca/equity](https://www.amapceo.ca/equity). Think about the similarities between the information in the Action Plan and the principles of equity, diversity, and inclusion that we discuss on the Equity page. If something is not clear, bring it to our attention (see contact information below).
- If you have not already done so, take the online course called Equity & Inclusion: Activate Your Power. It can be found on the Education Portal of our website at [amapceo.ca/education-portal](https://www.amapceo.ca/education-portal).
- Consider becoming a volunteer. There are some roles that are a good first step in volunteering and others that require more dedication. AMAPCEO provides training and support for all volunteer roles. See the opportunities on our website at [amapceo.ca/volunteer](https://www.amapceo.ca/volunteer).

If you are a volunteer:

- Read this document and identify yourself in some of the actions described in the Action Plan.
- Think about the ways you can help foster a culture of anti-racism, model inclusive behaviour, and help others improve their understanding and/or behaviour as needed in your meetings and interactions with other AMAPCEO members and other people generally.
- Think about how AMAPCEO staff can support you in your anti-racism efforts and provide suggestions or ask for help.

If you are in a leadership role, such as a District Director or Chair of a Committee:

- Be a role model for others.
- Become very familiar with this Action Plan and see yourself as an anti-racism champion through the actions and expectations explained in this document.
- Embrace the vision and goals. Help make sure other voices are heard and respected and identify where there are barriers to inclusion within our union.

Contact us



If you have any questions or comments about this document, we encourage you to contact **Rob Smalley**, Chief Operating Officer and Director, Labour Relations Services Unit at smalley@amapceo.on.ca.

You can also bring feedback to the Equity Caucuses/Circle. Find a list of the AMAPCEO Equity/Caucuses and Circle, including contact information, at amapceo.ca/equity

APPENDIX A:

Anti-Racism Action Plan

Advocate for members who experience racial discrimination and harassment in their workplaces.

Objective	Action	Timelines
<p>Advocate for members through the dispute process and with employers through labour relations.</p>	<ul style="list-style-type: none"> ● AMAPCEO will continue to support individual members with disputes which allege workplace harassment or discrimination based on race (anti-Black racism, anti-Indigenous racism, anti-Asian racism, antisemitism, Islamophobia, etc.) or systemic discrimination/racism. 	
<p>Collect race-based dispute data.</p>	<ul style="list-style-type: none"> ● AMAPCEO has implemented changes to its internal Disputes Database to collect information on disputes which allege workplace harassment or discrimination based on race (anti-Black racism, anti-Indigenous racism, anti-Asian racism, antisemitism, Islamophobia, etc.) or systemic discrimination/racism. ● AMAPCEO will look at making similar revisions to RADAR (Registry for AMAPCEO Dispute Activity) so that this type of information can be collected from members and Workplace Representatives (WPRs) as they support/represent members in the workplace. 	
<p>Report on dispute data and trends.</p>	<ul style="list-style-type: none"> ● Create a baseline of data on which to measure trends and increases or decreases of these types of disputes over time. ● Annually review dispute data to assess trends over time to ascertain any systemic issues that might be better addressed through labour relations advocacy or policy disputes. ● Summary data to be shared in the Board of Directors' Annual Report to the ADC Delegates. ● More details to be shared within Annual Dispute Reports provided to the Board of Directors, Workplace Representatives, and the Equity Committee (pursuant to a signed <i>Confidentiality Undertaking</i>). 	

Develop and implement an anti-racism learning strategy

Objective	Action	Timelines
<p>Develop a specific and targeted anti-racism education and training program for AMAPCEO leaders (i.e. Board members, Equity Committee leaders) and activists.</p>	<ul style="list-style-type: none"> ● As part of AMAPCEO’s Education Plan, assess educational needs related to racism (including anti-Black racism, anti-Indigenous racism, anti-Asian racism, antisemitism, and islamophobia, etc.) as part of developing new course content or updating existing content offered by AMAPCEO. ● Develop new course content on the following topics: <ul style="list-style-type: none"> • unconscious bias and discrimination • intersectionality (e.g. Francophone, female, and racialized) • Indigenous Peoples (misinformation and history) • the intersection of systemic and individual responsibilities • tools and resources for counteracting everyday racism and promoting allyship, including how to challenge racist behaviour through “calling in” • microaggressions • difficult conversations • opportunity for introspection and self-reflection ● Create an onboarding policy for Board of Directors to include anti-racism knowledge and explanation of roles and responsibilities as anti-racism champions. ● Create an onboarding policy for Chairs and Vice-Chairs of Equity Caucuses/Circle, including their roles and responsibilities as anti-racism champions. ● Use the Activists and Leaders Forum (ALF) to host brave conversations and offer/deliver training to build allyship. 	

Develop and implement an anti-racism learning strategy

Objective	Action	Timelines
<p>Update course materials and training for the general membership.</p>	<ul style="list-style-type: none"> ● Leverage the current “Know Your Rights” sessions approach (e.g., “Discrimination and Harassment in the Workplace” session during the noon hour) with new content called “Know Your Volunteer Roles” and “Know Your Caucuses.” <ul style="list-style-type: none"> • This would cover the many ways a member can get involved with the union and the personal and collective benefits of getting involved. 	
<p>Update our approach to developing curriculum.</p>	<ul style="list-style-type: none"> ● Review the processes by which AMAPCEO develops educational offerings. <ul style="list-style-type: none"> • This includes adding equity-centred focus groups to test and preview new/updated educational materials or offerings prior to launch. • Re-institute the “train the trainer” program and recruit racialized activists to deliver some of the “Know your Rights” sessions. 	
<p>Update delivery channels to reach more AMAPCEO members.</p>	<ul style="list-style-type: none"> ● Use multiple learning channels such as “Know Your Rights” sessions, book studies, and learning through AMAPCEO’s website (e.g. leverage the Canvas learning platform, podcasts, and articles). ● Explore available multi-media tools and supports for all topics (e.g., Ontario Human Rights Commission online module on “Calling it out”) 	

Increase engagement among racialized members

Objective	Action	Timelines
<p>Focus member engagement efforts on events and other opportunities to build awareness and interest in the union among racialized members.</p>	<ul style="list-style-type: none"> ● Establish “Meet and Greet” meetings with new members, to be organized and hosted by District Executive teams: <ul style="list-style-type: none"> • Advertise to new members on an annual basis and promote through Caucuses/Circle and Districts. 	
	<ul style="list-style-type: none"> ● In June 2023, AMAPCEO’s Board of Directors approved an annual allocation for activist education. 	
	<ul style="list-style-type: none"> ● Use AMAPCEO’s special budget allocation to support education for activists to increase engagement among racialized activists and also to educate all members about anti-racism. <ul style="list-style-type: none"> • Develop a policy that establishes criteria and processes for approving specific activist education requests. 	
	<ul style="list-style-type: none"> ● Continue to invite AMAPCEO activists from racialized groups to represent AMAPCEO at special external events <ul style="list-style-type: none"> • This includes external events such as Legal Education Action Fund (LEAF) and Harry Jerome Awards annual ceremony. ● Continue to leverage opportunities for AMAPCEO activists to attend special programs that are targeted to equity-deserving groups (e.g., racialized women). <ul style="list-style-type: none"> • This includes funding tuition fees for AMAPCEO activists to attend specialized education in labour relations. 	
	<ul style="list-style-type: none"> ● Create a resource for members on becoming a member of the Board. <ul style="list-style-type: none"> • Include roles and responsibilities of a Director, time commitments, and recommended experience 	

Increase engagement among racialized members

Objective	Action	Timelines
<p>Collect member socio-demographic data to measure the extent to which the diversity of the general membership is reflected in our activists.</p>	<ul style="list-style-type: none"> ● Continue to collect socio-demographic data from members via AMAPCEO’s member satisfaction and engagement surveys. <ul style="list-style-type: none"> • Use the data to measure the extent to which the diversity of our general member population is reflected by those in AMAPCEO volunteer roles, including appointed and elected positions. In June 2023, AMAPCEO’s Board of Directors approved an annual allocation for activist education. • This data will provide a proxy of the diversity profile of all members. ● Complete the project underway to collect socio-demographic data from activists on a voluntary basis through registrations and other online channels. <ul style="list-style-type: none"> • This data will be used to inform AMAPCEO’s activist recruitment strategy. 	
<p>Use effective communication and events to create safe spaces for brave conversations and to build allyship.</p>	<ul style="list-style-type: none"> ● Continue to commemorate days on our social justice and equity calendar, such as the National Day for Truth and Reconciliation and the International Day for the Abolition of Slavery. <ul style="list-style-type: none"> • This includes continuing to use various media (e.g. newsletters, posters, and events) to showcase social; justice and equity days. • This includes continuing to leverage Caucus/Circle networks to host related social justice and equity days. <p>See next section below on strengthening the Equity Caucus/Circle model for more actions that support safe spaces and allyship.</p>	

Increase engagement among racialized members

Objective	Action	Timelines
<p>Continue to present profiles of anti-racism champions and leaders.</p>	<ul style="list-style-type: none"> ● Profile staff, leaders, and members who advance anti-racism in their everyday lives at work or in the union. <ul style="list-style-type: none"> • This includes continuing to publish profiles of Caucus Chairs and other activists. • Continue to use various media (e.g. newsletters or events) to showcase stories by anti-racism champions. 	
<p>Continue building connections with racialized communities.</p>	<ul style="list-style-type: none"> ● Maintain current network and contact lists. ● Establish new partnerships as opportunities arise with organizations that represent racialized communities or which can provide education, raise awareness, or offer advice and insights on anti-racism matters to AMAPCEO and its members. <ul style="list-style-type: none"> • This includes continuing to invite speakers from such organizations to our events as keynote speakers or participants on discussion panels. ● Continue to donate to related organizations. 	

Strengthen AMAPCEO's Equity Committee and Caucus/Circle Model

Objective	Action	Timelines
<p>Leverage the Caucus/Circle model as an ideal avenue for engaging and educating members.</p> <p>Deliver pertinent elements of the Action Plan through or by the Caucuses/Circle.</p>	<ul style="list-style-type: none"> ● Document the roles and responsibilities of the Equity Committee. <ul style="list-style-type: none"> • This includes creating a new Equity Committee Operating Policy to enshrine the role and responsibilities of the Equity Committee and its leadership to: <ul style="list-style-type: none"> • engage members; • identify to the Board of Directors ways to be a better union; and • advise the Board on equity related issues requiring advocacy in the workplace. • During scheduled policy reviews, ensure AMAPCEO seeks input from the Equity Committee on operating policies to check if the policies are unintentionally enabling racism and discrimination. • Review the Equity Committee Terms of Reference. 	
	<ul style="list-style-type: none"> ● Deliver “Know your Volunteer Roles” and “Know your Caucuses” sessions, as referenced in section above under “develop and implement an anti-racism learning strategy.” 	
	<ul style="list-style-type: none"> ● Equity Committee members to complete their Intercultural Development Inventory (IDI) personal development plans as developed during consultations facilitated by the anti-racism consultant in 2022. ● Require new Equity Committee members to complete IDI assessments. ● This action may include additional training/education on being an anti-racism champion, including the following topics: <ul style="list-style-type: none"> • a lens on individual behaviour, culture, and decision-making processes • unconscious bias • introspection and self-reflection ● See section above on anti-racism learning strategy for more details on topics for learning. 	

Strengthen AMAPCEO's Equity Committee and Caucus/Circle Model

Objective	Action	Timelines
	<ul style="list-style-type: none"> ● Re-establish the annual “Equity Forum” for Caucus/Circle leaders (Chairs and Vice-Chairs). <ul style="list-style-type: none"> • This could include inviting guest speakers on topics of interest. 	
	<ul style="list-style-type: none"> ● Continue to support Caucuses/Circle deliver on their mandate to host events that foster anti-racism, equity, and inclusion in a safe and inclusive environment. <ul style="list-style-type: none"> • This includes AMAPCEO providing support for cross-Caucus events that support diversity, equity and inclusion. 	

Strengthen AMAPCEO structures through an anti-racism lens to ensure they are inclusive

Objective	Action	Timelines
<p>Add “anti-racism champion” to the responsibilities of AMAPCEO leaders and activists.</p>	<ul style="list-style-type: none"> ● Complete the work of the Board’s Anti-Racism, Diversity, Inclusion, and Equity (ARDIE) Working Group to develop an anti-racism statement to be added to the AMAPCEO Constitution. ● Each member of the Board of Directors is to ensure they carry out their commitment to eliminating discriminatory, exclusive, and racist behaviour, policies, or practices that prevent or undermine the full and equitable participation of all union members. <ul style="list-style-type: none"> • Add it to Oath of Office • Attend events that promote anti-racism, diversity, inclusion, and equity • Actively advance anti-racism perspectives during Board deliberations (e.g., apply the Equity Lens) 	
	<ul style="list-style-type: none"> ● Review the AMAPCEO Education Plan to add an anti-racism program as identified in Learning Strategy section above. 	
	<ul style="list-style-type: none"> ● Board of Directors to complete their IDI personal development plans as developed during consultations facilitated by the anti-racism consultant in 2022. ● Require new Board members to complete IDI assessments. ● This action may include additional training/education on being an anti-racism champion, including the following topics: <ul style="list-style-type: none"> • a lens on individual behaviour, culture, and decision-making processes • unconscious bias • introspection and self-reflection 	

Strengthen AMAPCEO structures through an anti-racism lens to ensure they are inclusive

Objective	Action	Timelines
<p>Review Board and operating policies and practices through an anti-racism lens.</p>	<ul style="list-style-type: none"> ● As part of the annual review of AMAPCEO’s current five-year Strategic Plan, ensure the Plan acknowledges anti-racism and highlights commitments specifically in support of anti-racism, diversity, equity, or inclusion. ● During scheduled policy reviews, ensure AMAPCEO seeks input from the Equity Committee on operating policies to check if the policies are unintentionally enabling racism and discrimination, as noted in section above on strengthening AMAPCEO’s Equity Committee and Caucus/Circle Model. 	
<p>Update Equity Lens to include anti-racism more explicitly.</p>	<ul style="list-style-type: none"> ● Revise the Equity Lens to include an anti-racism lens. ● This includes: <ul style="list-style-type: none"> • adding anti-racism questions/considerations to the existing document; • reviewing and updating information about intersectionality as needed; and • ensuring any changes to the Equity Lens are aligned with proposed anti-racism related Constitutional changes. 	
<p>Update the Equity Statement and Land Acknowledgement.</p>	<ul style="list-style-type: none"> ● Complete the work of the Equity Committee to propose a revised Equity Statement for AMAPCEO. ● Complete the work the Equity Committee to adopt a new Land Acknowledgement approach and statement and post it on the website homepage. 	

APPENDIX B:

Anti-Racism actions to date

This section describes in detail AMAPCEO's efforts towards becoming an anti-racism union by becoming a more diverse, equitable and inclusive organization.

Equity Committee

Equity has been a cornerstone of AMAPCEO since the union's inception. Before achieving status as a bargaining agent, AMAPCEO appointed a central committee of members focused on advising the Board of Directors on equity matters, originally called the Human Rights and Equal Opportunity Committee. This committee was reorganized as the Diversity Committee, and is now the AMAPCEO Equity Committee.

In 2011, AMAPCEO's Diversity Committee brought recommendations to the Board of Directors which were then forwarded to the Annual Delegates' Conference (ADC 2013 and 2014). Over the course of these years, the Committee changed membership as their work evolved.

In 2013 and 2014, these recommendations included establishing a Caucus model and the adoption of an Equity Statement. The recommendations for the current Equity Statement were iterative and adopted at two different ADCs:

- At ADC 2013, a Diversity Vision Statement, Principles of Inclusion, and Equity Statement were adopted; and
- At ADC 2014, guiding principles were established as part of the Equity Statement, and the Equity Caucus Model was adopted.

In 2014, changes were adopted to further reinforce and clarify the expected behaviours for AMAPCEO through the eight guiding principles of the AMAPCEO Equity Statement.

The current Equity Committee is an advisory body to the Board of Directors consisting of one representative from each of AMAPCEO's Equity Caucuses and Circle, usually the Chair or Vice-Chair of each Caucus or Circle.

The Committee and Caucus/Circle leaders:

- Recommend actions to the Board on a variety of equity and diversity issues within the union.
- Provide advice to the Board on employer initiatives and policies related to equity.
- Bring together a broad group of grassroots members to increase the spaces available for equity-deserving groups' participation in the union.

- Encourage networking and partnering with other equity-deserving groups.
- Encourage and support safe spaces for all AMAPCEO members.
- Encourage and promote the participation of members from equity-deserving groups within activist roles in AMAPCEO.

The Equity Committee, chaired by Vice-President Cynthia Watt, meets at least four times annually.

The Equity Committee was consulted during the development of AMAPCEO’s Anti-Racism Action Plan.

Equity Caucuses/Circle

The 2014 ADC approved the creation of an Equity Caucus system. The following nine caucuses were subsequently established to provide a voice for members to give feedback on union work through an equity lens, and to become more engaged in the union generally.

The nine Caucuses and Circle are:

■ Asian, Arab, and Latinx Caucus	■ Black Caucus	■ Disability Caucus
■ Francophone Caucus	■ Indigenous Circle	■ LGBTQ+ Caucus
■ Retirees Caucus*	■ Women’s Caucus	■ Young Workers’ Caucus*

**stand-alone Caucuses tied to the Board, as opposed to the Equity Committee.*

The Equity Caucus model is designed to create a space for demographically and culturally similar AMAPCEO members to build community, support other members, and provide alternative routes into activist roles for under-represented equity groups. Equity Caucuses are a way to cultivate recognition, support, and understanding for diverse constituency groups, ultimately helping AMAPCEO become a more equitable organization.

As part of the Budget 2021 cycle, AMAPCEO approved paid union leave for a half day per month per Caucus/Circle and an additional half day for a facilitated planning session.

The Chair or Vice-Chair may access this leave. Additionally, both the Chair and Vice-Chair participate in a planning session.

The Equity Caucuses and Circle have supported or hosted events for members that focus on issues or dates of importance. Some examples include:

- The Indigenous Circle commemorating treaty week in November and hosting a series of sessions.
- The Black Caucus hosting a discussion on the importance of resiliency and support.
- AMAPCEO's sponsorship of the celebrations held by the Black OPSers group (BOPSers).
- Regular fireside chats, hosted separately by the LGBTQ+ and Disability Caucuses, that create space for members that identify with their caucuses to share experiences and discuss advocacy needs.
- The Asian, Arab and Latinx Caucus engaging with and partnering on events for OPS affinity groups such as the East Asian Networking Group (EANG), the Hispanic OPS group (HOLA), and the United Muslims Association (UMMA).

The Equity Caucuses/Circle and the Equity Committee are consulted on workplace issues of importance to them, such as the OPS third-party reviews. In 2021, the Bargaining Readiness Working Group also sought input from the Caucuses, Circle, and the Equity Committee on bargaining priorities, prior to the Board of Directors setting the bargaining mandates for all our units entering into negotiations in 2022.

Equity Statement and Land Acknowledgement

At the start of every Board, Committee, Caucus/Circle, or District meeting, AMAPCEO's Land Acknowledgement and Equity Statement are read aloud. These serve as reminders to all participants of AMAPCEO's stance on equity, diversity, and inclusion.

Equity Statement review initiative

As part of the cycle for reviewing policies, by-laws and policy statements, the Board's Equity Committee completed a review on AMAPCEO's Equity Statement and has adopted a revised Equity Statement. Work is still underway to develop a more appropriate Land Acknowledgment approach.

Online education

AMAPCEO offers two courses that promote equity and inclusion. They touch on anti-racism and are mandatory for most activists, including Workplace Representatives (WPRs) and Delegates.

All AMAPCEO staff have completed these courses as part of our internal implementation of the Equity Lens (which is explained in more detail below).

The following courses have been delivered since 2017:

- Equity and Inclusion: Activate Your Power! – Available online
- Equity at the Table: Activate Your Power! – Delivered at the annual Workplace Representatives' Conference in 2019, 2022 and 2023, and at the ADC in 2019 and 2022.

Equity Lens implementation

The Equity Lens was finalized in June 2020 as a result of several years of collaboration between the Board, the Equity Committee, and a member-driven Equity Lens Working Group. It is based on current teachings and best practices in the industry of human rights and diversity, equity, and inclusion.

The Equity Lens is designed to be a practical tool to support our efforts to be consistent and deliberate in moving equity and inclusion forward in our member engagement and services, through our volunteers and staff, to the benefit of our union and workplaces.

Roll out with staff began in 2020 and included facilitated discussions among AMAPCEO's staff units on ideas for adopting the Lens. The implementation strategy for activists began with facilitated workshops and presentations at key activist conferences in 2021.

The Equity Lens can be found at amapceo.ca/equitylens.

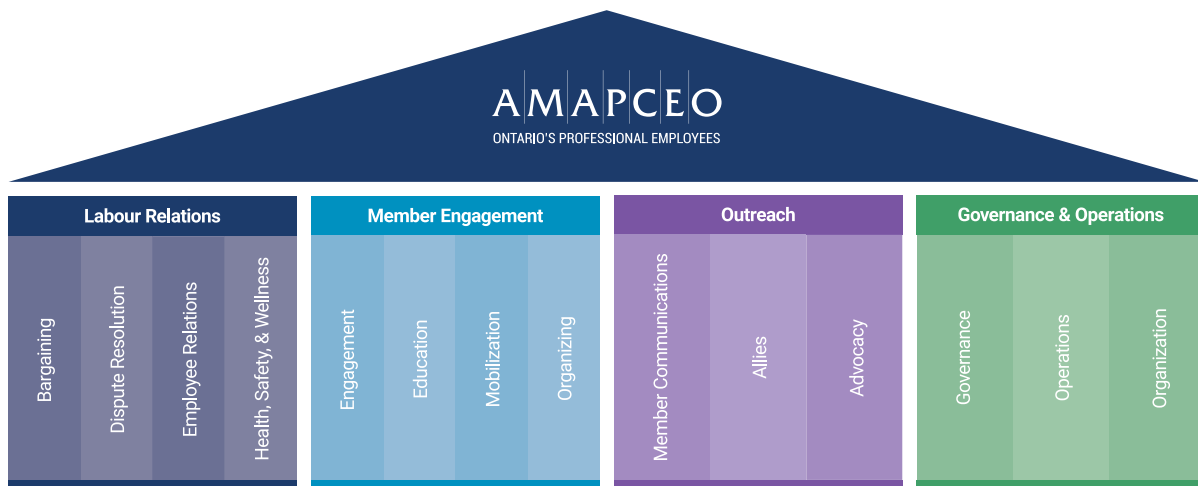
AMAPCEO's Strategic Plan (2021 to 2025)

Building on a Strong Foundation: 2021-2025 Strategic Plan is based on a foundation of four “cornerstone” functions key to our union’s success:

- Labour Relations
- Member Engagement
- Outreach
- Governance & Operations

Each cornerstone is supported by related “pillars” that are fundamental to the overall function (cornerstone).

Each pillar, in turn, consists of strategic “priorities” or actions that enable achievement of the pillar.



AMAPCEO recognized that The Strategic Plan needs to be reviewed to ensure that anti-racism, equity, diversity, and inclusion commitments are highlighted.

Changes have been made to our Values Statement and the description of our Member Engagement and Governance and Operation cornerstones, as shown below.

Values Statement:

As Ontario’s Professional Employees, we commit to representing and supporting our

members by:

- maintaining the highest degree of professionalism and integrity
- demonstrating our commitment to democracy, fairness, **diversity, equity**, honesty, openness, and continuous improvement
- acting in a respectful manner with a social conscience
- **working as an inclusive and dedicated team** to achieve our common goals and strategic priorities; and
- inspiring and influencing problem-solving, collaboration, and innovation in defense of public service and advancing workers' rights.

Member Engagement Cornerstone:

- continue to explore new and innovative ways to deliver education in various formats, **including the consideration of changing demographics and diversity of our membership.**

Governance and Operations Cornerstone:

- **build upon the union's inclusive and equitable organizational culture through the integration of AMAPCEO's Equity Lens.**

Recent Strategic Priorities - Completed

2020-present	2021	2021	2021-2023	2021-2023
Adoption of mandatory equity educational requirements for all volunteer roles.	Launched an AMAPCEO-Ministry Employee Relations Committee (AMERC) advocacy campaign focused on diversity, inclusion, and anti-racism.	Added Employee/Ministry Anti-Racism Action Plans update to AMERC standardized agendas.	Held Workplace Representatives' and Health, Safety & Wellness Conferences that included: workshops about the Equity Lens; guest speakers on anti-racism, equity, and inclusion; and films and discussions on anti-racism.	Continued implementation and application of the Equity Lens with AMAPCEO leaders (Board & Activists and Leaders Forums) and activists (Employee Relations Committee Representatives, WPRs, and & Health, Safety & Wellness representatives) and with internal staff.

Education Committee's 2021 report: Recommendation on data collection

In March 2021, the Education Committee tabled the culmination of its work on the five-year Education Plan in a detailed report, *Evaluating the Strength of our Foundation: Education*.

The report acknowledged that systemic barriers persist for members of equity-deserving groups to access education opportunities, participate in union business, and take on and stay engaged in activist and other leadership roles within AMAPCEO.

The Committee's recommendations, below, were approved by the Board of Directors and include a recommendation to use member data to help target education and ultimately engage more members from equity-deserving groups.

1. Initiate the establishment of a baseline by measuring the current state. This work will need careful consideration and guidance (note: resources were identified in an appendix of the Committee's Report).
2. Develop a communications plan that sets out the purpose of data collection and is transparent about when and how this information will be used.
3. Set goals for recruitment, mentoring, educating, and retention of activists that reflect the diversity within AMAPCEO's membership.
4. Develop strategies and initiatives to create an environment of inclusion where people feel involved, respected, valued, and connected to support these outcomes; and
5. Set up a means to monitor and report on progress toward the short and long-term goals.

A project team has been established to develop options for collecting, storing, and using socio-demographic data. The legal and legislative research on issues of security, protection of privacy, consent on collection, use and disclosure/sharing, and best practices is complete. The project team continues to make progress on the mechanics of collecting this data from activists and members, and the communication elements to support the initiative.

2021 ADC: Resolutions

During the 2021 Annual Delegates' Conference, key resolutions were tabled and approved by delegates that focused on anti-racism and anti-Black racism. The following identifies

the resolution and status as of fall 2023:

Resolution: AMAPCEO to Implement Race-Based Data Collection Within the Dispute Resolution Process to Better Address/Identify Anti-Black Racism Systematically

Tabled by the Black Caucus and adopted by the ADC.

“THAT AMAPCEO members of the ADC/AMAPCEO explore options to implement a race-based data collection mechanisms solution within the dispute resolution process with a view to addressing and identifying anti-Black racism in a more systematic fashion AND THAT the Board proceed with implementing a suitable option for race-based data collection, once it has been identified.”

This resolution is complete. In May 2023, AMAPCEO revised the union’s internal Disputes Database to better track member workplace issues/disputes that allege discrimination and harassment based on race and the other prohibited grounds contained within Ontario’s Human Rights Code, as well as workplace racism (including anti-Black racism, anti-Indigenous racism, anti-Asian racism, etc.) and systemic racism.

The database changes are being tested before similar modifications are made to the Workplace Representatives’ tracking system, RADAR (Registry of AMAPCEO Dispute Activity and Resolution). Once revisions to RADAR are in development, a communications plan will be crafted to communicate these changes to WPRs and members.

Resolution: AMAPCEO to Implement an Anti-Racism Strategic Plan

Tabled by the Black Caucus and adopted by the ADC.

“THAT AMAPCEO members of the ADC/ AMAPCEO implement an anti-racism strategic plan. AND THAT members of the ADC/ AMAPCEO embed and incorporate fighting anti-Black racism into its strategic plan and/ or annual report.”

In September 2021, based on advice from the Equity Committee, the Board of Directors approved the development of an anti-racism plan for the union and the use of a consulting firm to assist in its development. In early 2022, a request for proposals was issued and a decision was made to work with ROCK Diversity to conduct research, surveys, focus groups (with the Equity Caucuses, the Equity Committee, the Board, and staff), and to undertake intercultural competency assessments of both the Board and the Equity Committee, as well as individual self-assessments for members of both groups.

Through this work, the consultants concluded that the issues of diversity, equity, inclusivity, respect, collaboration, and continuous improvement are central to AMAPCEO's goals and strategic priorities.

ROCK Diversity's final report offered suggestions, and a starting place for AMAPCEO to chart its own course in becoming an anti-racist champion.

To support the development of an Anti-Racism Action Plan, the Board put in place an Anti-Racism, Diversity, Inclusion, and Equity (ARDIE) Working Group for the purpose of using the consultant's report prepared by ROCK Diversity to draft an anti-racism action plan. As part of its work, the working group consulted the Equity Committee and the Board of Directors.

The final report of the ARDIE Working Group was tabled with the Board of Directors in October 2023.

Resolution: AMAPCEO to Support any Special Measures Programs for Black Employees Address Disparities in Career Advancement, Employment Status, Pay Inequities and Career Development Opportunities.

Tabled by the Black Caucus and adopted by the ADC.

“THAT AMAPCEO members of the ADC/AMAPCEO support any special measures programs for Black employees that will help to address disparities in career advancement, employment status, as well as career development opportunities.”

AMAPCEO continues to meet quarterly with the Deputy Minister of the Treasury Board Secretariat. One enduring agenda item is the advancement of the Leadership Pledge and other forms of redress related to this resolution. We remain hopeful that the OPS leadership will achieve positive outcomes.

Resolution: AMAPCEO to Develop and Deliver Rights & Recourse Information Sessions re: Workplace Harassment & Discrimination

This resolution is complete. AMAPCEO has been delivering “Know Your Rights” sessions for several years, including on the topic of workplace discrimination and harassment specifically. Sessions are open to all members and advertised through the newsletter and on AMAPCEO's website.

Resolution: AMAPCEO to Develop Guidance Material for Employees Who Experience Discrimination

Tabled by the Black Caucus and adopted by the ADC.

“THAT AMAPCEO members of the ADC/AMAPCEO develop guidance material on what concrete steps an employee can take if they are experiencing discrimination.”

In 2021, staff delivered a new WPR workshop titled “Navigating Prohibited Grounds: A Primer on Intersectionality.”

At the 2022 Workplace Representatives’ Conference, staff delivered a new workshop, “Supporting Members with Discrimination Concerns.” Attendees also received a booklet with guidance material, which is also available on the WPR Resources page of the AMAPCEO website. Staff also updated member fact sheets.

At the 2023 Workplace Representatives’ Conference, AMAPCEO provided the following two ARDIE-focused learnings:

- A film study and discussion workshop titled “Courageous Conversations Through Film,” with screening of *Welcome to Dresden* *Jim Crow Lives Here*, too and *Systemic Racism in Canada*.
- A panel discussion on “Strengthening Equity in the Workplace,” whose speakers included:
 - **Angele Alook**, writer and Assistant Professor in the School of Gender, Secularity and Women’s Studies at York University;
 - **Adriana Babbington**, Vice President Toronto & York Region Labour Council;
 - **Winnie Ng**, Unifor National Chair in Social Justice and Democracy at the Toronto Metropolitan University; and
 - **Kelly Doctor**, Goldblatt Partners (moderator).

Additionally, the 2021 and 2022 Health, Safety & Wellness Conferences included workshops about the Equity Lens, and guest speakers on anti-racism, equity, and inclusion.

As noted above, AMAPCEO routinely delivers “Know Your Rights” sessions on discrimination and harassment, open to AMAPCEO members. These sessions include helpful links to additional resources on AMAPCEO’s website.

Resolution: AMAPCEO to Request Employer Provide Additional Mental Health Compassionate Leave for Black Employees

This item was presented to the Board of Directors in its OPS bargaining mandate discussions. Ultimately, the Board decided that the union would make a bargaining proposal for increased compassionate leave. The proposal was not achieved in the most recent round of OPS Bargaining.

Member and activist survey

In May 2021, AMAPCEO issued a comprehensive survey to the membership to measure member and activist satisfaction and engagement. The survey included specific questions to measure members' perceptions of AMAPCEO's efforts to uphold values of equity, diversity, and inclusion.

The survey responses revealed the following:

- Over half the respondents said they were somewhat familiar, familiar, or very familiar with AMAPCEO's efforts to make the union more equitable and inclusive.
- Just over half the respondents felt AMAPCEO is doing enough or more than enough to advocate for policies on, or uphold the values of, equity, diversity, and inclusion.
- Almost a quarter of respondents were not sure if AMAPCEO is doing enough.

A preliminary analysis by the survey consulting firm compared key responses based on race and ethnicity. It was found that, for virtually all questions, race did not make a significant difference in the scores.

The findings highlight the need to collect more data that can help us identify the extent to which members from equity-deserving groups feel they have equal access and opportunity in the union.

Member communications

It is customary for AMAPCEO to post anti-racism articles and President's comments that denounce racism in response to events in the news or government actions. These messages are conveyed through the *AMAPCEO Member News*, and posted on AMAPCEO's website and social media.

The website also has a dedicated Equity page that includes links to the Equity Lens and

related materials that members can use as reference and to enhance their personal educational journeys.

The Anti-Racism Action Plan will be accessible to all members on the website.

Equity and social justice calendar

AMAPCEO's Equity and social justice calendar recognizes several equity and social justice dates to bring awareness into our members' workplaces. AMAPCEO manages an array of promotional materials, messages, and social media posts for these dates to demonstrate the union's commitment to equity and inclusion.

Equity Caucus/Circle Chairs communication support

A couple of years after the inception of our Caucus model, the union created AMAPCEO email addresses for all Caucus/Circle Chairs. These email addresses come with the use of the full Microsoft Office Suite. We also maintain a Caucus/Circle distribution email to enable easy communication between members of our different Caucuses and Circle and their leadership. Assistance is also available for managing some communications such as setting up and monitoring of a Caucus/Circle Facebook page.

We also have established a practice of promoting all Caucus/Circle events and sponsorships in our weekly newsletter, on our website, and through social media.

AMAPCEO position papers and submissions to the Ontario Public Service (OPS) employer

Following years of damning reports about racism and discrimination in the province's civil service, AMAPCEO welcomed the OPS employer's formal apology. The union's leadership insisted it was only the first step toward dismantling oppression in the OPS. The reports were the results of a Third-Party Review of the OPS's inclusive workplace policies and programs, and they found that systemic racism, discrimination, and employment barriers exist within the OPS.

The review provided a long list of recommendations, which the then-Secretary of Cabinet, Steven Davidson, and his team of Deputy Ministers pledged to act on. AMAPCEO was actively engaged throughout the review and authored a submission with dozens of constructive recommendations on how to build a safer, more inclusive workplace.

The union continues hold the OPS Employer to their pledge for reform and continue to be part of the change that is so long overdue in Ontario.

Over the past few years, AMAPCEO has developed several documents that provide practical advice to the employer on ways to advance anti-racism, diversity, inclusion, and equity and in the workplace where our members work.

The submissions are available online at [amapceo.ca/publications](https://www.amapceo.ca/publications) and include the following:

- AMAPCEO Submission on OPS Culturally Responsive Counselling Services (July 2022)
- AMAPCEO Submission to the OPS Inclusive Workplace Policy and Program Review (November 2020)
- Submission on the Policy on Preventing Barriers in Employment (June 2018)
- AMAPCEO Submission to the Changing Workplaces Review (September 2015)

AMAPCEO's response to OPS Anti-Racism Reports (2021)

On January 7, 2021, the OPS released its updated enterprise-wide Anti-Racism Action Plan, a Roadmap to Racial Equity in the OPS (the “Roadmap”) and established all ministries and commissioned public bodies to submit ministry Anti-Racism Action Plans and report annually on implementation progress.

To support ministry-level discussions and accountability, AMAPCEO Ministry Employee Relations Committee (AMERC) Representatives received specialized anti-racism training and educational materials to assist in their review of their Ministry-specific anti-racism action plans. AMERC Co-Chairs also received advance briefing and feedback sessions on how to advocate to improve these plans.

In September 2020, the OPS engaged two third parties to review its inclusive workplace policies and programs, with a focus on finding effective approaches to:

- identify and address systemic employment barriers and discrimination;
- address workplace issues both within and out of scope of the Workplace Discrimination and Harassment Prevention (WDHP) Program; and
- strengthen the early resolution of workplace issues.

In November 2020, AMAPCEO provided the Third-Party Reviews with submissions that contained 31 recommendations for updates to those policies that would enable the OPS to effectively address systemic discrimination and harassment and create and sustain respectful workplaces.

May 2021, the OPS employer released the Ontario Public Service Third Party Review of Inclusive Workplace Policies and Programs Final Report and Third-Party Review – Anti-Black Racism Final Report. These OPS Third Party Reviews of Inclusive Workplace Policies and Programs (“Third-Party Reviews”) were done using an intersectional approach, with an additional lens on anti-racism (including anti-Black and anti-Indigenous), transphobia, specific barriers for persons with disabilities, and the history of colonialism, as well as workplace harassment obligations under the *Occupational Health and Safety Act*.

In June 2021, in response to the Third-Party Reviews, the OPS issued an apology from the Secretary of Cabinet and Deputy Ministers, along with a ten point leadership pledge.

AMAPCEO continues to follow the implementation of the leadership pledge and provide feedback as the OPS carries on with specific initiatives to achieve the goals of the pledge.

2022 bargaining

For 2022 Bargaining, the ADC approved a mandate for all bargaining units that includes addressing equity, inclusion, and anti-racism in the workplace and making specific collective agreement improvements that impact members from equity-deserving groups.

In the OPS unit, bargaining efforts resulted in three new OPS Employer-AMAPCEO Letters of Understanding on advancing equity during the fall of 2022:

- Establishment of Joint Equity, Inclusion and Anti-Racism Sub-Committee of AMAPCEO Central Employee Relations Committee (ACERC)
 - The sub-committee has been established and held its first meeting in June 2023
- Collection and reporting of socio-demographic data
 - The Treasury Board Secretariat (TBS) and AMAPCEO worked collaboratively to develop joint communications that encourage all AMAPCEO-represented employees to share their socio-demographic information with the Employer.
- Collection and reporting of socio-demographic data for recruitment
 - The parties committed to explore collecting socio-demographic data from job applicants for AMAPCEO-represented competitions through voluntary surveys to better understand the applicant pool, potential barriers in the recruitment process and outcomes for equity deserving groups. This item is still outstanding.

2022 ADC: Resolutions process review

In 2022, a Board working group, which included the Chair of the Resolutions Committee, conducted an end-to-end review of the processes by which resolutions are put forward by the membership.

As a result of recommendations presented to the 2022 ADC by the working group, the ADC approved new By-law 13: Resolutions Process. The By-law requires resolutions to be vetted through specified governing bodies to ensure they are feasible and comply with AMPCEO's values including anti-racism, diversity, equity, and inclusion.

The By-law includes a requirement that Board Committees and Caucuses must bring proposed resolutions to the Board of Directors for its consideration. This means that resolutions of Caucuses must go through the Equity Committee to the Board of Directors.

AMAPCEO

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