

Equity Lens

MOVING FROM COMMITMENT TO ACTION



AMAPCEO
ONTARIO'S PROFESSIONAL EMPLOYEES

June 2020

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Foreword

The Board of Directors' Equity Committee first identified the need for an Equity Lens for AMAPCEO in 2016-17. The tool was then developed through the collaboration of the Board, Equity Committee, and creation of a member-driven Equity Lens Working Group.

The release of AMAPCEO's Equity Lens further advances our overarching commitment to ensuring full and equitable participation of our members.

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.

Our Board is determined to ensure that AMAPCEO remains a member-driven, accessible, and inclusive organization—not because it is required—but because we know that we are stronger when all our members are included.

The Equity Lens will breathe life into AMAPCEO's Equity Statement in that we will:

- be more aware of diversity,
- incorporate a multiplicity of perspectives that will strengthen the capacity of our member teams and their work,
- contribute to a positive and respectful work environment, and
- aid in identifying and addressing the systemic barriers that our members face.

We urge you to make the Lens a part of your AMAPCEO work. In doing so, we will demonstrate that AMAPCEO is for all our members as we plan for, support, and protect our diverse membership.

Cynthia Watt
Vice-President
& Chair, Equity Committee

Rob Smalley
Chief Operating Officer
& Director, Labour Relations Services

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AMAPCEO Equity Lens: Moving from Commitment to Action

INTRODUCTION

AMAPCEO's Equity Statement confirms that we will take proactive steps to ensure full and equitable participation is possible and will create an environment where AMAPCEO members are respected for their abilities and their potential. The Equity Lens is a practical tool to help bring AMAPCEO's Equity Statement to action.

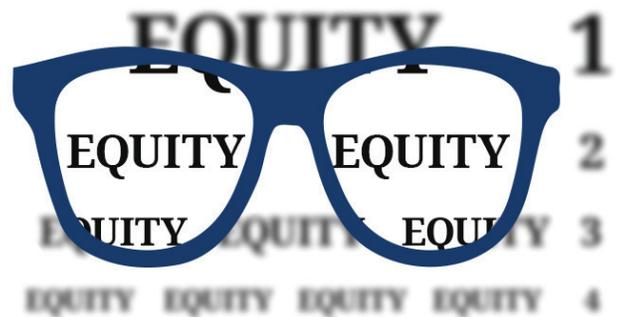
AMAPCEO supports the use of an Equity Lens as a tool to reflect and support equity and inclusion throughout our union.

The Equity Lens can help us move from the why (equity is the right thing to do) to the how (taking steps to ensure we are supporting inclusion and building equity).

Completion of AMAPCEO's Equity and Inclusion online course will enhance your understanding and use of this Lens. See Appendix D - Additional Resources for the link to this member learning opportunity.

WHAT IS THE AMAPCEO EQUITY LENS?

The Equity Lens is a tool to help us analyze our actions and processes to ensure they support equity and inclusion. It is like a pair of glasses. It helps you see things from a new perspective and helps us to be more effective in our everyday work by getting a clearer focus and a more complete view of equity and inclusion.



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The AMAPCEO Equity Lens can be used to support a culture in which equity is embedded in our union's actions and processes. This means that:

- equity is seen as an essential component of our member programs and services,
- equity is systematically and holistically considered in the course of our business, and
- we are committed to take proactive steps to ensure that equity happens.

The Equity Lens will help our union:

- become more aware of diversity,
- incorporate diversity of perspectives to strengthen the capacity of work and member teams,
- contribute to a positive and respectful work environment, and
- help address the systemic barriers that many of our members face.

Who is at risk of exclusion?

- Francophones
- Indigenous Peoples
- LGBTQ+ People
- People with Disabilities
- Racialized People
- Women

Who is the Lens for?

The Equity Lens is for **everyone**:

- Members and Activists
- Staff
- Partners and allies
- Consultants and contractors providing services to AMAPCEO

How to use the AMAPCEO Equity Lens

The Equity Lens is an assessment tool that AMAPCEO can use to achieve greater equity, inclusion, and diversity for the benefit of individual members and our union as a whole. AMAPCEO members and staff should apply the AMAPCEO Equity Lens whenever they engage in delivering member programs and services.

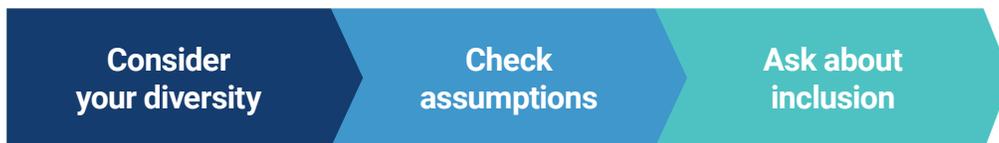
The Equity Lens tool includes a set of guiding questions to be considered when planning, executing, or evaluating our union's services, programs, or initiatives. The questions will help all of us diagnose barriers and identify, measure, and evaluate best practices regarding access, equity, and inclusion.

Apply the Equity Lens when planning, executing, or evaluating services, programs, or initiatives.

The aim is to ensure AMAPCEO continues to build equity within our union and ensure the equitable delivery of services to our diverse membership.

WHERE TO START

Let us consider our own diversity, check our own assumptions, ask about inclusion, and apply our insights to our work, so we can create change.



Consider your diversity

Recognizing diversity within ourselves and others can help us understand how multiple factors influence the way we provide services, design policies and programs, or interact with others.

Each of us has multiple factors at play in our lives. Who we are, or how we identify, is largely a result of a variety of life experiences, social factors, and interactions with many different societal groups. It is this

Our identity is shaped by a variety of life experiences, social factors, and interactions with different societal groups.

intersection, or crossover of our identities, that affects how we experience our union or workplace. This is called intersectionality.

Check assumptions

When we question our own ideas, we can discover new ways of understanding. To better understand people who risk exclusion and ways to check our assumptions, please see Appendix D - Additional Resources. Please keep in mind that each of us may identify with more than one group, and that individual personalities make each person unique.

Considering a situation from the perspective of those who risk exclusion is a key step in promoting equity and inclusion. It is an on-going learning process for everyone.

Each of us may identify with more than one group, and individual personalities make each of us unique

Ask about inclusion

We may experience inclusion in some areas of our life but exclusion in others. These diverse experiences may be a consequence of systemic barriers or inequities. By asking ourselves these three simple questions at any given moment, we can thread equity and inclusion in all the work we do.

- Who is not included?
- What could contribute to this exclusion?
- What can be done differently to ensure inclusion?

APPLYING THE AMAPCEO EQUITY LENS

The Lens is a tool that consists of three checklists and additional resources in Appendix D.

1. Read through the questions in each of the three checklists (**Planning**, **Execution**, and **Evaluation**) to consider which ones can inform your work.
2. Apply the Lens to the project, service, program, or initiative for each of the following phases:
 - **Planning**
 - **Execution**
 - **Evaluation**
3. Consult with allies, as required, to learn from the experiences of others.
4. Consider what our union is already doing and what can be done differently to ensure inclusion. Record the ideas to inform any future work.
5. Periodically evaluate and tell us how the tool is working.



Planning Checklist

Planning allows us to become champions for equity and inclusion and eliminates barriers so that everyone can benefit and participate.

1. Does the planning process promote equity and inclusion? What steps or actions could be taken to ensure equity and inclusion is promoted?
2. Do you have the necessary background information to address equity and inclusion in planning?
3. Do the strategic objectives for the project, service, program, or initiative reflect a broad vision of equity and inclusion?
4. Are there additional objectives for the project, service, program, or initiative that should be considered to promote and support equity and inclusion?
5. Are tasks designed to ensure that everyone can participate and complete the tasks?
6. Are there aspects of the planning timeline that may establish or perpetuate barriers to equity and inclusion?
7. Is equity and inclusion incorporated into the criteria for what should be prioritized?
8. Do the performance measures/evaluations capture the impact on equity and inclusion, including whether equity and inclusion are increasing or decreasing?
9. Does the communication strategy foster equity and inclusion? What are the specific communication strategies needed to reach everyone?
10. Are additional internal and financial resources required to achieve equity and inclusion in this plan?



Execution Checklist

When we include equity and inclusion in the execution of our work, we act to ensure that everyone is included and benefits from our work.

1. Is the work undertaken following established equity policies and principles? What additional steps should be taken to ensure they are being followed?
2. Are there members, activists or staff at risk of being excluded?
3. Is information gathered to enable us to measure benchmarks or targets for increasing equity and inclusion?
4. What information or data is needed to assess the ongoing impact or implications for equity and inclusion? How could this information be gathered?
5. Is the impact or implications for equity and inclusion being consistently re-assessed?
6. Are additional resources required to ensure equity and inclusion objectives are being achieved? If so, what are they?
7. How is key information being communicated to all involved? Is plain language used so it is understood by diverse audiences?
8. What additional steps are required to ensure full participation and/or to eliminate exclusion?
9. Is the final project, service, program, or initiative equitable and accessible?



Evaluation Checklist

When we consider equity and inclusion in how we measure success, we act to continuously improve and ensure that all benefit from our processes and outcomes. Each project, service, program, or initiative will require a different level of measurement and evaluation.

1. What is the evaluation process? Is equity and inclusion incorporated into the evaluation process? If the process establishes or perpetuates barriers, what changes could be made to the evaluation process to remediate this?
2. Are all participants/stakeholder included in the evaluation process? Is anyone at risk of exclusion? Will their perspectives be included?
3. When the evaluation data is analyzed, what steps will be taken to minimize any biases? How will a diversity of perspectives be maintained when analyzing data?
4. Does the final evaluation report include specific equity and inclusion issues identified in the planning stage?
5. How will the evaluation findings be reported back to leaders, participants, members, and activists?
6. Did the project, task or initiative achieve equity and inclusion-related objectives? Why or why not?
7. If equity and inclusion-related objectives were not achieved, what actions could have been taken to address barriers to equity and inclusion?
8. What opportunities are there to enhance the achievement of equity and inclusion in the project, task, or initiative?

Appendix A

Useful Terms

Ally

A person who supports an individual or group to be treated equitably and fairly. This often grows out of the self-awareness of inequities or privileges we have experienced. Action is taken individually or collectively to create conditions that enable everyone to have equal access to resources and benefits.

Assumptions

Something we presuppose or take for granted without questioning it. We accept these beliefs to be true and use them to interpret the world around us.

Bias

A tendency, trend, inclination, feeling, or opinion, for or against something that is preconceived or without justification. Biases can be innate or learned.

Champion

A person who assumes leadership by working with others to create and influence change in the organization or the wider community.

Diversity

The presence of a wide range of qualities and attributes within a person, group or community. When we celebrate diversity, communities and workplaces become richer as they draw upon the variety of experiences, perspectives and skills that people can contribute.

Equity

Equity is treating everyone fairly by acknowledging their unique situation and addressing system barriers. The aim of equity is to ensure that everyone has access to equal results and benefits.

Equity Lens

A set of guiding questions to be considered when planning, developing,

implementing or evaluating our union's services, programs, or initiatives. The questions will help all of us diagnose barriers and identify, measure, and evaluate best practices regarding access, equity and inclusion. The aim is to ensure AMAPCEO continues to build equity within our union and ensure the equitable delivery of services to our union's diverse membership.

Inclusion

Acknowledging and valuing people's differences to enrich social planning, decision making and quality of life for everyone. In an inclusive union, we all have a sense of belonging, acceptance and recognition as valued and contributing members.

Intersectionality

Each of us has multiple factors at play in our lives. Who we are, or how we identify, is largely a result of a variety of life experiences, social factors, and interactions with different societal groups. We may experience exclusion in some areas of our life, but inclusion in other. It is this intersection, or crossover of our identities, that affects how we experience system barriers and inequities.

Privilege

The experience of freedoms, rights, benefits, advantages, access and/or opportunities afforded to members of a dominant group in a society or in a given context.

Stereotypes

Making assumptions about an entire group of people. We generalize all people in a group to be the same, without considering individual differences. We often base our stereotypes on misconceptions or incomplete information.

Appendix B

AMAPCEO Equity Statement

Approved by the Delegates on November 28th, 2014

The Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO) is committed to the elimination of discriminatory and exclusive behaviour, policies or practices that prevent or undermine the full and equitable participation of all who wish to join and pursue the mission of the organization.

AMAPCEO will take proactive steps to ensure that full and equitable participation is possible and will create an environment where Association members are respected for their abilities and potential.

AMAPCEO is committed to build a culture in which equity, diversity, tolerance and safety are fundamental.

To achieve this we agree to:

- Respect each member of the group equally
- Ensure a diversity of voices are heard
- Listen with intent
- Speak with purpose
- Be accountable, hold others accountable
- Ask questions, be curious, engage with other members
- Collaborate
- Allow disagreements, but work through them with care and kindness.

Appendix C

Acknowledgements

This toolkit is based on the Equity and Inclusion Lens that was the product of a collaborative partnership between the City for All Women Initiative (CAWI) and the City of Ottawa. Many thanks to the City of Ottawa for encouraging other organizations to reproduce or adapt any part of their Equity and Inclusion Lens for the purpose of furthering equity and inclusion.

We thank the leadership of AMAPCEO's 2016-17 Equity Committee that recommended the establishment of a committee Equity Lens Working group, as well as for their contributions to the project. Thanks as well to the subsequent Equity Committee members for finalizing the initial version of this Lens. We sincerely thank the Equity Lens Working Group for its research work and on adapting City of Ottawa's Equity and Inclusion Lens for AMAPCEO's use.

Equity Committee's Equity Lens Working Group:

- Alison Griggs, Chair of Working Group, Disability Caucus Co-Chair
- Ravi Harricharan, Board appointee to the Equity Committee
- Frankie Little, Women's Caucus Co-Chair
- Ginelle Augustin-Lesmond, Young Workers' Caucus member
- Vincent Lavigne, Francophone Caucus Co-Chair
- Anthony Pizzino, Staff Support

Equity Committee Members (2018–March 2020):

- Cynthia Watt, Chair
- Kerry-Ann Douglas-Powell, Board Liaison, October 2018–June 2019
- Frank Tang, Board Liaison, June 2019–2020
- Caucus Chairs:
 - Asian, Arab & Latino Caucus: Allen Hou
 - Black Caucus: Elaine Brown-Spencer
 - Disability Caucus: Lee Heard

- Francophone Caucus: Vincent Lavigne
- Indigenous Circle: Theresa Anderson-Butcher
- LGBTQ+ Caucus: Rachel Walisser
- Women's Caucus: Sara Lacarte
- Young Workers' Caucus**: Sarah Hoy and Caroline Cotter
- Staff Advisors:
 - Jennifer Sherwood
 - Elissa Assayag* (Elissa supported the committee up to October 2019)
 - Samara Carroll (Samara started supporting the committee in February 2020)

Equity Committee Members (2017–2018):

- Peter Dewar, Chair, April 2017–March 2018
- Cynthia Watt, Chair, March 2018–October 2018
- Lancy Cheng, Board Liaison, April 2017–March 2018
- Kerry-Ann Douglas-Powell, Board Liaison, March 2018–October 2018
- Board-appointed Committee members:
 - Samantha Boland
 - Steven Drawbell
 - Ravi Harricharan
 - Mark Haslam
 - Karen-Lee Miller
- Caucus Co-Chairs:
 - Asian, Arab, Latino Caucus: Amy Wang
 - Black Caucus: Jackie Annon
 - Disability Caucus: Alison Griggs
 - Francophone: Vincent Lavigne
 - Indigenous Circle: Carol Knight
 - LGBTQ Caucus: Marcilyn Cianfarani
 - Women's Caucus: Frankie Little
 - Young Workers' Caucus**: Sarah Hoy

- Staff Advisors:
 - Michael Mouritsen
 - Elissa Assayag*

Equity Committee Members (2016–2017):

- Ravi Harricharan, Chair
- Steven Drawbell, Vice-Chair
- Glynn Robinson, Board Liaison
- Board-appointed Committee members:
 - Nupur Deonarine
 - Mark Haslam
- Caucus Co-Chairs:
 - Asian, Arab, Latino Caucus: Frank Tang
 - Black Caucus: Courtenay Gordon
 - Disability Caucus: Alison Griggs
 - Francophone: Vincent Lavigne
 - Indigenous Circle: David Picard
 - LGBTQ Caucus: Marcilyn Cianfarani
 - Women’s Caucus: Frankie Little
 - Young Workers’ Caucus** : Sarah Hoy
- Staff Advisor:
 - Inessa Petersen

**We miss our friend and colleague who passed away in May 2020. Elissa’s humour, kindness, and dedication is remembered and cherished.*

***The Young Workers’ Caucus was established as stand-alone committee in October 2018 and was included in the discussions and consultation on the final document content.*

Appendix D

Additional Resources

A Leader's Guide to Strengthen Unions; Moving Beyond Diversity...

Towards Inclusion, Toronto & York Region Labour Council, https://d3n8a8pro7vhmx.cloudfront.net/torontoyorklabour/pages/80/attachments/original/1550092276/equity_handbook.pdf?1550092276, September 2014

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City for All Women Initiative (CAWI) compiled additional information, resources, and videos (<https://www.cawi-ivtf.org/equity-inclusion/profiles>) that will expand your knowledge about equity-seeking groups:

- [Asian Communities](#)
- [Black Communities](#)

- [People with Disabilities](#)
- [Francophones](#)
- [Indigenous, Aboriginal](#) (First Nations, Métis, Inuit)
- [LGBTQ](#) (Lesbian, Gay, Bi-Sexual, Trans, Two-Spirit, and Queer)
- [Racialized People](#)
- [Women](#)
- [Youth](#)

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AMAPCEO

ONTARIO'S PROFESSIONAL EMPLOYEES

Established in 1992, AMAPCEO is a bargaining agent that represents 14,000 professional and supervisory public servants who work in the Ontario Public Service or one of six organizations in the Broader Public Sector.

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