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JEDI: ASSESSMENT & ACTION PLAN

KPI Progress Report



PACIFIC THEATRE

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JEDI: Assessment & Action Plan

PREAMBLE:

In April of 2021, [The Commons Consulting](#) completed an organizational JEDI (Justice, Equity, Diversity, and Inclusion) assessment of Pacific Theatre, and, using the findings of their report, generated a Pacific Theatre-specific Anti-Racism Action Plan (attached). The plan identified five broad goals:

1. Accountability
2. Capacity Building
3. Recruitment, Retention, and Success
4. Strategic Implementation
5. Addressing Power and Hierarchy

Under each of these goals, specific actions were recommended. For ease of reference, this document re-states those actions, and reports on the status of their implementation.* An important note: as with all action plans, work is ongoing and provisional. This is not a checklist of accomplishments; rather, it is a guiding framework for continuing efforts to dismantle unhealthy and oppressive policies and practices.

* Actions and goals identified in the Anti-Racism Action Plan have been reprinted here in [blue](#); PT's responses are in dark grey.

Goal 1: Accountability

Pacific Theatre will be accountable to its commitment to equity, diversity, inclusion, and racial justice by having clear and timely processes, data collection, and transparent communication to their communities, in particular to the people most impacted by their decisions and/or equity seeking communities. PT will also review and act on identified barriers and inequities.

ACTION: Data Collection

Develop a data collection system that allows PT on-stage personnel, staff members, apprentices, board members, crew members to self-report their demographic information, including an exit survey for staff who are leaving/have left the organization. The data collection process should be accompanied by clear explanations on how the data collection will be used to inform decisions at PT and who will have access to the information.

IMPLEMENTATION:

- Exit survey (debrief) exists, has gone out to collaborators on all productions beginning in Spring 2021 and will continue to be distributed to creative teams on upcoming projects through 2021/22 season and beyond. For crew, cast and technicians. Linnea (company manager) is point person.

ACTION: Feedback Mechanisms

Establish clear policies that ensure those who express concerns around EDI issues will not face reprisal. Create other mechanisms for PT personnel to provide feedback anonymously or without the presence of PT staff. Create alternative processes where concerns and complaints can be forwarded and investigated by an external party. Ensure that PT's harassment and discrimination policy explicitly address race-based and other types of harassment and discrimination based on identities.

IMPLEMENTATION:

- Pacific Theatre's harassment policies have been/are in the process of being updated to more thoroughly identify protected groups. The policies are living documents and exist for external reference. (currently: policies reside in staff manual, artist welcome package, and Healthy Workplace Plan)
- Pacific is working with Whistleblower Security as an anonymized third-party reporting system to receive and record instances of concern within the theatre. Anyone (artists, technicians, staff, board) can register a complaint or concern to the company anonymously. (Currently: web portal access shared with all incoming contractors)

Goal 1: Accountability cont'd

ACTION: Communication and Transparency

Ensure that progress of JEDI initiatives are reported in external communications materials and hold regular community consultations.

IMPLEMENTATION:

- We're doing that now! Hi, thank you for being part of our communication and transparency process.
- JEDI working group and board members to summarize and share results of JEDI organizational assessment and Anti-Racism Action Plan with artists, patrons, and community at large.

Goal 2: Capacity Building

Pacific Theatre will commit to ongoing learning and development for their staff and board members.

ACTION: Allocate Resources
Include a line item in annual budgets for education and training.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Annual Line Item in Budget for Community Engagement→ Annual Line Item for Education + Training (currently: Jodi Spargur and Benjamin Ironstand; <i>Healing at the Wounding Place</i>, Adeline Huynh; <i>The Commons Consulting</i>, Malcolm McKinlay and Leonie Smith; non-violent communication training)→ Training for Apprentices (ASL + Relaxed Performances, Community Members For Theatre Club Conversation)→ Leadership and staff actively working in self-education and community outreach.
ACTION: Cultivate an Equity Lens
Centre Equity in all decision-making processes and outcomes.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Working towards increased capacity to preserve a safer and accountable space for artists and visitors.→ Bringing in professionals when specific work is needed (currently: Leonie Smith engaged as consultant in an ongoing facilitation with artists from a 2018 production.)→ Intent of this goal extends beyond staff to artists and technicians/resources. (Ongoing discussion at weekly JEDI meetings.)
ACTION: Collaboration
Increase the capability and capacity to collaborate in a diverse environment, to navigate difficult conversations and conflicts.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Community Commitments: co-authored summary of our shared values and expectations→ Policy Garden: living document of community-generated policies and practices→ Professional development: (currently: ED attended "Blame-Free Feedback" 6-wk course at <u>The Thoughtful Workplace</u>)



Goal 2: Capacity building cont'd

ACTION: Cultural Safety
Ensure that anyone leading the check-in and debriefing are trained to create safe and inclusive spaces for equity-seeking individuals to fully participate.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Cultural safety training with Jodi Spargur for board and staff (3 sessions)→ Cultural safety facilitation with Indigenous artist Benjamin Ironstand and Jodi Spargur→ Area of needed focus: to be discussed and included in budget for 2022/3



Goal 3: Recruitment, Retention, and Success

Pacific Theatre will actively provide opportunities, mentorship, support, and advance the careers of leaders, staff, artists, and production personnel from equity-seeking communities that have not been traditionally represented by Pacific Theatre.

ACTION: Representation

Solidify strategies to recruit and retain diverse leaders, staff, board members, apprentices, artists, and production staff by actively reaching out to equity seeking communities when posting new or vacant positions. Diversity should not only appear on stage but in the director's chair as well. Create opportunities to collaborate and support theatre groups run by equity-seeking communities.

IMPLEMENTATION:

- We are working with new companies, new artists, and new creators. Prioritizing relationship building and expanding beyond the comfortable and the familiar.
- We continue to be an artistic space and home for many while growing with new co-productions and theatre experiments.
- Working to provide an environment that is supportive and accountable as we engage artists and staff from historically underrepresented communities.
- collaborating with our theatre peers in engaging all parts of the Vancouver theatre community (sliding-scale tickets etc.)

ACTION: Recruit for EDI Skills and Competencies, and Lived Experiences

Embed EDI skills and competences into role descriptions


IMPLEMENTATION:

- Potentially, (through PACT), a standardized training: 'we are working within our community to establish basic EDI training that can be accessed by all local artists to provide a common vocabulary around anti-oppression and anti-racism work.'
- Seeking leadership for work where the creative team reflects experiences presented in the work, to whatever extent that may be.



Goal 3: Recruitment, Retention, and Success cont'd

ACTION: Mitigating Hiring Biases
Working to broaden posting spaces and make our hiring/audition calls more accessible to broader groups. Making the hiring committees (in process) with intention that an auditioner can see a panel that reflects them.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Working to broaden posting spaces and make our hiring/audition calls more accessible to broader groups (currently: updated diversity statement in audition call, increased outreach to universities, arts groups -> over 50 applicants for 2 apprentice positions in Spring 2021)→ Making the hiring committees (in process) with intention that an auditioner can see a panel that reflects them. (currently: increased representation of staff at auditions and interviews; applicants provided with questions in advance to mitigate bias towards verbal and/or written communication skills)
ACTION: Mentorship and Succession Planning
Create clear opportunities for growth and provide professional development opportunities for equity-seeking individuals.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Re-imagined apprentice program. (Currently: two new apprentices this year, paid living wages)→ Formalized performance review for each staff member→ Governance/HR working group struck by board; ED and AD included in goal-setting, and 360 review process→ Staff encouraged and enabled to take available professional development courses/seminars during work hours (where possible)→ Increased participation by staff and artists in mentorship opportunities (Currently: assistant directors added to production teams, company manager invited to take part in budgeting and interviewing processes)



Goal 4: Strategic Implementation

Pacific Theatre will embed JEDI goals throughout their organizational processes and allocate resources to achieve JEDI actions.

ACTION: Incorporate JEDI Goals into Strategic Plan
Ensure that JEDI initiatives have clear timelines, staff ownership, and indicators and processes for monitoring and evaluation.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Our staff JEDI working group (Kaitlin, Julia, Jenn, Linnea) in collaboration with artists and board members (Chris Nash) meets each Monday to flag and work through JEDI-related issues.→ As we develop new long-term strategic frameworks for Pacific, we have a stated commitment from Board leadership and members of the JEDI working group involved in the plan from its inception.
ACTION: Embed
Make JEDI initiatives and goals part of leadership and staff's formal duties and responsibilities. Ensure that sufficient resources are allocated to JEDI work and that staff receive training, time, and compensation for the work. Include JEDI initiatives as part of Pacific Theatre's annual spending budget and as part of fund development priorities.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Budget line items exist for JEDI work. In 2020, equity work was our primary spending space, with donors tapped to support properly compensating external professionals.→ Core staff members meet weekly to propose and execute new equity initiatives.→ There is an expectation that staff will engage with departmentally relevant JEDI education and training, and that the theatre will provide support and funding for such training.→ Budget line for 'compassionate care' added to support childcare options, health care, and support contingencies for artists and staff.

Goal 4: Strategic Implementation cont'd

ACTION: Community Consultation

Establish community consultation processes to engage with equity-seeking groups as part of the strategic planning process.

IMPLEMENTATION:

- We established a redress circle with equity-seeking members of our community in collaboration with a cultural facilitator and trainer, learnings from that process to be embedded in future practice.
- Survey in process to seek feedback from the community regarding our equity plan.

ACTION: Ensure adequate compensation at all levels, including for artists and crew

An important indicator of equitable resource allocation is fair compensation that should provide at minimum a living wage and wages that are comparable to market value.

IMPLEMENTATION:

- Board-led initiative to commit to staff budget increase of 3-5% over five years to bring staff in line with sector medians (Currently: 2021/22 budget approved)
- Commitment to union minimums for all artists, regardless of union status. (Currently, all contractors engaged for 2021/22 have been contracted with these rates)
- An additional week of rehearsal, and a shift to a five-day week for rehearsing artists.
- Apprentice pay increase (Currently: raised to \$18/hr)



Goal 5: Addressing Power and Hierarchy

Whenever possible, Pacific Theatre leadership will strive to cultivate open communications and transparency by including staff, artists and production personnel in decision-making especially when it impacts them.

ACTION: Delegate responsibilities and decision-making
Adopt practices to include staff, especially those with intersectional lived experiences, to be more formally involved in decision-making processes especially when the decisions impact them directly. This action should also be extended to production crew, artists and apprentices.
IMPLEMENTATION:
<ul style="list-style-type: none">→ Involving contracted artists in marketing and front-facing decisions where they will be represented by the theatre, particularly when working with artists from underrepresented communities. (Currently: marketing artwork for <i>The Mountaintop</i>, apprentice projects, concert series, etc.)→ Ensuring impacted department members, staff, and artists are consulted when major decisions involving their work are being made. (Currently: opportunities for staff to offer feedback (by survey) and in yearly review with ED and/or AD)→ Clarifying boundaries around each staff member's work duties and responsibilities to create protection for departmental authority.

Goal 5: Addressing Power and Hierarchy cont'd

ACTION: Open Communication

Ensure communication to staff, production crew, artists, apprentices, and other Pacific Theatre stakeholders what decisions have been made and how they are made decisions through internal communications materials and external communications materials when appropriate.

IMPLEMENTATION:

- Carving out space for weekly staff meetings where all departments communicate openly about projects and can safely raise issues.
- Weekly communication between Executive Director and staff members in one-on-one 'check-in' meetings.
- Website updates and e-mail newsletters sharing information about ongoing JEDI and community work with stakeholders, and conversations with individual community members as a result.
- Increased interface between staff and board to assist board members in making faceted, long-term decisions with input from multiple perspectives.
- Artistic Director is supported by four artist advisors (Ian Farthing, Rebecca DeBoer, Maki Yi, and Anita Wittenberg) who also sit on the board as non-voting members: to be the 'voice of the artist' at the board level, and to assist in the discernment and curation of season planning.
- Cultural education training for board members and staff as a group to illuminate priorities, concerns and perspectives across the organization.