the pathfinder network

Diversity, Equity, Inclusion, Justice, and Belonging (DEIJB) Plan

Created June 2024
by The Equity Team

Introduction

Welcome to the Diversity, Equity, Inclusion, Justice, and Belonging (DEIJB) Plan! We are excited to share this crucial component of our strategic vision, PATHforward 2026, which outlines our commitment to fostering a diverse, equitable, inclusive and just community where everyone feels belonging. This plan is designed to drive real, sustainable change and developed as part of Goal 1: Seek Our True North, *Evolve Equity, Culture, and Connection,* in PATHforward 2026.

The Equity Team facilitated conversations and collaborations, incorporating valuable feedback from some of our Employee Resource Groups (ERGs) including: the Staff of Color Affinity Group (SOCA), White Staff for Racial Justice (WSRJ), Staff with Lived Experience, and The Mosaic: A Multiracial ERG. This collaborative effort underscores our commitment to inclusivity and collective growth.

We're committing to evolving equity, culture, and connectivity throughout our agency in efforts to counteract the historically racist systems as well as other cultural, structural, and institutionally racist practices that have blocked the development of a more just and socially responsive community. We have identified three key areas of impact: Commitment, Alignment, and Meaningful Action. These areas represent our tangible commitments and serve as the foundation for our ongoing efforts to embody our DEIJB values.

This document provides insight into who we are as an organization, how we aspire to grow, and what you can expect from us as partners, neighbors, and community members. This DEIJB Plan is not just a plan, it is our roadmap for creating a more diverse, equitable, inclusive and just community where everyone feels belonging.

Thank you for joining us on this journey. Together, we can put this plan into action to achieve our DEIJB goals. We invite you to engage with this plan, offer your insights, and grow with us as we strive to make a lasting impact.

PATHforward 2026

The PATHforward is our commitment to living our two accountabilities: what we can be counted on to do and who we can be counted on to be.

It is a 3-year vision of strategic priorities to put action to our mission, vision, and values, and to emerge as a national leader providing support, empowerment, community, and centering those most impacted by systems. We have an incredibly important mission—with an estimated 5.7 million people involved in the criminal justice system nationally and 113 million people who have had an immediate family member who has ever been to prison or jail. Read the full plan here.

DEIJB Goals At-A-Glance

PATHforward 2026 Goal 1: Seek Our True North
Evolve Equity, Culture, and Connectivity

We prioritize people, relationships, and community to shape and support a diverse, equitable, inclusive, and just workplace where everyone feels that they belong.

Focus: Diversity, Equity, Inclusion, Justice, and Belonging

AREAS OF IMPACT: COMMITMENTS

- Strategy 1: Develop a diversity, equity, inclusion, justice and belonging (DEIJB) plan with aligned strategies and tools
- Strategy 2: Identify a way to measure our work and impact as well as our ongoing commitments

AREAS OF IMPACT: ALIGNMENT

- Strategy 1: Ensure DEIJB commitments are implemented in every part of the agency
- Strategy 2: Develop DEIJB Champions throughout the agency and intentional points of collaboration

AREAS OF IMPACT: MEANINGFUL ACTION

- Strategy 1: Develop and implement training and ongoing learning for all TPN stakeholders
- Strategy 2: Support capacity building of the Equity Team, Employee Resource Groups (ERGs) and Advisory Board

DEIJB Plan Outcomes

- Ensure 100% of staff complete all DEIJB training
- Achieve staff and board diversity that mirrors and represents the communities we serve
- Annually improve scores on DEIJB-related questions in the Annual Staff and Board Survey
- Develop and sustain engagement from the DEIJB Champions across the agency

DEIJB Resources

- Equity Statement
- The Equity Team Charter
- The DEIJB Glossary
- Staff Demographics
- Board of Directors Demographics
- DEIJB Plan Glossary

DEIJB Plan Action Steps: Commitment

Focus: Diversity, Equity, Inclusion, Justice, and Belonging

AREAS OF IMPACT: COMMITMENT

- **Strategy 1: Develop a diversity, equity, inclusion, justice and belonging (DEIJB) plan with aligned strategies and tools**
  - Utilize an inclusive process to develop the DEIJB Plan including multiple levels of input, review and approval
  - Leverage Asana to host the plan, create transparency, track and measure our progress
  - Create a process for the Equity Team to lead the implementation of the plan engaging employee resource groups, executive team, the board and other key stakeholders
  - Develop a list of shared terminology and definitions for agency staff and stakeholders
  - Design a page on the TPN website to share about DEIJB commitments and efforts
  - Create and maintain intentional connections to our community and opportunities for engagement and convening
  - Operationalize a commitment to transparency internally and externally

- **Strategy 2: Identify a way to measure our work and impact as well as our ongoing commitments**
  - Ensure outcomes-based approach to DEIJB efforts with defined metrics and transparent tracking, assessment, planning, implementation and continuous quality improvement processes
  - Review DEIJB Plan quarterly with a comprehensive and inclusive annual review process to include identifying and planning the next years priorities
  - Utilize the employee survey to get anonymous feedback on staff understanding and experience of DEIJB commitments and effort
  - Collect feedback from participants through satisfaction surveys, listening sessions, focus groups and feedback from the Advisory Board on their experience of our DEIJB commitments and effort
  - Create a tool to measure our responsiveness and response to feedback
  - Develop a process for evaluating and implementing change as a result of feedback
  - Systematically implement a holistic approach that balances individual and social causes
  - Identify actionable ways that we will center the people most impacted across the agency
  - Develop tools to collect anonymous feedback and build a culture of safety and accountability

DEIJB Plan Action Steps: Alignment

Focus: Diversity, Equity, Inclusion, Justice, and Belonging

AREAS OF IMPACT: ALIGNMENT

- **Strategy 1: Ensure DEIJB commitments are implemented in every part of the agency**
  - Roll out the TPN DEIJB Lens, support implementation and use by all departments and ensure it is utilized as designed
  - Develop and share a list of specific commitments to those who exist in marginalized identities
  - Actively create an environment and supportive interactions that meet underlying needs
  - Define allyship at TPN and the actions we will take to create a culture of allyship
  - Elevate our recruitment and retention strategies to guarantee a diverse and representative agency
  - Enhance board recruitment process to create accessibility for people who exist in marginalized identities and ensure the board represents the communities we serve
  - Create opportunities for continued learning, leadership and promotional pathways for all staff, specifically Staff of Color
  - Develop a set of considerations for assessing new and current partnerships to align with our DEIJB values
  - Prioritize developing partnerships with BIPOC led organizations reflective of the communities we serve
  - Create a plan to align our development efforts with our DEIJB values
  - Explore and expand the cultural relevance and responsivity of agency programming
  - Create anonymous ways to report and confront harm and prioritize accountability that promotes healing
  - Develop an agency partnership list and a resource network of aligned community businesses

- **Strategy 2: Develop DEIJB Champions throughout the agency and intentional points of collaboration**
  - Define DEIJB Champions and identify meaningful contributions and commitments and ways to measure and track them
  - Develop opportunities for all staff and board to learn about and engage in DEIJB work and the work of the Equity Team
  - Determine intentional and organic points of collaboration that advance DEIJB commitments and efforts and support continued engagements
  - Maintain and expand opportunities for meaningful discussions for staff to share their experiences, insights and ideas
  - Increase capacity to utilize and navigate conflict
  - Identify ways for DEIJB Champions to engage externally to enhance our impact
  - Position our leaders to engage in advocacy efforts to work towards systems-level change

DEIJB Plan Action Steps: Meaningful Action

Focus: Diversity, Equity, Inclusion, Justice, and Belonging

AREAS OF IMPACT: MEANINGFUL ACTION

- **Strategy 1: Develop and implement training and ongoing learning for all TPN stakeholders**
  - Develop capacity for DEIJB Training
  - Provide Annual DEIJB Training for all staff, Board of Directors and the Advisory Board
  - Prioritize training on models of confronting, repairing and healing, Bystander Awareness Training, Culturally Responsive Training and other related trainings to support the work
  - Develop and provide skill building and practice opportunities that support the needs of staff, specifically Staff of Color
  - Utilize the CR/2 Model to advance our DEIJB commitments

- **Strategy 2: Support capacity building of the Equity Team, Employee Resource Groups (ERGs) and Advisory Board**
  - Invest in the Equity Team to be impactful and formalize resources needed to support the team
  - Create policies and procedures to support ERGs, Equity Team and the Advisory Board
  - Assess the unique needs of the Equity Team, ERGs and Advisory Board and resource them to guarantee their success
  - Develop intentional points of collaboration between the Equity Team, ERGs, Board of Directors and Advisory Board to ensure alignment and impact
  - Create and implement a subcommittee model to support the work of leaders across the agency

Definitions of DEIJB

DIVERSITY

Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender—the groups that most often come to mind when the term "diversity" is used—but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

EQUITY

Fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources.

INCLUSION

Radically including the voices, experiences, wisdom and insight of our partners, clients, and community members in determining the pathways The Pathfinder Network will take in pursuing or advocating for change.

JUSTICE

The pursuit of justice based upon ending racism and creating more equitable outcomes for the most impacted. It is not just the absence of racism but the creation of systems and supports to achieve racial equity.

BELONGING

Belongingness is the human emotional need to be an accepted member of a group. Whether it is family, friends, co-workers, a religion, or something else, some people tend to have an 'inherent' desire to belong and be an important part of something greater than themselves.

