**RSJI Change Team Charter**

The Change Team supports the mission of the Race and Social Justice Initiative (RSJI) to end institutionalized racism in City government and promote multiculturalism and full participation by all residents. The Change Team works to implement the RSJI mission within (department name) by supporting development and implementation of the department’s annual RSJI Work Plan and promoting the development of an anti-racism culture in the department.

# Role of the Change Team

## Increase staff and management awareness about race and social justice, create learning opportunities for the department around the Initiative and support achievement of RSJI competencies (see Attachment 1).

## Support development and implementation of department’s annual RSJI work plan, including specific items for which the Change Team will be responsible.

## Serve as a sounding board for RSJ-related workplace issues in the department.

## Identify opportunities in the Department’s programs, practices and policies to implement RSJI goals.

## Support the department activities and practice using anti-racism skills and tools.

# Responsibilities

| **Individual / Group** | *Responsibilities* |
| --- | --- |
| **Department Director** | * *Ratify Change Team Charter*
* *Approve annual RSJI Work Plan, including Change Team led Action Plan, and any associated budget*
* *Ratify Change Team Leads based on recommendation from Change Team*
* *Set up structures for responding to and implementing Change Team recommendations.*
* *Incorporate RSJI performance objectives into manager accountability agreements and hold managers accountable for implementation*
* *Provide Change Team access to information needed to fulfill their responsibilities*
* *Achieve RSJI leadership competencies*
 |
| **Executive Sponsor**(if applicable) | * *Ensure director is kept abreast of Change Team challenges and accomplishments.*
* *Ensure Change Team has access to key decision makers and resources when needed.*
 |
| **Managers** | * *Support and strategize coverage for Change Team members while performing Change Team duties.*
* *Encourage staff to participate in RSJI activities.*
* *Problem solve to remove barriers to participation.*
* *Achieve RSJI leadership competencies.*
 |
| **Change Team Lead and Co-lead** | * *Make reports to department director and management as agreed.*
* *Facilitate Change Team meetings.*

Assist with development and implementation of annual RSJI work plan, including specific actions for the Change Team.* *Monitor Change Team progress on RSJI work plan items.*
* *Lead with accountability to the Change Team, management and the work plan.*
* *Achieve RSJI leadership competencies.*
 |
| **All Change Team Members** | Focus on strategic next steps to achieve long-term institutional change.Assist with development and implementation of annual RSJI work plan, including specific actions for the Change Team.* *Support staff in their development and in their interest in joining the Change Team.*
* *Mentor new Change Team members.*
* *Attend standing meetings, caucuses and trainings.*
* *Achieve RSJI leadership competencies.*
 |
|  |  |

# III. Change Team Structure

**A. Size and Makeup of Change Team**

| Section should include: | Considerations: |
| --- | --- |
| * # of members
* Representation
* Committee structure
 | * Change Team should represent the breadth and depth of the department.
* Change Team should be of sufficient size to be a critical mass for influencing change. If the department is large, a committee structure should also be described.
 |

**B. Terms of Team Members**

| Section should include: | Considerations: |
| --- | --- |
| * Length of term
* Staggering of terms
 | * Terms should be of sufficient length so that team members can ramp-up / build skills, put skills to use, and share skills with others.
* Teams should have a balance of seasoned and skilled members with new and developing members.
* Specific terms should exist to ensure a structured mechanism for bringing new team members on board.
 |

**C. Team Leadership**

| Section should include: | Considerations: |
| --- | --- |
| * Model
* Terms
* Skill / prerequisite requirements
* Selection process
 | * Co-leads provide the opportunity for new leadership to be developed in a supportive manner.
* Specific terms should exist to ensure a structured mechanism for bringing new leadership on board.
* Roles of leads or co-leads, committee conveners and executive sponsors should be clearly delineated so that expectations are clearly conveyed and understood.
 |

**D. Participation expectations**

| Section should include: | Considerations: |
| --- | --- |
| * Attendance at meetings, including expectations about participation on sub-committees and training
* Support of RSJI work plan implementation
* # of hours per month or quarter
* Consequences of not meeting expectations
 | * Clarity of expectations of Team members will help to increase accountability between team members.
* For Change Teams to be effective, members must take on tasks related to the Team’s Action Plan and meet expectations and commitments.
* Team members unable to meet participant expectations should not continue to serve on the Change Team and process for separation from the Change Team should be delineated.
 |

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# IV. Change Team Processes

**A. Transition Procedure**

| Section should include: | Considerations: |
| --- | --- |
| * Use RSJI Competencies as minimum skill requirements in recruitment announcements (this is a standard across departments)
* Application process
* Selection process
 | * Using RSJI Competencies within the recruitment process will help to ensure a strong team.
* Team participation expectations should also be made clear in recruitment announcement.
* Staff across the breadth and depth of the department should be encouraged to develop the skills to participate on the Change Team.
* Application and selection process should be clear and transparent.
* Make provisions for mid-term replacement of team members.
 |

**B. Orientation Process**

| Section should include: | Considerations: |
| --- | --- |
| * How new team members will be supported
 | * A process for providing support to new team members will help ensure their ability to participate effectively.
* Providing mentoring opportunities for more seasoned members will help to further refine their skills as well.
 |

**C. Operational Practices**

| Section should include: | Considerations: |
| --- | --- |
| * Work with SOCR liaison to complete an annual Team self-evaluation and develop Change Team activities within the annual RSJI work Plan (this is a template standard across departments)
* Facilitation practice
* Agenda setting process
* Decision making model
 | * Conduct an annual team skills assessment and incorporate capacity building into Action Plan.
* SOCR liaison can provide support to ensure Change Team activities and operations are integrated with the overall RSJ Initiative and the Change Team is able to make use of city-wide resources, such as training, facilitation support, etc.
* The process for facilitation, agenda setting and decision making should be clearly described.
* Team norms (and Team member expectations) related to working with conflict should be addressed so that they are in place before conflict arises.
 |

**Attachment 1**

**RSJI Foundation Competencies (for all staff)**

Have understanding of:

* The City’s Race and Social Justice Initiative
* Institutionalized racism and its impacts
* Historical and present day causes of racial disparities

Are able to:

* Identify examples of institutionalized racism as well as overt/covert individual racism
* Stay engaged while examining and discussing the impacts of race
* Effectively communicate and interact with people across cultures

**RSJI Leadership Competencies (for Change Teams and Managers)**

Have understanding of:

* The institutional change process necessary to achieve racial equity

Are able to:

* Articulate the value and benefit to the City of eliminating institutional racism
* Involve and leverage internal expertise (e.g. Change Teams, Core Team, SOCR) to advance the goals of the Initiative
* Consistently apply RSJI principles and tools (e.g. Budget and Policy filter) to decision making, strategic planning and personnel policy.
* Self reflect and challenge our own preconceptions
* Further the goals of the Race and Social Justice Initiative