ONTARIO ASSOCIATION OF CERTIFIED ENGINEERING TECHNICIANS AND TECHNOLOGISTS (OACETT)

2024 DEI STRATEGY REPORT

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For: Ontario Association of Certified Engineering Technicians and Technologists (OACETT)

2024 DEI Report

PART 5: DEI STRATEGY

STRATEGY FRAMEWORK FOR DEI

DEI STRATEGY STATEMENT

At OACETT, we are committed to fostering an environment where Diversity, Equity, and Inclusion are integral to our culture. Our mission is to make a meaningful impact by supporting Engineering Technicians and Technologists in navigating their careers with intention, transparency, and respect in all that we do. We are dedicated to creating an environment where all OACETT members feel valued, empowered, and supported, enhancing the membership experience and increasing leadership accountability in fostering a culture of equity and inclusion.

CultureAlly designed a strategic framework highlighting four pillars for a robust DEI strategy. These pillars articulate the broad focuses for the DEI strategy and are the guiding themes for strategic actions.

DEI STRATEGY PILLARS	
BELONGING AND GROWTH	**POLICIES AND PRACTICES**
Objective: *Enhance access to leadership development, ensuring equitable certification processes, and fostering a culture of inclusion.*	*Objective:* *Ensure equitable experiences among members by refining policies and practices, removing barriers that impact diverse groups, promoting fair opportunities, and ensuring all OACETT members feel valued and respected.*
EDUCATION AND ENGAGEMENT	**COMMUNITY IMPACT AND RELATIONS**
Objective: *Build a culture of understanding by providing DEI learning opportunities to address knowledge gaps, and promoting engagement among OACETT members, enabling them to contribute positively to a supportive and inclusive environment.*	*Objective:* *Strengthen community relations by implementing proactive, culturally sensitive engagement strategies that enhance OACETT's ability to empower diverse groups in the profession.*

The next sections will detail each of these pillars, outlining the reasons for these specific focuses and the corresponding tactics we recommend.

1. BELONGING AND GROWTH

Objective: Enhance access to leadership development, ensuring equitable certification processes, and fostering a culture of inclusion.

RATIONALE - WHY THIS FOCUS

- Enhancing access to leadership development and fostering a culture of inclusion for underrepresented groups is essential for promoting diversity, equity, and long-term success of the association by addressing systemic barriers and creating equal access to opportunities for all members.

INTENDED OUTCOME

- Cultivate a culture within OACETT and within the industry that continuously adapts to remove inequities and foster belonging.
- An association where every individual consistently feels safe, valued, understood, and genuinely included.

GOALS & TACTICS

Goal 1.1: Leadership Development

- Offer member resource groups, mentorship programs, and networking opportunities to enhance support for underrepresented groups.
- Offer targeted professional development resources.
- Design a leadership pipeline program that identifies and supports diverse talent from within the membership to advance into leadership roles.
- Promote inclusive decision-making by including diverse voices and perspectives in leadership deliberations and initiatives.
- Introduce sponsorship programs (separate from mentorship initiatives) where senior leaders actively advocate for the career advancement of women as part of OACETT's Women In Tech (WIT) networking group.

Goal 1.2: Address perceived disparities and foster inclusion

- Create forums or safe spaces where members can openly discuss disparities they perceive or experience without fear of repercussion.
- Create visibility campaigns celebrating the diversity of members by highlighting new joiners and/or long-standing members.

- Further emphasize foreign experience and education recognition to address concerns among members who are marginalized within the industry. Provide clearer guidance on how international qualifications are recognized to address perceived barriers based on immigration status.
- Establish an "Inclusion Champions" recognition program where members who actively work to foster inclusion are acknowledged and rewarded, encouraging others to model similar behavior.

Goal 1.3: Long-term pipeline development

- Broaden access to development opportunities.
- Engage with post-secondary students to address the DEI pipeline issue and demonstrate awareness of age, and/or gender issues impacting the industry.
- Consider subsidized membership fees and other financial support for referrals and to members from lower socio-economic backgrounds to access new opportunities.

ACCOUNTABILITY

Note: Some individuals may participate in roles in one or more categories below. For example, an individual who is part of the OACETT Board may also be a member of the DEI Committee and a Volunteer with multiple responsibilities across OACETT.

OACETT Staff & Board	DEI Committee	Volunteers & Members
Key Accountability	**Key Accountability**	**Key Accountability**
- Ensure the DEI Committee has the necessary resources—funding, materials, and logistical support—to run member resource groups, mentorship programs, and networking events effectively. - Offer targeted professional development resources such as mentorship and networking opportunities. - Enable local chapters to create their own member resource groups, ensuring consistency	- Organize meetings, workshops, and events where members of underrepresented groups can gather, share insights, and address their unique challenges. - Regularly collect feedback from members, especially those from underrepresented groups, to ensure that the programs are meeting their needs. Use this feedback to adjust and improve initiatives continuously.	- Interact with individuals in leadership roles within OACETT. - Tap into exclusive resources, such as DEI training, scholarships, or career development tools.

with OACETT's broader DEI goals. ● Set clear goals, metrics, and reporting structures to track participation and the impact of these programs. Encourage DEI Committee to report on their DEI initiatives and the success of their programs in supporting underrepresented members. ● Create a mentorship matching system that pairs mentees from underrepresented groups with experienced mentors, ideally with an understanding of the mentees' challenges. ● Offer mentors and mentees training on effective communication, goal setting, and how to foster an empowering mentor-mentee relationship, ensuring both sides are set up for success. ● Offer a semi-annual webinar on "The Path to Leadership", outlining what opportunities look like and how to succeed in the application process.		

2. EQUITABLE POLICIES AND PRACTICES

Objective: Ensure equitable experiences among members by refining policies and practices, removing barriers that impact diverse groups, promoting fair opportunities, and ensuring all OACETT members feel valued and respected.

RATIONALE - WHY THIS FOCUS

- Explicitly integrating DEI principles into policies ensures fair opportunities and equitable certification processes to make for a more inclusive environment for all members.
- Enhancing policies to support members with disabilities or language barriers ensures broader participation and equal access to processes.
- Regular DEI training and feedback mechanisms ensure ongoing awareness and adaptation to meet the needs of a diverse membership.

INTENDED OUTCOME

- Ensure DEI is integrated into the governance, policies and practices at OACETT.
- Create a more inclusive, accessible, and equitable organization where all members, regardless of background or ability, have fair opportunities to participate, grow, and contribute.
- Ensure continuous improvement through regular DEI training and feedback mechanisms.

GOALS & TACTICS

Goal 2.1: Integrate DEI principles across all policies

- Ensure that policies, such as the Elections Policy, reflect clear DEI standards to promote fair representation of all groups within leadership and decision-making processes.
- Ensure that new policies are developed with DEI objectives in mind, fostering an organizational culture of equity and inclusion from the outset.
- Develop internal DEI Audit checklist for use within policy review cycles.
- Map the policy review cycle and review the opportunities to collect feedback such as surveys, focus groups, sub-committees, and/or Chapter specific reviews.
- Leverage the DEI Strategy Statement to provide a consistent theme across the policies.

Goal 2.2: Build trust and transparency to enhance accessibility and participation

- Enhance transparency on the OACETT website by simplifying the layout with more visuals as well as adding step-by-step clarity on how the criteria is reviewed for certification promoting a more consistent experience among members on the selection process.

- Revise policies, like the Volunteer Management Policy, to remove barriers for members with disabilities, language challenges, or other accessibility needs by offering accommodations and clear guidance.
- Ensure that key documents, instructions, and support services can be made available in accessible formats, including large print, audio, or braille for individuals with disabilities.
- Create new communication channels such as mobile apps with real-time status updates, chatbots, or personalized text messages to members, to improve accessibility in the certification processes by providing clear criteria that link educational and professional requirements to approvals for certification.
- Build processes into policies that allow members to request accommodations easily, such as interpreters, assistive technologies, or flexible participation options.
- Ensure equitable admissions processing and criteria for certification.

Goal 2.3: Foster ongoing DEI resources and feedback

- Create a central resource hub for DEI resources. Report on the take-up of DEI resources for members, celebrating those who have gone above and beyond.
- Create clear and accessible channels for members to provide feedback on policies, allowing for ongoing input and continuous improvement.
- Regularly review policies and procedures through a DEI lens, using feedback and data to adjust and improve inclusivity and equity across the organization.

ACCOUNTABILITY

Note: Some individuals may participate in roles in one or more categories below. For example, an individual who is part of the OACETT Board may also be a member of the DEI Committee and a Volunteer with multiple responsibilities across OACETT.

OACETT Staff & Board	DEI Committee	Volunteers & Members
Key Accountability	**Key Accountability**	**Key Accountability**
- Prioritize and endorse DEI strategy, ensuring its alignment with OACETT's overall strategic goals. - Implement a regular review cycle that solicits feedback from a diverse group of stakeholders and includes transparent communications to members at the close of each review cycle. - Within OACETT's Code of Ethics and Rules of Professional Conduct, address potential discrepancies related to DEI comments by integrating clear DEI principles, communicating changes to the guidelines, and celebrating positive conduct aligned with DEI values. - If member resource groups are created, the development of an organization-wide member resource group policy for all groups to align to.	- Publicly champion DEI initiatives, reinforcing the association's commitment to inclusivity. - Establish a regular cadence in meetings for sharing DEI information and reminders. - Gather feedback from volunteers and members to share with OACETT staff to drive additional DEI improvements.	- Familiarize oneself with DEI goals and contribute towards achieving them. - Seek out and attend DEI training sessions to enhance understanding. - Contribute to the policy and process review to ensure continuous improvement.

3. EDUCATION AND ENGAGEMENT

Objective: Build a culture of understanding by providing DEI learning opportunities to address knowledge gaps, and promoting engagement among OACETT members, enabling them to contribute positively to a supportive and inclusive environment.

RATIONALE - WHY THIS FOCUS

- DEI learning opportunities help staff, volunteers and members understand and overcome unconscious biases and systemic barriers.
- Educating staff, volunteers and members on DEI encourages them to contribute positively to a more inclusive and supportive environment.
- A culture of understanding fosters better relationships, ensuring diverse perspectives are valued and integrated into decision-making.
- Including Indigenous communities in DEI education is essential for fostering an inclusive and respectful approach, as their unique knowledge and perspectives enrich the understanding of these communities.

INTENDED OUTCOME

- Create a more informed, engaged, and collaborative organization where everyone is equipped with the knowledge and tools to actively contribute to a supportive, inclusive, and equitable culture within OACETT and the industry.
- Establish a learning and communications system that promotes inclusivity, transparency, and continuous engagement.
- Staff, volunteers and members are encouraged and empowered to develop their understanding of DEI, promoting inclusivity and safety.

GOALS & TACTICS

Goal 3.1: Establish a comprehensive DEI learning program focusing on fostering an inclusive and transparent culture

- Develop a DEI Learning Curriculum through the creation of a structured learning path that includes mandatory and optional DEI topics, tailored to different elements such as culture and career progression. Publish completion rates to encourage training participation.
- Offer training modules addressing specific barriers (based on socio-economic status, gender, immigration status, region, disabilities, Indigenous heritage, and sexual orientation) and offer continuous learning opportunities through workshops, webinars, and e-learning platforms.
- Offer training programs on cultural awareness and the integration of DEI principles to all OACETT Staff, volunteers, and members. Training topics may include the Foundations of DEI and Unconscious Bias to address the level of understanding and importance of equity versus equality.

- Extend the offering of training topics as part of the 360 Partnership Program, ensuring they are practical and applicable to various organizations within the industry.
- Offer a variety of learning formats, such as online courses, guest speaker events, 'lunch and learn' opportunities, cultural celebrations, webinars, and interactive modules, to cater to different learning preferences.
- Incorporate DEI learning modules into the volunteer leadership orientation (mandatory) and membership onboarding process (voluntary).

Goal 3.2: Encourage active participation through interactive DEI activities

- Organize DEI events and initiatives such as cultural celebrations, panel discussions, and DEI-focused workshops that encourage participation and foster a sense of community.
- Design and implement a DEI Calendar and set of resources for OACETT Staff, DEI Committee, and volunteers to use.
- Launch DEI challenges and campaigns that invite members to engage in activities that promote learning and awareness.
- Create platforms and opportunities for members to share their personal stories and experiences related to DEI, fostering empathy and understanding.

Goal 3.3: Implement mechanisms to monitor and assess the progress of DEI education and strategies, adapting based on feedback and evolving needs

- Conduct post DEI training surveys to measure the efficacy, relevance and impact of the training content.
- Collaborate with volunteers and members to gather insights, assess DEI progress, and identify opportunities for adaptation and growth to enhance the effectiveness of DEI initiatives.
- Create specialized programs and recognition opportunities to empower and cultivate members aspiring to become DEI leaders and champions within the organization.
- Conduct regular reviews of events, webinars, and activities to ensure that panels, presenters, and trainers are selected based on those who have lived those experiences themselves to foster inclusivity, aligning with DEI principles.
- Leverage feedback and data to adjust and improve inclusivity and equity across the organization.

ACCOUNTABILITY

Note: Some individuals may participate in roles in one or more categories below. For example, an individual who is part of the OACETT Board may also be a member of the DEI Committee and a Volunteer with multiple responsibilities across OACETT.

OACETT Staff & Board	DEI Committee	Volunteers & Members
Key Accountability	**Key Accountability**	**Key Accountability**
• Commit to fostering an environment that prioritizes open communication and feedback. • Provide DEI training opportunities to OACETT Staff, Board, DEI Committee, volunteers, and members.	• Endorse and engage in regular DEI training to set the tone for all members. • Actively seek DEI learning opportunities and implement learnings where possible. • Encourage DEI discussions, sharing experiences within the industry and feedback. • Facilitate opportunities for members looking to participate or lead DEI initiatives within OACETT or their respective organizations. • Encourage member participation in training.	• Participate in DEI discussions, sharing experiences and feedback. • Express interest in taking DEI leadership opportunities within respective local chapters to drive further engagement and progress.

4. COMMUNITY IMPACT AND RELATIONS

Objective: Strengthen community relations by implementing proactive, culturally sensitive engagement strategies that enhance OACETT's ability to empower diverse groups in the profession.

RATIONALE - WHY THIS FOCUS

- Understanding the diversity within OACETT, identifying gaps, and setting DEI goals to foster inclusion and build trust through transparency.
- Culturally sensitive engagement fosters trust and meaningful relationships with diverse and underrepresented groups.
- Aligning strategies with the needs of marginalized communities ensures OACETT remains relevant and attracts new members.
- Proactive engagement strengthens OACETT's ability to promote DEI and develop a more innovative, representative profession.

INTENDED OUTCOME

- Contribute to cultivating a profession that continuously adapts to remove inequities and foster belonging.
- A community where every individual consistently feels safe, valued, understood, and genuinely included.

GOALS & TACTICS

Goal 4.1: Collect demographic data and develop culturally sensitive engagement practices

- Build trust, raise awareness, and ensure the collection of data is respectful and inclusive. Clearly communicate the purpose, usage, and security of data collection, obtaining explicit, voluntary consent. Create open forums for members to ask questions and express concerns about data collection.
- Use anonymous surveys upon recruiting new members (and conduct annually for existing members) with multiple participation methods (online, phone, paper) through unbiased third parties and design inclusive questions that allow for self-identification. Offer incentives for participation.
- Ensure transparency in how demographic data is collected, stored, and used, providing clear opt-out mechanisms for members who choose not to participate. Implement regular audits and clear data retention and deletion policies.
- Regularly seek input from underrepresented communities to tailor engagement strategies that resonate with their unique needs and experiences. Provide regular updates on how the data supports DEI initiatives and allow members to opt out.

Goal 4.2: Tailor outreach to shape the future of OACETT

- Create dedicated coaching opportunities that focus on building the specific skills women can leverage to navigate the path to leadership roles within the industry. Pair or open the lines of communication between women in the community with women in leadership roles at OACETT to attract more talent.
- The OACETT Women In Tech (WIT) networking group can introduce workshops for male colleagues to understand the challenges women face in technology and how they can be better allies.
- Offer targeted mentorship and networking programs for internationally educated professionals, focusing on integrating them into local chapters and volunteer opportunities.
- Use digital platforms, such as podcasts, social media, virtual events, to engage with a larger pool of professionals, making it easier for them to connect with OACETT. Create regional hubs or virtual networks to facilitate engagement and professional development for members in remote locations, addressing barriers based on region.
- Establish a disability inclusion working group to identify barriers and recommend ongoing improvements to support members with disabilities.
- Establish an LGBTQ+ advisory council to guide OACETT on best practices for inclusivity in policies and events.
- Establish an Indigenous working group to enhance the inclusion of Indigenous professionals within OACETT, establishing Truth and Reconciliation priorities and developing effective land acknowledgements for consistent implementation within OACETT meetings.
- Implement neurodiversity-focused support structures, ensuring that members with cognitive differences are included and supported in all aspects of professional development.

Goal 4.3: Foster strong partnerships with diverse communities

- Build partnerships with other organizations that represent underrepresented groups in the profession, creating joint initiatives that promote diversity and inclusion.
- Host events or forums in diverse communities to encourage dialogue and involvement in shaping the future of the profession, ensuring diverse voices are part of the conversation.
- Partner with technology companies from the 360 Partnership Program to elevate the visibility of women leaders in the field through conferences, speaking engagements, and public recognition, creating joint initiatives that promote diversity and inclusion.
- Co-create programs and events alongside individuals from marginalized communities (based on socio-economic status, gender, immigration status, region, disabilities, Indigenous heritage, and sexual orientation) to ensure their perspectives are authentically represented.
- Expand partnerships with educational institutions and community groups to offer scholarships, internships, and outreach programs that attract talent from diverse backgrounds into the profession.

ACCOUNTABILITY

Note: Some individuals may participate in roles in one or more categories below. For example, an individual who is part of the OACETT Board may also be a member of the DEI Committee and a Volunteer with multiple responsibilities across OACETT.

OACETT Staff & Board	DEI Committee	Volunteers & Members
Key Accountability	**Key Accountability**	**Key Accountability**
- Form a working group responsible for monitoring data collection practices. - Offer clear, concise consent forms, explaining why data is being collected and how it aligns with DEI goals. - Collaborate with a third-party provider to administer unbiased surveys and assure members of confidentiality and objective data collection. - Publicly support and allocate funds for new programs to promote inclusivity. - Regularly communicate DEI progress and commitments to members, reiterating its priority level in OACETT's overall strategy.	- Recruit trusted representatives from different Chapters to act as advocates, helping facilitate discussions on data and DEI goals. - Create biannual reports on data collection outcomes and impact, accessible to members, showing how the data informs DEI efforts and any adjustments made based on feedback. - Invite representatives from underrepresented groups to join panels and provide insights into the data strategy. - Share updates on how the data supports DEI goals, along with anonymized data findings to demonstrate impact. - Encourage members to participate in events and conversations. - Celebrate and recognize members who demonstrate behaviours that contribute to a healthy and safe culture.	- Support data collection efforts and participate in surveys to help shape the future of DEI at OACETT. - Participate in events and discussions to foster a culture of mutual growth. - Collaborate with other members to create a cohesive, inclusive environment. - Volunteer to mentor and/or participate as a mentee.

KEY PERFORMANCE INDICATORS (KPIs)

To further support OACETT's success, we recommend the creation of additional KPIs as part of ongoing data collection efforts. The following table shares KPIs identified to measure the success of the strategy across the four strategic pillars. KPI progress should be reviewed regularly to ensure the strategy is being implemented and successfully integrated across the organization.

Although these KPIs are set on an annual basis, we recommend collecting data and communicating progress quarterly to ensure transparency and sustained success. The staff members of the Head Office are considered the owners of these KPIs, particularly regarding data consolidation and reporting, however responsibility for gathering of data can be dispersed to the DEI Committee and Volunteers of OACETT.

Note: Collecting demographic data is recommended for KPIs to be effective, which is addressed in the Community Impact and Relations section.

PILLAR NAME	Belonging and Growth	Equitable Policies and Practices	Education and Engagement	Community Impact and Relations
KEY PERFORMANCE INDICATOR	Year-over-year retention rates of diverse members vs. overall membership.	Percentage of policies reviewed and updated to incorporate DEI principles annually.	Percentage of members and leadership who complete DEI training programs.	Increase in the number of professionals, particularly from diverse backgrounds, actively participating in OACETT activities.
	Diversity in feedback on leadership development initiatives (disaggregated by demographic data).	Number of barriers identified and removed through changes to policies or practices.	Number of members engaged in DEI-related forums, discussions, or workshops.	
		Percentage increase in positive responses from diverse groups on whether they feel valued and respected via	Pre-assessment and post-assessment scores showing improvement in understanding DEI concepts.	

		membership surveys.		

YEARLY DETAILED BREAKDOWN

The following table shares a recommended breakdown of actions for Year 1, Year 2, and Year 3+. These are divided into each strategy pillar with owners and proposed timelines. Timelines may be amended based on resource availability, member feedback and strategic alignment.

Each item is colour-coded based on level of priority (high priority, medium priority, and low priority), determined through survey results and in support of the recommendations provided in the Analysis Report.

Strategy Pillar: Belonging and Growth		
Action	**Owner**	**Timeline**
Provide resources for DEI Committee initiatives.	OACETT Staff & Board	Year 1
Offer targeted mentorship and networking resources.	OACETT Staff & Board	Year 1
Enable chapters to form DEI-aligned resource groups.	OACETT Staff & Board	Year 1
Set metrics to track program participation and impact.	OACETT Staff & Board	Year 3+
Create a mentorship matching system.	OACETT Staff & Board	Year 1
Train mentors and mentees for effective relationships.	OACETT Staff & Board	Year 1
Host semi-annual "Path to Leadership" webinars.	OACETT Staff & Board	Year 2
Host events for underrepresented groups to connect.	DEI Committee	Year 2
Gather feedback to meet members' needs.	DEI Committee	Year 2
Engage with OACETT leaders.	Volunteers & Members	Ongoing
Access exclusive DEI training and resources.	Volunteers & Members	Ongoing
Strategy Pillar: Equitable Policies and Practices		

Action	Owner	Timeline
Align DEI strategy with OACETT goals.	OACETT Staff & Board	Year 1
Implement regular, transparent review cycles.	OACETT Staff & Board	Year 2
Address DEI in Code of Ethics and conduct.	OACETT Staff & Board	Year 2
Develop Policy Audit Checklist and a policy for member resource groups.	OACETT Staff & Board	Year 1
Publicly champion DEI initiatives.	DEI Committee	Year 1
Share DEI updates regularly in meetings.	DEI Committee	Year 1
Collect feedback for DEI improvement.	DEI Committee	Year 2
Update policies and processes in line with CultureAlly's recommendations.	OACETT Staff & Board	Year 1
Support and work toward DEI goals.	All	Ongoing
Increase understanding of certification processes.	All	Year 1
Strategy Pillar: Education and Engagement		
Action	**Owner**	**Timeline**
Foster open communication and feedback.	OACETT Staff & Board	Ongoing
Release new training topics regularly to drive engagement.	OACETT Staff & Board	Year 3+
Endorse and participate in DEI training.	All	Year 2
Develop and implement a feedback survey for members focused on strengths and opportunities for improvement.	DEI Committee	Year 2
Facilitate DEI involvement and leadership opportunities.	DEI Committee	Year 2
Develop a training curriculum.	OACETT Staff & Board	Year 3+
Promote member participation in DEI training.	DEI Committee	Year 2
Identify leadership development opportunities, focused on inclusive leadership and DEI competencies.	DEI Committee	Year 2

Provide updates on training completion levels.	DEI Committee	Ongoing
Strategy Pillar: Community Impact and Relations		
Action	**Owner**	**Timeline**
Monitor data practices.	OACETT Staff & Board	Year 2
Provide clear consent forms for data collection.	OACETT Staff & Board	Year 2
Use third-party for unbiased, confidential surveys.	OACETT Staff & Board	Year 2
Fund new programs for inclusivity.	OACETT Staff & Board	Year 3+
Establish a communication plan around DEI, with emphasis on Leadership Endorsement.	OACETT Staff & Board	Year 1
Create dedicated coaching opportunities that focus on building the specific skills women can leverage to navigate the path to leadership roles.	DEI Committee	Year 2
Publish biannual DEI data impact reports and share anonymized data supporting DEI goals.	DEI Committee	Year 3+
Plan regular DEI events, workshops and speaker series to foster continuous learning.	DEI Committee	Year 2
Establish a disability inclusion working group to support members with disabilities.	DEI Committee	Year 2
Establish an LGBTQ+ advisory council.	DEI Committee	Year 2
Share monthly observances and celebrations and recognize members fostering positive culture.	DEI Committee	Year 3
Ensure DEI is a standing agenda item at annual meetings and local chapter events, providing updates on goals where possible.	Volunteers & Members	Ongoing
Support data efforts by completing surveys.	Volunteers & Members	Ongoing
Engage in events to promote mutual growth.	Volunteers & Members	Ongoing
Collaborate to build an inclusive environment.	Volunteers & Members	Ongoing

APPENDIX

A1: EQUITY, DIVERSITY, INCLUSION (DEI) SURVEY QUESTIONS

1. What does diversity, equity and inclusion mean to you?

On a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), how much do you agree with the following statements? Please select N/A if not applicable.

2. I feel like I belong within OACETT.
3. I can share my thoughts and opinions within OACETT without fear of negative consequences.
4. OACETT has diverse members with different experiences and backgrounds.
5. When I speak up within OACETT, my opinion is valued.
6. I see a path for myself to a leadership role within OACETT if I wanted it – in the Chapters or at the provincial level.

7. What do you feel is the biggest barrier to diversity, equity & inclusion we face at OACETT? Feel free to share thoughts, opinions, suggestions or anything you feel is important to note. For example, perhaps you are not sure where to find information about getting involved. Or, you attended a meeting where you may not have felt welcome. If you're unsure, you can simply answer 'don't know' or 'unsure'.

8. As OACETT looks to establish its DEI roadmap and priorities, please rank order this list based on your priorities, or add something that is not included in the list:

   Training for members (promoting diversity, unconscious bias, etc.)

   Addressing barriers based on gender

   Addressing barriers based on socio-economic status

   Addressing barriers based on immigration status

   Addressing barriers based on region

   Addressing barriers based on disabilities

   Addressing barriers based on sexual orientation

Addressing Indigenous matters

Additional priorities

9. Please specify what "additional priorities" you have added to the list if applicable. Please write "N/A" if not applicable.

10. OACETT intends to collect demographic data (e.g. gender, race/ethnicity, income, socio-economic status, immigration status, etc.) about its members to help us better understand the demographic make-up of OACETT's membership. The ultimate goal is to use information to enhance OACETT's DEI strategy. Please share any questions, comments or suggestions here about how OACETT should best gather and work with this sensitive information.

11. If you would like to share more feedback about your experience at OACETT or engage more deeply on matters beyond this survey, we invite you to attend a Focus Group or a 1:1 Interview with CultureAlly, our DEI Partner. To sign up for a Focus Group, please leave your email address below, and CultureAlly, will follow up with you on participation details. If you prefer to share more feedback about your experience at OACETT via a 1:1 online interview (Zoom), you can schedule time with CultureAlly by using this *booking link*.

12. As a thank you for sharing your thoughts, all survey participants will be entered into a raffle draw. It's our way of saying thanks for helping make OACETT a better place for everyone. Please enter your email address below for a chance to win one of several $25 gift cards.

A2: FOCUS GROUP DISCUSSION QUESTIONS

The following list comprises key questions explored during the Focus Group sessions. Please note that while these were the primary prompts, additional questions may have been posed based on the flow of the discussions.

Member Engagement and Services, Government Relations

- What are the different membership segments and how does each application process differ?
- What are some of the key differences in processes between applying Student Membership and Associate Membership?
- What are your current recruitment channels and how would you describe the recruitment process (membership growth) for each?
- What are your current retention strategies (onboarding and engagement)? Which ones would you describe as most effective and why?
- Do you collect demographic data for members?
- Do you feel that the current membership policies and practices address barriers faced by marginalized members?
- How do current retention policies and processes support marginalized members?
- Do you see any policies or practices that may disproportionately impact certain groups or identities?
- Are there any other barriers you have identified that impact members of OACETT?
- How do you think DEI could be improved for members?

Registration & Professional Practice

- What does each stage of the certification process currently look like? Is this consistent across all chapters and members?
- Do you collect demographic data for certified members?
- Do you feel that the current policies and practices address barriers faced by marginalized members?
- How do current certification policies and processes support marginalized members? Do you see any policies or practices that may disproportionately impact certain groups or identities?
- Are there any other barriers you have identified that impact members of OACETT?
- How do you think DEI could be improved for certified members?

Members

- From your perspective, what do you feel OACETT does well as it relates to diversity, equity or inclusion?
- Do the processes at OACETT appear consistent for all members?
- Do you see any policies or practices that may disproportionately impact certain groups or identities?
- How do current certification policies and processes support marginalized members?
- How do current recruitment policies and processes support marginalized members?
- How do current retention policies and processes support marginalized members?
- How do current policies and processes related to volunteer leadership opportunities support marginalized members?
- How do you think Diversity, Equity & Inclusion (DEI) could improve among OACETT chapters and members?
- Do you have any additional comments or thoughts you have to help our DEI analysis?