



ONBOARDING, ORIENTATION, VALUES SETTING

STANFORD SOM HRG
STAFF JEDI COLLECTIVE

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**STANFORD SOM HRG
STAFF JEDI COLLECTIVE**

SECTION 01



ONBOARDING EMPLOYEES TO JEDI RESOURCES & OPPORTUNITIES

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IMAGE DESCRIPTIONS

A mans hands pointing at a laptop screen while we see another set of hands in the background.

ONBOARDING EMPLOYEES TO JEDI RESOURCES AND OPPORTUNITIES



INTRODUCTION

Given the expansive nature of Stanford and the many justice, equity, diversity, and inclusion (JEDI) offices and resources available, we provide a checklist for managers and employees to use for onboarding. Items from this checklist can be copied and pasted onto onboarding documents created for new employees. This can also be used as a refresher for existing employees that want to reconnect with JEDI resources or have not had the opportunity to explore JEDI resources.

IMAGE DESCRIPTIONS

LEFT: Three people sitting in a conference room taking notes.

RIGHT: A person writing on a clip board wearing professional attire.



DAY 1

- Welcome Center Orientation & Department/Unit/Team Introductions

DAY 2

- Employee to read the Provost's Statement on Diversity and Inclusion [here](#).
- Employee to add pronouns to Stanford directory profiles (next to name in the name field or in a specific pronoun field if available), [Zoom profile](#), [Slack](#), email signature (if employee feels comfortable sharing their pronouns)
- Manager to share a welcome message from the SoM HRG JEDI team to the employee (this is specific to School of Medicine employees):

Welcome to Stanford School of Medicine! Our team is here to support all employees on their JEDI journey. Learn more about us on our [website](#) and read our team's [mission, vision, and values](#). To contact us, please email somhrgjedi@stanford.edu. We look forward to working with you!
-School of Medicine Human Resources Group Justice, Equity, Diversity, and Inclusion (SoM HRG JEDI) team

WEEK 1

- Employee to create and share a “[User Manual of Me](#)” with the team. Manager and employee to talk through how they like to work, [accessibility needs](#), communication styles, giving and receiving feedback, project management tools, etc.
- Manager to introduce employee at various staff meetings or by individual meetings
- Manager to create a list of people to contact to help the employee develop a community
- Employee to add phonetic name to Stanford directory and/or on Slack and Zoom (if employee feels comfortable doing so)

IMAGE DESCRIPTIONS

LEFT: A group of coworkers sitting at a table working together.

RIGHT: A person is showing their coworker something on his phone.



- Employee to start [IDEAL Learning Journey](#) (sign up on STARS for online learning and workshops 1 and 2)
- Employee to connect with and schedule a one-on-one meeting with an established member of their team
- Employee to connect with and schedule a meeting with JEDI practitioner(s) or volunteer(s) external to their team, e.g. SoM HRG JEDI team member, departmental JEDI/DEI professional or volunteer, etc.
- Employee to connect with your department or unit's [SoM Staff JEDI Collective representative\(s\)](#)
- Employee to schedule a meeting/lunch with their manager's manager (i.e. skip-level meeting)
- Employee to attend diversity or multicultural event(s): <https://events.stanford.edu/> (check StanfordMed Pulse for event announcements)



IMAGE DESCRIPTIONS

TOP: Two coworkers exchanging a fist bump as they're having a work session with their other coworkers.

BOTTOM LEFT: A group of coworkers putting their hands in the center of the table.

BOTTOM RIGHT: A glimpse into to an office common area where we see people talking casually and working.



- Employee to explore the [Staff Affinity Groups](#), contact groups of interest for access to mailing lists and Slack channels
- Employee to explore [Staff JEDI Programs](#) at Stanford Medicine



IMAGE DESCRIPTIONS

TOP: An aerial view of a work session. We mostly see laptops, notebooks, tablets, etc. on a table with peoples hands engaging with those objects.

BOTTOM: A laptop on a table top with a cup of coffee next to it.

RESOURCES

ONBOARDING EMPLOYEES TO
JEDI RESOURCES AND OPPORTUNITIES



The School of Medicine's Human Resource Group Justice, Equity, Diversity & Inclusion (JEDI) team has curated resources on their website. If you are not finding a JEDI resource that you are seeking, please contact somhrjedi@stanford.edu, and a team member will assist you.

[GET RESOURCES NOW](#)

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INTEGRATING INDIVIDUAL AND TEAM VALUES INTO DAILY PRACTICES

IMAGE DESCRIPTIONS

Two people men looking at a computer screen. One is pointing at the screen while the other is observing.

INTEGRATING INDIVIDUAL AND TEAM VALUES INTO DAILY PRACTICES



INTRODUCTION

According to Markaway “values are the principles that give our lives meaning and allow us to persevere through adversity.” In short, values shape what matters to us— as they often act as internal guides to help us live our lives, both professionally and personally.

In the workplace, values can help individuals and teams establish purpose and meaning, including how to work together, identify shared priorities, and recognize individual preferences. Moreover, setting and revisiting team values can help build accountability by setting a standard for team conduct and shared expectations. This resource provides guidance on how to identify and establish individual and team values, and offer strategies to integrate these values in the workplace.

IMAGE DESCRIPTIONS

LEFT: A person sitting at a table smiling.

RIGHT: Two people looking at a tablet. One is sitting at a table typing, the other is leaning over them watching.

EXPLORING INDIVIDUAL VALUES



Exploring individual values requires reflection and intentionality. You can explore personal and professional values separately, then compare them to determine how your personal and professional values are interconnected. As you are exploring values, you can ask yourself how justice, equity, diversity, and inclusion are embedded in them. In the chart below, there are several activities and guides that outline a process for individual values exploration. Select one and reflect on the experience for greater insight.



KEY QUESTIONS TO CONSIDER:

- *How do my values show up in everyday life?*
- *In what ways do my values align (or misalign) with one another?*
- *How do these values connect to my professional/work life?*

Finally, while it is important to identify and reflect upon individual values, exploring values with groups/teams is equally important. Being able to define your individual values is critical before moving into identifying your team's values.



IMAGE DESCRIPTIONS

TOP: A person walking down the hall holding her laptop and notebooks.

MIDDLE: A person is typing on her laptop with her phone in hand.

BOTTOM: A team of coworkers looking at a screen projection in a meeting.

IDENTIFYING YOUR TEAM VALUES



Once you have explored your individual values, the next step is to identify your team's values as a group. First, schedule a team meeting to share and discuss team members' individual values.

Follow the exercise on individual values with an exercise to co-create team values(see table below for further guidance on processes to establish and build consensus including an example from the School of Medicine's HRG JEDI Team's Mission, Vision, and Values).

IMAGE DESCRIPTIONS

A team of four people sitting at a table with a bunch of paperwork on top, one person has their laptop out and they're discussing business.

INTEGRATING VALUES IN THE WORKPLACE

Now that your team has identified their values, you can consider ways to utilize and integrate them into the workplace. The resource table below offers a strategy on how to integrate your values in the workplace.



SOME ADDITIONAL EXAMPLES INCLUDE:

Create a team values statement, along with mission and vision statements. Openly communicate values internally and externally (e.g. website). You can also align them with Stanford University and Stanford Medicine JEDI principles and values (see below).

Integrate the team values statement into onboarding materials to establish expectations and critically reflect on team culture. Revisit, normalize, and/or center discussions around team values at meetings and retreats. For example, before beginning a new initiative, a leader may ask their team how this effort is aligned or (misaligned) with their values in a team meeting.

Consider making connections between team values, current events, and cultural observations (e.g. Black History Month, PRIDE Month, Disability Employment Awareness Month, etc.). Partner with the department, unit, or team DEI committees or staff affinity groups for deeper reflection and discussion.

IMAGE DESCRIPTIONS

LEFT: A person sitting at a table working on their laptop.

MIDDLE: A person in a red shirt smiling for a photo.

RIGHT: Two coworkers casually sitting in a coffee shop with their laptops out.

RESOURCES



RESOURCE	AUDIENCE	BRIEF DESCRIPTION
Living Into Our Values (Brené Brown, Unlocking Us)	Individuals	Offers a guide on how to explore your values, including a curated list of values where you can identify your own values. The resource includes a companion podcast episode on how to live into your values.
6 Ways to Discover and Choose Your Core Values (Psychology Today)	Individuals	Offers a process to discover and choose your values. Can be used in tandem with the above resource from Brené Brown.
What Are Your Values? Deciding What's Most Important in Life (MindTools)	Individuals	Offers a process to discover your values in a concise, direct manner. Can be used in tandem with the above resource from Brené Brown.
Simon Sinek Inc. - Video on "Values are Verbs, Not Nouns"	Individuals Teams	Provides insight into what values are, a process to define them, and ways for teams to consider values in an authentic manner.
How to Establish Values on a Small Team (HBR)	Teams	Describes why team value setting is important and a process for establishing values on a team, including how to integrate your values.
Words to Live By: 5 Steps to Choosing Your Team's Core Values (The Muse)	Teams	Shares a process for establishing values on a team in four practical steps.
Institutional Alignment - Stanford's Values	Teams	Information from various websites to outline core values from Stanford University and Stanford Medicine. Can be used to help teams and units create institutional alignment while defining and reimagining their unique values.
SoM HRG JEDI Team's Mission, Vision, and Values	Teams	Example of how to establish team values based on individual values and create synergy with the mission and vision.
Operationalizing Your Organization's Values (Brené Brown, Dare to Lead)	Teams	Provides strategic guidance on how to operationalize your values after creating alignment amongst your team.

SOURCES

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ACCESS NOW

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ACCESS NOW

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Markway, B. & Ampel, C. (2018) The Self-Confidence Workbook. Althea Press: Emeryville, CA, p. 28.



DEFINING ACCOUNTABILITY FOR TEAMS' JEDI PRACTICES & ACTION

DEFINING ACCOUNTABILITY FOR TEAMS' JEDI PRACTICES AND ACTION

SECTION 3



INTRODUCTION

While many JEDI efforts are initiated, many organizations struggle in sustaining these efforts. Therefore, establishing accountability structures is crucial in setting up one's team for success. This resource guide seeks to offer and advance potential accountability measures for teams to implement when working on JEDI issues.

Accountability can look many different ways, and this guide outlines a four-pronged framework for understanding and cultivating accountability (this framework was inspired by [3 ways to drive accountability in DEI initiatives](#) by Paradigm president Evelyn Carter). They are:

- **Metrics: accountability through outcomes**
- **Education and Training: accountability through a commitment to learning and unlearning**
- **Recognition: accountability through positive reinforcement and celebrating successes**
- **Standards and Practices: accountability through advancing changes to team culture and workflow**

IMAGE DESCRIPTIONS

LEFT: Two people smiling at each other while going over information on a tablet
RIGHT: A person sitting in a coffee shop working on their laptop.

METRICS

- Create a strategic plan and build metrics into the plan to measure outcomes
 - Consider using the School of Medicine Human Resources Group JEDI team's [template](#) that aligns with the [Stanford University Staff IDEAL Framework](#)
 - Refer to [The Flow of Your J.E.D.I. Journey](#) from The JEDI Collaborative for an overview of the process
- Complete an organizational audit on JEDI outcomes/issues and create metrics for your team/department/unit and measure on a monthly, quarterly, or annual basis dependent on outcome
 - A possible tool is [Gartner's The Diversity, Equity and Inclusion \(DEI\) Metrics Inventory](#)

EDUCATION & TRAINING

- Require JEDI training (during working hours) with your team on a regular basis (i.e., monthly or quarterly)
 - For a list of examples, see [Leveraging Staff Activities for Team JEDI Engagement](#) resource guide
- Normalize discussions on JEDI issues at weekly / monthly / quarterly meetings. Consider aligning team activities with cultural observations (e.g. Black History Month, PRIDE Month, Disability Employment Awareness Month, Juneteenth, etc). This could include discussing a book read by the team, debriefing about JEDI training (see above), or attending a cultural event as a team and discussing the experience.
- Standardize media consumption that highlights JEDI-related topics and hold discussions afterwards to delve deeper into learnings.

IMAGE DESCRIPTIONS

TOP: A person looking at a computer screen.

BOTTOM: A team of 3 coworkers talking around their desks.

SECTION 3

RECOGNITION

- Celebrate any accomplishments, achievements, and victories in the JEDI space.
- Reward and recognize staff that put forth a greater effort in making progress in creating a more equitable and inclusive team/department/unit on a regular basis. This could include compensation for their labor.
- Conduct appreciations and kudos in meetings on a regular basis to highlight staff and JEDI efforts and outcomes.

PRACTICES & STANDARDS

- Revise and align mission and vision statements to better connect to JEDI principles and values
- Co-create shared agreements for teams/departments/units for a safer working environment
 - These can be used for meetings, trainings, events, conferences, etc.
 - For reference, use the guidance from [Co-creating community agreements in meetings](#) from Drawing Change
- Make resources and requirements known and easily accessible to team members and partners. Be transparent about information on reporting bias, discrimination, and/or harassment issues (see [Resolving Workplace Issues](#)). This information should be Included in the onboarding process and made accessible on team shared drives.
- Embed JEDI goals into daily routines such as reading work guidance from authors from marginalized backgrounds or keeping up on societal events that may affect team members.
- Embed JEDI goals into guiding documents. For example, add JEDI standards into annual performance reviews like taking the [IDEAL Learning Journey](#) or JEDI initiatives into team strategic plans.

IMAGE DESCRIPTIONS

TOP: Two people sharing a laugh while sitting on a couch working.

BOTTOM: A person sitting at a desk near a window working intensely.