

# Diversity, Equity, and Inclusion Strategic Plan 2.1

# Trial Court Strategic Plan



# Trial Court Vision (2025)

Massachusetts is a national leader in delivering quality justice to all. We excel at the fair and expeditious resolution of disputes. All employees, including elected and appointed court officials, and all users of the court system are unfailingly treated with dignity and respect. We are sensitive and adaptive to cultural, racial, ethnic, gender, class, and language differences. The Massachusetts Trial Court is dedicated to addressing bias, embracing diversity, equity, and inclusion, and eradicating discrimination.

All employees, including elected and appointed court officials, are committed, professional, culturally competent, well-trained, and recognized for their achievements. We work in an environment where morale is high and employees are respected by their colleagues. We have a culture of collaboration and high performance. We are deeply inspired to challenge and innovate, and we have access to information we can use to that end. Continuous improvement and innovation are a way of life.

We are highly efficient with our resources and benefit from advanced technologies. Cases move expeditiously through the system and wait times are minimal. Processes and standards are consistent within each department and appropriately consistent across departments. Technology has allowed us to standardize and simplify our processes, and connect more effectively with our users and each other. Our operations are transparent and we are fully accountable for our results.

Our courthouses stand out for their safety, dignity, flexibility, convenience, and efficiency. Our facilities are up-to-date, accessible for all, and secure. They are maintained to the highest standards with sustainable practices. Day care centers are provided where most needed.

We have a merit based hiring and promotion system with clear opportunities for advancement. There is substantial mobility through the organization along with cross-training and career paths that allow for it. There are many qualified and diverse applicants for every opening at the Trial Court, and our hiring reflects as much.

We have excellent relationships with the Legislative and Executive branches. Our budgets are appropriate to our needs. We address critical issues arising from societal needs effectively and collaboratively.

The public understands and respects the court system. Employees are appropriately engaged with the community. The Trial Court deserves and enjoys the public's trust.

# Trial Court Mission

The Trial Court is committed to:

- fair and impartial administration of justice;
- protection of constitutional and statutory rights and liberties;
- equal access to justice for all in a safe and dignified environment with policies and practices that strengthen and support diversity, equity, and inclusion;
- efficient, effective, and accountable resolution of disputes;
- prompt and courteous service to the public by committed and dedicated professionals utilizing best practices in a manner that inspires public trust and confidence.

# Trial Court Goals

**Preserve and enhance the quality of judicial decision-making.**

**Deliver justice with fairness, effectiveness, efficiency, and consistency in court operations and services.**

**Ensure fair and equal access to the court system.**

**Respect the dignity of the judicial process and all participants and provide a safe environment.**

**Support a high-performance organization with a professional, well-trained, engaged, collaborative, culturally competent, and diverse workforce.**

**Increase the transparency and accountability of court operations and decision-making, with measurable and specific organizational goals and objectives.**

**Strengthen relations with the Legislative and Executive branches.**

**Explore and expand collaborative and innovative approaches to delivering justice.**

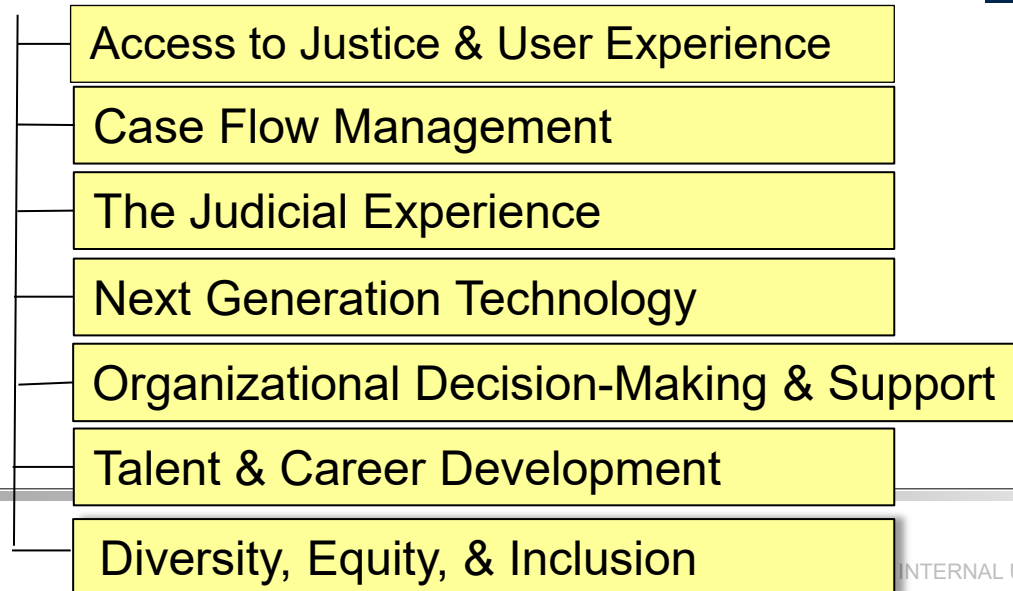
**Enhance public trust and confidence in the judicial branch.**

# SP 2.0 Approach

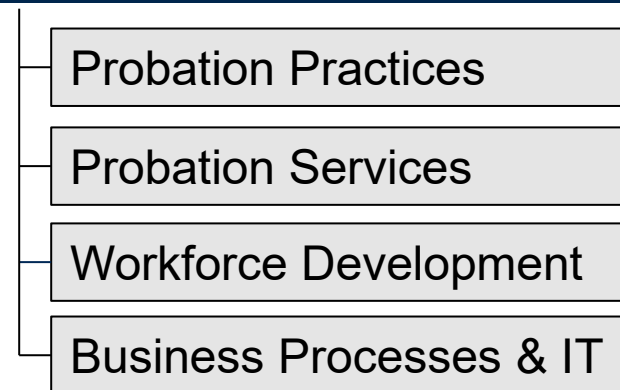
Four themes across all areas:

- Continuous Improvement
- Race and Bias
- User Experience
- Public Trust and Confidence

## SLT



## Probation Strategy Steering Committee



# What is SP 2.0 trying to achieve?

<b>Access to Justice &amp; User Experience</b>	Identify impediments to user access to justice and opportunities to improve user experience; define a prioritized path forward with special consideration for implicit bias and special cases.
<b>Case Flow Management</b>	Improve the administration of justice by removing barriers and sources of delay in case flow, and enable continuous improvement.
<b>The Judicial Experience</b>	Identify and provide the supports and resources necessary to maximize the quality of judicial performance.
<b>Next Generation Technology</b>	Build a 5-10 year technology vision for the Trial Court (e.g. digitalization) and define the path and decision points towards that vision.
<b>Organizational Decision-Making &amp; Support</b>	Improve service levels to the field; enhance administrative decision-making in courthouses; adjust and clarify leadership roles and responsibilities.
<b>Talent &amp; Career Development</b>	Develop a three-year work plan (tactical plan) to promote and support talent and career development and growth in the Trial Court as a means of improving employee job satisfaction, morale and performance.
<b>Diversity, Equity, &amp; Inclusion</b>	Deliver quality justice by addressing bias, embracing diversity, equity, and inclusion, and eradicating discrimination.

**DIVERSITY, EQUITY,  
& INCLUSION**

**LEADERSHIP**

Diversity, equity, and inclusion is an integral part of MTC leadership. Leaders are accountable for ensuring that all MTC employees, in every department, and in every courthouse, have the commitment and capacity to address diversity, equity, and inclusion, and to eradicate discrimination, both individually, and as an organization, and to build the capacity of others to do the same.

**EDUCATION, TRAINING  
& PROFESSIONAL  
DEVELOPMENT**

Issues of diversity, equity, and inclusion are an integral part of the planning, development, and delivery of all MTC's education, training, and professional development opportunities.

**POLICY,  
ACCOUNTABILITY, DATA**

Policies, practices, and data support MTC's commitment to diversity, equity, and inclusion. MTC is committed to an evidence-based approach to analyzing and defining issues by supporting accountability and fostering a culture that is diverse, equitable and inclusive.

**WORKFORCE  
DEVELOPMENT**

Institutional policies, practices, and structures support and enhance MTC's on-going commitment to diversity, equity, and inclusion so as to achieve a workforce that is culturally competent, possesses a demonstrated capacity to engage, and meets the needs of diverse users.

**CUSTOMER SERVICE  
EXPERIENCE &  
OUTCOMES**

MTC promotes the acquisition of culturally competent skills where employees possess demonstrated abilities in providing culturally competent service experiences and outcomes to all users of court services with a common and unified commitment to the fair and impartial administration of justice.



# Leadership

<p>Diversity, equity, and inclusion is an integral part of the Massachusetts Trial Court (MTC) leadership. Leaders are accountable for ensuring that all MTC employees, in every department, and in every courthouse, have the commitment and capacity to address diversity, equity, and inclusion, and to eradicate discrimination, both individually, and as an organization, and to build the capacity of others to do the same.</p>	FY18	FY19				FY20			<p><u>Definition of Success:</u> Leadership in the MTC has demonstrated a commitment to address diversity, equity, and inclusion, and eradicate discrimination, and build the capacity of others to do the same.</p>
		Q4 APR - JUN	Q1 JUL - SEP	Q2 OCT - DEC	Q3 JAN - MAR	Q4 APR - JUN	Q1 JUL - SEP	Q2 OCT - DEC	
Identify issues of race, diversity, and inclusion for leadership and management best practices throughout the MTC.									
Develop strategies to address the identified issues from the above milestone.									
Provide on-going education/training and support/services to address identified issues and sustain the effort of diversity, equity, and inclusion as an integral part of MTC leadership.									
Build capacity for continuous leadership development to address diversity, equity, and inclusion.									
Build capacity for continuous education and training of all MTC employees to address diversity, equity, and inclusion.									
Advance leadership ability to address racism and to eradicate discrimination throughout the MTC.									
Present regional leadership workshops to develop the capacity of leaders to engage in conversations on diversity.									
Host regional leadership workshops on race and “leaning-in” to difficult conversations.									
Facilitate internal, local workshops and listening tours throughout the organization on race, diversity, equity, and inclusion.									
Establish a dedicated presence on Courtyard for diversity, equity, and inclusion.									

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Develop and identify strategies to improve employee experience and training opportunities.									
Modify the MTC’s 2025 Vision and align the Mission, Goals, and the SP 2.0 planning process, where needed, to reflect the MTC’s commitment to diversity, equity, and inclusion.									
Communicate the MTC’s commitment to diversity, equity, and inclusion to stakeholders and communities, and collaborate with community partners and organizations.									
Promote and disseminate on-going communications related to race and bias.									
Develop, publish, and report data through a Diversity Annual Report and other relevant benchmarks.									
<p><b>Guidance:</b> EOTC, OCM, CJs, RAJ’s, FJ’s, DCA’s, Clerks, Registers, Commissioners, MPS, CPOs</p> <p><b>Resources Required:</b> Approval of the FY ‘19 budget module for Diversity, Equity, and Inclusion (D.E.I.), and additional funding/grants; HR, JI; and Office of Experience and Diversity (Office of E&amp;D).</p>									

# Education, Training & Professional Development

Education, training, and professional development opportunities developed, offered, and delivered by the MTC demonstrate a commitment to diversity, equity, and inclusion for court users and people who work in the courts.	F Y 1 8	FY19				FY20			<u>Definition of Success:</u>  Issues of diversity, equity, and inclusion are an integral part of the planning, development, and delivery of all of the MTC’s education, training, and professional development opportunities.  All individuals who work in the MTC have the capacity to engage in conversations about issues of diversity, equity, and inclusion.
		Q4 APR – JUN	Q1 JUL – SEP	Q2 OCT – DEC	Q3 JAN – MAR	Q4 APR – JUN	Q1 JUL – SEP	Q2 OCT – DEC	
Provide on-going education/training and support to leadership and management in the MTC to address identified issues of race, diversity, and inclusion.									Regional leadership and management workshops support capacity building for addressing diversity, equity, and inclusion.  Issues of diversity, equity, and inclusion are an integral part of the MTC development and delivery of education, training, and professional development.
Incorporate diversity, equity, and inclusion into the education, professional development, and training of new judges and employees, including the J2J mentor program.									
Assist in the development of regional leadership and management workshops to have the capacity to engage in conversations on diversity, equity, and inclusion.									
Help build capacity for continuous leadership development of all MTC employees to address diversity, equity, and inclusion.									
Complete roll-out of Signature Counter Experience 1.0 (SCE) to all courts and divisions of the MTC.									
Aid in the development and piloting of a new instructor-led program on diversity, equity, and inclusion for the Brockton District Court, incorporating strategies to improve employee experience and satisfaction, and enhance employee morale and wellness.									
Deliver training modules to all courts/divisions, per the above milestone.									
Ensure distribution of the “ <i>Guiding Questions</i> ” and “ <i>Best Practices Guide</i> ” on diversity, equity, and inclusion to all education trainers/planners for all professional development opportunities.									

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Create short video on diversity, equity, and inclusion for use as a training tool to promote discussion and enhance learning on diversity, equity, and inclusion.									
The Training Committee of the Leadership Forum on Child Welfare and Juvenile Justice will develop and deliver three trainings for employees of all agencies/organizations/stakeholders involved with youth in Massachusetts with a focus on equity: <ul style="list-style-type: none"> <li>• Pilot and roll out in all Juvenile Courts interagency screening and facilitated discussion sessions with JDAI's, Seeing RED video</li> <li>• Develop and deliver a Leadership Speaker Series on equity</li> <li>• Develop and deliver a conference to create and agree to a core set of competencies regarding equity.</li> </ul>									MTC has completed the roll out of the interagency screening and discussion of JDAI's, Seeing RED video for persons working in the juvenile justice system.
<p><b>Guidance:</b> JI, EOTC, OCM, CJs, RAJ's, FJ's, DCA's, Clerks, Registers, MPS.</p> <p><b>Resources Required:</b> Approval of the FY '19 budget module (D.E.I.), and additional funding/grants; HR, JI; and Office of E&amp;D.</p>									

# Policy, Accountability, Data

<p>Ensure that policies and practices support the MTC's commitment to a culture of diversity, equity, and inclusion. Review and redesign key processes to ensure they enable the MTC to benefit from different insights, skills and experiences. Use an evidence-based approach to analyze and define the issues and to engage court leaders and managers in advocating accountability and support for goals and actions that will create a culture of diversity, equity, and inclusion.</p>	FY18	FY19				FY20			<p><u>Definition of Success:</u></p> <p>Policies, practices and data collected demonstrate that the MTC is committed to diversity, equity, and inclusion and is actively working to create a culture of diversity, equity, and inclusion.</p>
		Q4 APR – JUN	Q1 JUL – SEP	Q2 OCT – DEC	Q3 JAN – MAR	Q4 APR – JUN	Q1 JUL – SEP	Q2 OCT – DEC	
<p>Coordinate with the other four tactics of this domain to identify policies and practices, accountability measures, and methods of data collection to ensure an on-going commitment to diversity, equity, and inclusion and other related tactics within SP 2.0.</p>									
<p>Identify project teams to review and revise policies and practices relevant to:</p> <ul style="list-style-type: none"> <li>• Human Resources               <ul style="list-style-type: none"> <li>- Study and implement best practices in the classification and collection of demographic data; implement.</li> <li>- Track diversity in staffing at all levels of the organization.</li> </ul> </li> </ul>									
<p>Identify project teams to review and revise policies and practices relevant to:</p> <ul style="list-style-type: none"> <li>• Training and Staff Competency               <ul style="list-style-type: none"> <li>- Incorporate diversity, equity, and inclusion into the education, professional development, and training of new judges and employees.</li> </ul> </li> </ul>									
<p>Identify project teams to review and revise policies and practices relevant to:</p> <ul style="list-style-type: none"> <li>• Treatment of and data collection on court users               <ul style="list-style-type: none"> <li>- Measure disparities in representation and treatment by demographics</li> <li>- Measure changes in disparities at each decision point</li> <li>- Use data to inform decisions</li> <li>- Propose alternate solutions to eliminate disparities.</li> </ul> </li> </ul>									

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<p>Conduct on-going policy assessment using internal and external data sources and surveys.</p>									
<p>Review, redesign, and collaborate on key processes to ensure that the organization will benefit from different insights, skills, and experiences.</p>									
<p><b>Guidance:</b> EOTC, OCM, DRAP, MPS, Office of E&amp;D, and coordination/collaboration with outside stakeholders and community partners.</p> <p><b>Resources Required:</b> Approval of the FY '19 budget module (D.E.I.), and additional funding/grants; HR, JI; and Office of E&amp;D</p>									

# Workforce Development

MTC is committed to the development of a highly skilled and engaged workforce that reflects the diversity of the Commonwealth. The embracement of differences in background, diverse perspectives, education, and experiences across our workforce results from the MTC's commitment to policies, guidelines and practices which strengthen and support workplace diversity, equity, and inclusion.	FY18	FY19				FY20			<u>Definition of Success:</u> Comprehensive diversity across all aspects of the MTC with a workforce that is culturally competent, possesses a demonstrated capacity to engage, and meets the needs of diverse users. The establishment of institutional policies, practices, and structures which support and enhance the MTC's on-going commitment to diversity, equity, and inclusion.
		Q4 APR - JUN	Q1 JUL - SEP	Q2 OCT - DEC	Q3 JAN - MAR	Q4 APR - JUN	Q1 JUL - SEP	Q2 OCT - DEC	
Identify organizational goals, meaningful benchmarks, and accountability measures to ensure workforce diversity.									
Measure where we are as an organization, as it relates to workforce diversity.									
Identify structural barriers that inhibit workforce diversity and establish an organizational commitment to their elimination.									
Build a diversity strategy that seeks to establish diversity across every level of the organization.									
Implement and promote best practices and strategies for achieving workforce diversity and the creation of a workplace culture where diversity is not only accepted, but valued and built into the fabric of the MTC.									
Establish a well-defined mentoring and on-boarding program focusing on diverse employees throughout the organization to support them in their pursuit of professional growth and success.									
Define and understand cultural competence and its importance to our staff and organization.									
Establish methods for the acquisition of the knowledge and skills around cultural competence and cultural proficiency.									
Incorporate on-boarding training on cultural competence and cultural proficiency for all new hires.									
Develop and implement broad-based diversity training and inclusion strategies designed to enhance the employee experience, while improving employee morale and performance.									

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		Q4 APR – JUN	Q1 JUL – SEP	Q2 OCT – DEC	Q3 JAN – MAR	Q4 APR – JUN	Q1 JUL – SEP	Q2 OCT – DEC	
Identify strategies and initiatives to improve employee experience and satisfaction.									
Create benchmarks to measure the success of cultural competence acquisition and cultural proficiency, and the demonstrated use of knowledge and skills in the work place.									
<p><b>Guidance:</b> EOTC, OCM, CJs, RAJ’s, FJ’s, DCA’s, Clerks, Registers, MPS.</p> <p><b>Resources Required:</b> Approval of the FY ‘19 budget module (D.E.I.), and additional funding/grants; HR; and Office of E&amp;D.</p>									



# Customer Service Experience & Outcomes

<p><b>MTC eliminates disparities in treatment and fosters a respectful environment to ensure that court users perceive their experience as fair and impartial. Promote the acquisition of culturally competent skills where MTC professionals possess demonstrated abilities in providing quality customer services, experiences and outcomes to all users of court services, with a common and unified goal of administering fair, and impartial justice.</b></p>	FY18	FY19				FY20			<p><u>Definition of Success:</u> MTC promotes the acquisition of culturally competent skills where MTC employees possess demonstrated abilities in providing quality customer service experiences and outcomes to all users of court services with a common and unified commitment to fair and impartial administration of justice.</p>
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Determine data and other information to help identify customer service areas of focus, and to prioritize identified issues.									<p>All MTC users experience fair, respectful, impartial, effective, and consistent court operations and services.</p> <p>Build trust and confidence in the MTC</p> <p>Office of Experience and Diversity (Office of E&amp;D) is fully staffed to meet the needs of the organization.</p>
Engage MTC employees to better understand their experiences around race, diversity, equity, and inclusion through regional listening forums.									
Review current questions from Access and Fairness Survey to identify additional points of inquiry.									
Introduce campaign (Trial Court Cares) that solicits feedback and tracks demographics through on-going surveying (internally with existing resources and capacity through research and planning).									
Design presentation (This is Your Court) to deliver in communities to help demystify the MTC and the system as a whole, and to hear back from those communities about customer service interactions with MTC.									
Expand accessibility and access to court resources and proceedings through multiple media such as visual aids, on-line resources, guides/flowcharts for court users to understand the process involved.									
Design framework and identify facilitators to conduct regional forums by preparing and empowering and supporting local leaders to engage in conversations about race, diversity, equity, and inclusion.									

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Creation of an employee handbook to communicate customer service expectations of MTC employees.

**Guidance:** EOTC, OCM, CJs, Clerks/Registers, DRAP

**Resources Required:** Approval of the FY '19 budget module (D.E.I.), and additional funding/grants; HR; and Office of E&D.

# Internal Listening Sessions

# Conversations About Race, Diversity, Equity and Inclusion

# **Welcome**

**Chief Justice Paula Carey**

# Trial Court Commitment & Highlights

## Leadership Commitment (Jon Williams)

- Named Chief Experience & Diversity Officer
- Trial Court Steering Committee and Committee in each Trial Court department
- Expanding recruitment efforts
- Communicating Office Profile to Hiring Authorities for each Posting
- Implementing recommendations of CMAB Report on Hiring & Promotions

## Capacity Building (Chief Carey)

- Piloted leadership training and development with teams from 3 local courts in 2017; plan to expand through regional training
- Scheduled listening sessions in April & May with court staff and anticipate community outreach in the fall

## Strategic Plan (Judge Bernard)

- Adding a new domain on Diversity, Equity and Inclusion to our strategic plan to underscore our commitment to these issues. Will issue it in April and update the plan that is on the website.

## Awareness (John Laing)

- Creating opportunities to hear and understand experiences, and to sustain conversations while building the capacity of the organization

# Purpose:

- To Listen
- Better understand employee experiences around diversity/race
- Share experiences with addressing or not addressing difficult situations that come up about diversity/race in the courts
- Hear from you suggestions / recommendations as we continue to expand our efforts.

# Ground Rules:

- Acknowledge that diversity and race is a topic of concern in the court and in the community at large
- Acknowledge emotions
- Active listening
- Active sharing
  - Speak your truth
- Respect each other's "own" experiences



# Introductions

- My name is...
- My role is ...
- One **hope** I have for this discussion is...
- One **fear** I have for this discussion is...

# Sharing:

- What brought you into the room?
- If issues come up that involve race or bias, what kinds of conversations do you currently have about them? Would you like to have?
- Do you know a coworker who has described a difficult interaction involving race?

# Processing:

- How does any aspect of your identity affect your experience in the MTC? Have you ever had a conversation with someone of a different race or gender about your or their experience?
- Have you seen issues of identity addressed in a way that you believe was effective?
- What ideas do you have for how we can improve and address the issues that were raised?

Next Steps

# For Questions, Comments, or Feedback

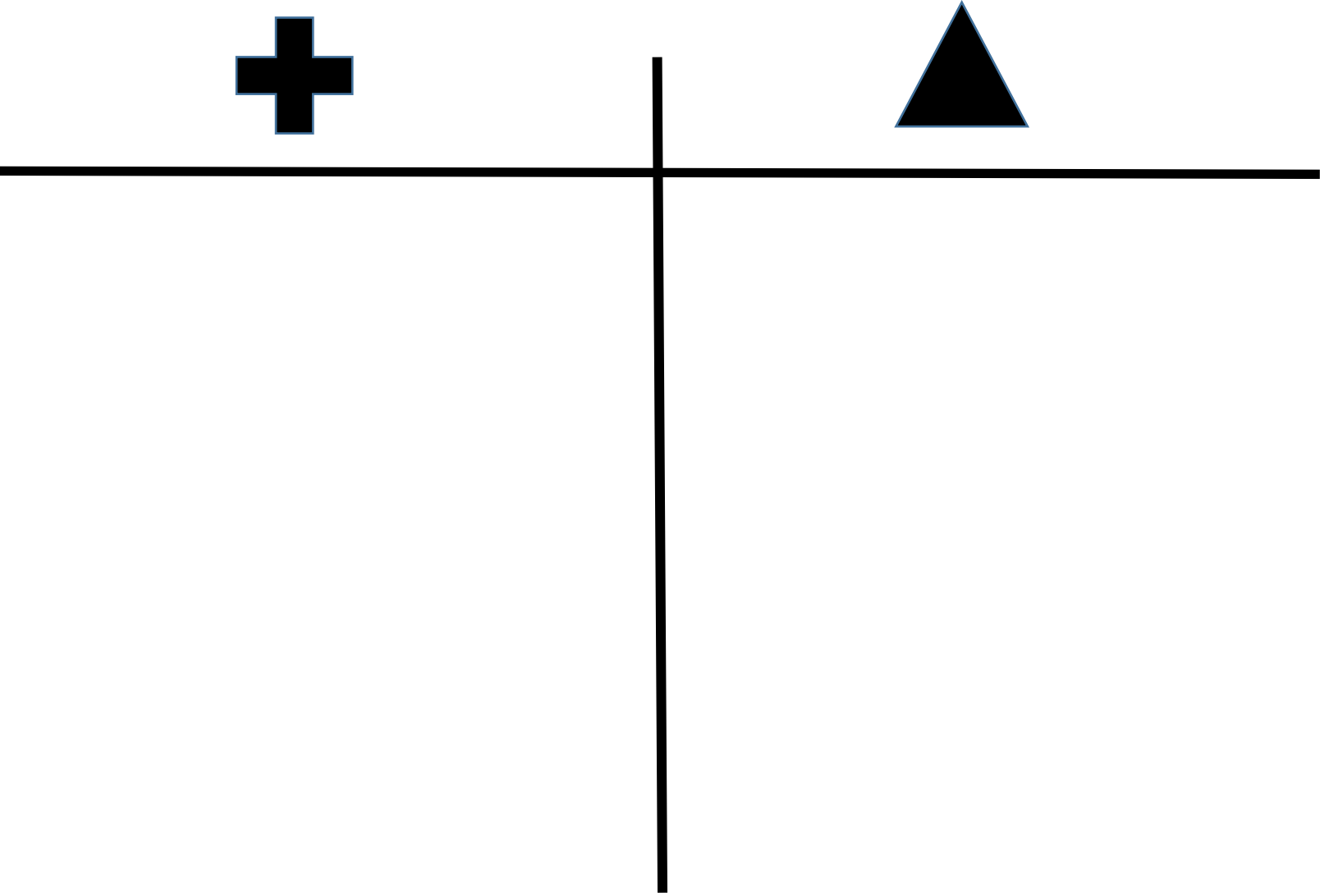
Contact:

John G.C. Laing Jr.

Chief Experience and Diversity Officer

(617) 878-0708

[John.laing@jud.state.ma.us](mailto:John.laing@jud.state.ma.us)



“May your choices reflect your **hopes,**  
Not your **fears**”

Nelson Mandela

# Community Engagement Sessions





# **A Conversation with the Massachusetts Trial Court**

**Community Engagement**  
Diversity, Equity, and Inclusion

**Welcome**

**Chief Justice Paula Carey**



# Trial Court Commitment

- Leadership Commitment
- Judicial Engagement
- Awareness
- Capacity Building
- Strategic Plan

# We're here to

- Listen
- Engage and hear from the community
- Inform you of our efforts to increase diversity, equity, and inclusion in the courts
- Better understand court user experiences around race, diversity, equity, and inclusion
- Hear about your suggestions/recommendations as we continue to expand our efforts.

First: We can't discuss upcoming or ongoing court cases because that's not appropriate

What we will talk about: We will discuss issues of diversity, equity, inclusion, and race in the court. We want you to know that these topics are of great concern to us

During this meeting, we all will

- Actively share
- Actively listen
- Speak our truths
- Show mutual respect and keep confidences



# What we mean by:

- **Race:** A group of people identified as distinct from other groups because of supposed shared physical or genetic traits.
- **Bias:** Prejudice in favor of or against one thing, person, or group compared with another.
- **Diversity:** The range of human differences, including, but not limited to, race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values, national origin, and political beliefs.
- **Equity:** The quality of being fair and impartial.
- **Inclusion:** Giving equal access and opportunities, and getting rid of discrimination and intolerance, so that the inherent worth and dignity of all is recognized.
- **Disparity:** Lack of equality or similarity, especially in a way that is not fair

## Sharing:

- What brought you into this room today?
- If you, a friend, or family member have had an upsetting experience in the court because of your race, religion, gender, or any other aspect of your identity, who did you talk to about it. Why did you share it with them?
- When you, a friend, or family member have had a positive experience in the court, when you felt respected, how did that affect your overall experience? Who did you share that with and why?



# Processing:

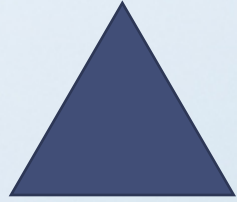
- How does any aspect of your identity affect your experience in the Massachusetts Trial Court?
- The Massachusetts Trial Court's 2017 Report on the Access and Fairness Survey suggested significant differences regarding the perception of fairness between whites and racial/ethnic minorities in the courts. Does this resonate with you? Why? How?
- Do you have any ideas for how we can improve and address the issues that were raised today?



## Closing Questions:

- What hopes do you have for this conversation moving forward?
- When we come back to share information about the judicial system, what would you like to know more about?
- Who isn't here today that you think should be here?

Next Steps





## Contact:

John G.C. Laing Jr.  
Chief Experience and Diversity Officer  
(617) 878-0708  
[john.laing@jud.state.ma.us](mailto:john.laing@jud.state.ma.us)

**For Questions,  
Comments, or Feedback**

