



# Reflection for Action

## IMPLEMENTATION TOOLKIT

This tool contains suggested reflection questions for the Reflection and Iteration stage the Equity Action Plan (EAP) Implementation Framework. By using this tool faculties, divisions, departments or units<sup>i</sup> will consider next steps for their unit-level EAP activity.

### Overview

The final phase of the [Implementation Framework](#) asks us to reflect on learnings gained through the process of implementing activities in support of the [Equity Action Plan](#). Importantly, reflection should always be tied to action.

The final four phases of the Implementation Framework form a cycle designed to be iterative. In other words, the phases can be worked through multiple times as you refine and improve your activities. By determining what worked and what did not, you will be able to make changes, expand pilots and/or return to the planning phase.

The questions included in this tool will assist your team to reflect on key learnings as you put in place new initiatives or updated existing policies, practices or programs.

If you have used the [Setting Impact Goals tool](#) to determine how you will assess the impact of your activity, these questions can be used alongside or after assessing your signals of change for impact. These questions can still support your learning if you have not set an impact goal.

### Before you begin

Keep in mind that your learning will be shaped by the perspectives shared in these conversations. Consider how you can expand the range of perspectives and experiences that are present in your reflection exercise. Consult the [Equitable Engagement for Implementation resource](#) for ideas.

### Reflection questions to support learning

Select from the following reflection questions, or generate your own, to encourage reflection and iteration.<sup>ii</sup>

1. How has the experience been for those involved in the process of moving this activity forward?
2. How have we practiced the principles of the Implementation Framework (equity, diversity, inclusion and accountability) during the process of moving this initiative forward?
3. What is working, and why do we think it is working? (e.g., engagement, assessing impact)
4. What assets (knowledge, resources, tools, relationships) have contributed to our successes?
5. What challenges have we encountered? How have we worked to overcome them? What more do we need to do?

6. How have the signals of change identified during planning process been helpful in determining whether we met our impact goal or not?
7. What have been the unintended (positive and/or negative) consequences of our effort?
8. What new context, challenges and/or opportunities are emerging? What might we need to do differently moving forward?
9. Does our original focus still make sense, or do we need to shift it?
10. What is needed to sustain this activity?

## Next steps

Now that you have identified key learnings from the planning and implementation of your activity, use what you have learned to adjust this initiative, turn a pilot project into something full scale or apply your learning to new initiatives.

Whatever your activity is, consider the opportunities that might exist to scale your activity “up, out and deep.”<sup>iii</sup>

- **Scaling up:** impacting policies and processes above the unit level.
- **Scaling out:** replicating, adapting, or sharing “promising practices” across similar units at the institution.
- **Scaling deep:** using the activity as a starting point to impact “hearts and minds” and create cultural change.

No matter what you determine your next steps are, ensure that reflection and learning continue to inform your efforts so that you can allocate energy and resources most effectively.

As a practice of accountability share what you have learned with the people and communities who are impacted by your initiative. Determine how to share your learnings with others undertaking similar work in other units or even other universities. For example, you can share your progress on the EAP website’s [UVic Community Actions page](#).

## Questions?

Find the Implementation Framework and full list of tools on the [Equity Action Plan website](#). If you get stuck or are not sure what the next step is for your unit, help is available. The Equity Action Team can assist with coaching and troubleshooting. Email us at [equityaction@uvic.ca](mailto:equityaction@uvic.ca)

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<sup>i</sup> For the rest of this document, we use “unit” as the generic term for units, departments, faculties, and divisions, and other relevant UVic groups.

<sup>ii</sup> These questions are adapted from University of British Columbia (2021). “Tracking Progress and Learning from your EDI Initiatives.” Accessed at: <https://equity3.sites.olt.ubc.ca/files/2021/05/Tracking-Progress-and-Learning-from-your-EDI-Initiatives.pdf>

<sup>iii</sup> Riddel, Darcy and Moore, Michelle-Lee (2015), as cited by University of British Columbia (2020). “Prioritizing Your Inclusive Actions Started.” Accessed at: <https://equity3.sites.olt.ubc.ca/files/2021/04/PrioritizeInclusiveActions.pdf>