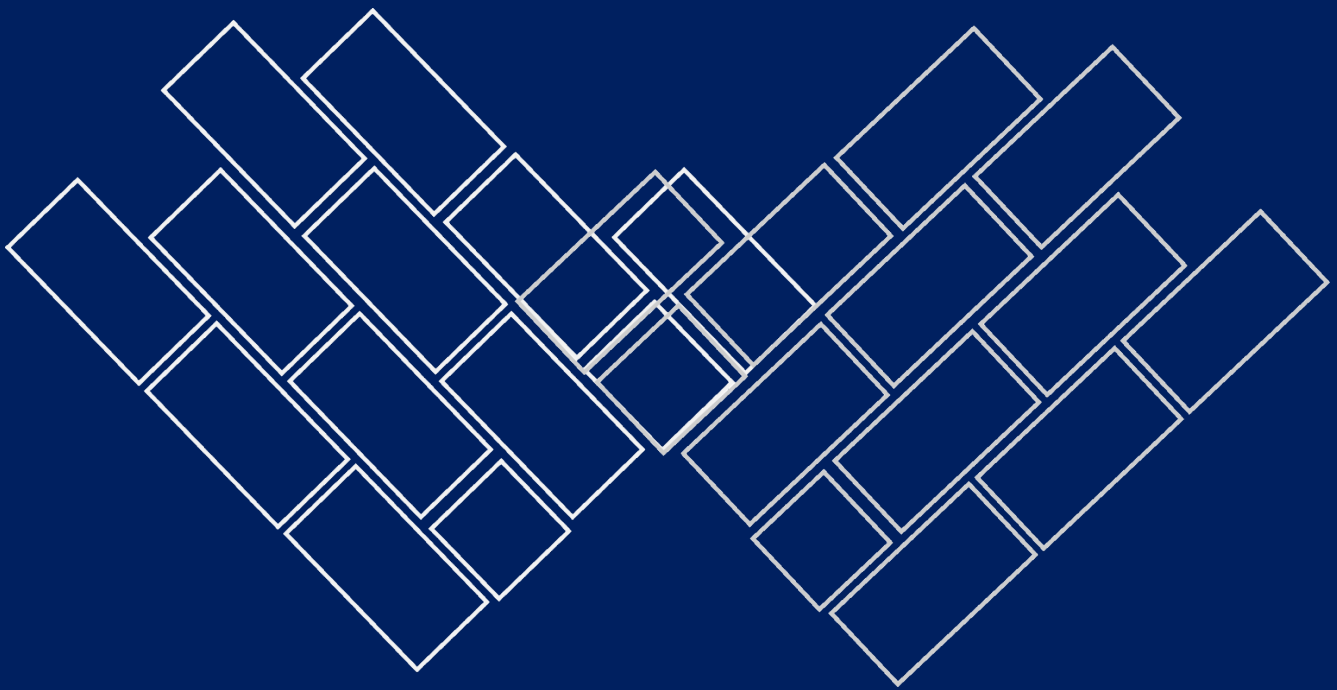# APPENDIX

Anti-Racist Organizational Change: Resources & Tools for Nonprofits
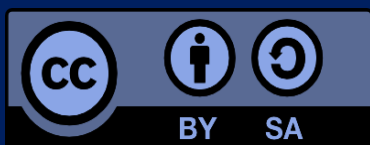

CommunityWise Resource Centre
Calgary, Alberta | Treaty 7 Territory | 2017

Working Group Terms of Reference

Updated Jan 8 2017

AROC and the Equity Framework

In March 2016, CommunityWise received funding to undertake an **Anti-Racist Organizational Change (AROC)** project to strengthen our capacity and increase support for member organizations to address structural and create greater racial equity, diversity and inclusion.

The goal of the project is to create an **Equity Framework** that will inform CommunityWise's policies and serve as a resource for other nonprofits interested in anti-racist organizational change.

Why are we doing AROC?

There is a well-documented lack of diversity in Canada's non-profit sector, at both board and staff levels. CommunityWise seeks to strengthen our commitment to equity, diversity and inclusion by addressing the structural roots of this disparity within our own policies and providing support to other nonprofits interested in doing the same.

Anti-racism is our entry point, as it is difficult to effectively address all forms of discrimination at once. Thus the AROC project represents the beginning of an on-going effort to building an inclusive Equity Framework at CommunityWise.

How are we approaching AROC and who will be involved?

The AROC project is rooted in a consultative process that seeks to center the voices of those who are most impacted by institutional and organizational racism within Calgary's non-profit sector, while providing opportunities for all interested members of the community to participate and be informed. The process will be an emergent one that reflects and responds to the needs of the community.

•	A broad Working Group will be convened to collaboratively develop a process for anti-racist organizational change that involves the staff, board and community of CommunityWise.

•	Members of the Working Group who identify as racialized or Indigenous (First Nations, Metis, or Inuit) may volunteer to be part of the Advisory Group.

•	The Advisory Group will provide guidance on AROC (e.g., prioritizing opportunities for change) to the Working Group

Working Group Terms of Reference

Defining the AROC Working Group

The purpose of the Working Group is to unlearn racism while facilitating organizational change together.

Organizational change is about reviewing and modifying management structures and procedures. For example, making changes to policy, hiring practices and governance.

Anti-racist organizational change is about making those changes in a way that intentionally addresses structural racism and creates greater diversity, inclusion, and equity.

This working group is focused on CommunityWise Organizational Change. Member representatives and wider community are welcome and invited to participate, but the process we are developing is specific to CommunityWise and its member organizations.

The Working Group will work collaboratively to identify challenges and opportunities, design recommendations for organizational change (e.g., policies), and assist with dissemination of deliverables.

The resources we create through this process will be relevant to other organizations and we hope Working Group participants will share the information with any other groups they are involved with.

Working Group Application Process
Send an email to equity@communitywise.net to express your interest in the Working Group.

Criteria:

1. **Agree to work within the project's established anti-racist framework.**

2. **Comply with anti-oppressive, accountable spaces guidelines and code of conduct**

3. **Have a willingness for critical self-reflection.**

Working Group Code of Conduct

All members of the Working Group are expected to:

★ Hold each other accountable to the Accountable Spaces Guidelines, particularly in Working Group meeting settings;

★ Express their views thoughtfully, courteously, and respectfully, and without intimidation, discrimination or harassment in all communications either spoken or written; and,

★ Observe complete confidentiality when matters are deemed confidential.

If any Member believes that any other Member has breached this Code of Conduct, and the complaint cannot be resolved by the group, it may be reported formally in writing either to equity@communitywise.net or, if a member of the CommunityWise Staff Collective is implicated, to the CommunityWise Board of Directors at board@communitywise.net.

In all cases, complaints will be resolved by taking a restorative justice approach.

Accountable Spaces Guidelines

★   Avoid making assumptions about other people.

★   Be open to critical self-reflection. If an individual tells you that something you said was harmful to them, listen.

★   Realize your privilege and be aware of potential power dynamics that might exist within a space.

★   Understand that we are all in a place of learning. If you say something problematic – apologize, listen to the voices of others, and then learn and adjust your behavior.

★   Share the space.

★   Speak for yourself. Use "I" language; don't speak for others and don't share someone else's stories or experiences. Notice your own biases/judgments.

★   Take care of yourself. Think of someone you trust whom you can debrief with and plan to contact them. It's okay if you need to leave the room at any time. Facilitators are available for follow-up conversation.

Activity: Individual Accountability

At the individual level, we held an exercise with the working group to reflect on howw members were (or were not) living out the Accountable Spaces Guidelines. This reflection was based on feedback and concerns from members about their experience in the group.

Concerns:

- Giving advice instead of listening or asking for consent to give advice

- Talking too much or for too long (repeating things over and over)

- Asking personal questions

- Assuming everyone experiences racism similarly

- Expecting "perfect" politics from everyone (people feeling judged if views or language not politically correct)

- Making assumptions

- Lack of explicit discomfort or conflict; may be a sign that we are not addressing things that are happening under the surface

After reflecting individually on these concerns, group members set personal accountability goals for themselves, and a specific date for everyone to check in about their own progress.

Advisory Group Frequently Asked Questions

(Updated March 2017 25 2017)

AROC and the Equity Framework

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The goal of the project is to create an **Equity Framework** that will inform CommunityWise's policies and serve as a resource for other nonprofits interested in anti-racist organiational change.

Why we are we doing AROC?

There is a well-documented lack of diversity in Canada's non-profit sector, at both underline board and underline staff levels. CommunityWise seeks to strengthen our underline commitment to underline equity, diversity and inclusion by addressing the structural roots of this disparity within our own policies and providing support to other nonprofits interested in doing the same.

Anti-racism is our entry point, as it is difficult to effectively address all forms of discrimination at once. Thus the AROC project represents the beginning of an on-going effort to building an inclusive equity Framework at CommunityWise.

How are we approaching AROC and who will be involved?

The AROC project is rooted in a consultative process that seeks to **center the voices of those who are most impacted by institutional and organizational racism** within Calgary's non-profit sector, while providing opportunities for all interested members of the community to participate and be informed. The process will be an emergent one that reflects and responds to the needs of the community.

- A broad **Working Group** will be convened to collaboratively develop a process for anti-racist organizational change that involves the staff, board and community of CommunityWise.

- Members of the Working Group who identify as racialized or Indigenous,(First Nations, Metis, or Inuit)may volunteer to be part of the **Advisory Group**.

- The Advisory Group will provide guidance on AROC (e.g., prioritizing opportunities for change) to the Working Group

Advisory Group Frequently Asked Questions (continued)

General Public

"Interested in AROC" Email List

AROC Working Group

AROC Advisory Group
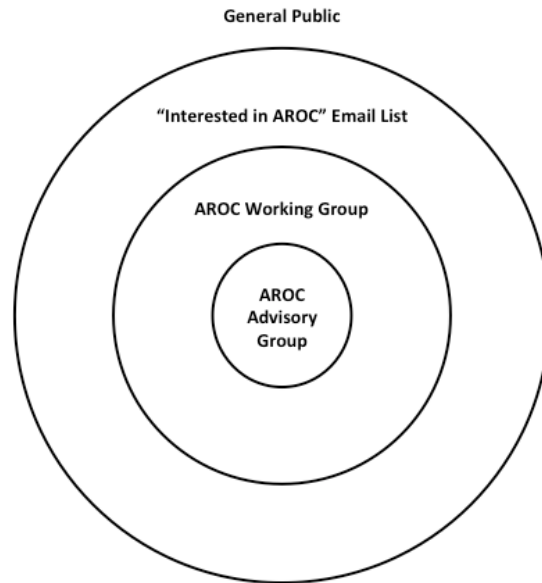
Simplified Model of AROC Community Engagement Plan

Note: Members of CommunityWise's Staff Collective, Board, and Membership are represented at all levels of this model, as are members of the broader community.

What does 'racialized' mean?

We are working with the definition of racialization provided by the Ontario Human Rights Commission:

> The Commission has explained "race" as socially constructed differences among people based on characteristics such as accent or manner of speech, name, clothing, diet, beliefs and practices, leisure preferences, places of origin and so forth. The process of social construction of race is called racialization: "the process by which societies construct races as real, different and unequal in ways that matter to economic, political and social life."
>
> Recognizing that race is a social construct, the Commission describes people as "racialized person" or "racialized group" instead of the more outdated and inaccurate terms "racial minority". "visible minority", "person of colour" or "non-White".

Why are 'Indigenous' peoples explicitly included in the Advisory Group?

The term 'racialized' does not appropriately account for Canada s specific history and context of systemic racism against Indigenous communities. By explicitly including Indigenous voices in the Advisory Group, the AROC project acknowledges their experience of racism, one that is often unacknowledged and thus erased.

The term 'Indigenous' includes those that identify as First Nations, Metis, or Inuit. The term also acknowledges international legal rights under the UN Declaration on the Rights of Indigenous Peoples.

Are white-passing individuals welcome in the Advisory Group??

Yes, individuals that self-identify as racialized or Indigenous but pass as white or non-racialized are welcome in the Advisory Group.

While racism based on skin-colour must be considered in the AROC process, focusing on this alone would obscure the different ways different groups experience racism. The Advisory Group will discuss these differences while also acknowledging that differences in power and privilege also exist within the group.

Is it racist to separate racialized and Indigenous members of the Working Group from the rest of the group?

No. Anti-racism acknowledges that our experiences do not occur in a neutral context. Those who identify as racialized or Indigenous experience the world differently than those who do not. Separating into groups based on this distinction, a process called racial caucusing, is a strategy that allows people to talk about shared experiences.

The strategy is not designed to create division but to make the whole group more effective, as described in this paper by Crossroads:

"When the two groups come back together as a team they are better able to understand, confront, and dismantle racism within the team itself and within the institutional setting that it is working.""

How will the Advisory Group work with the Working Group and the CommunityWise Staff Collective and Board?

The following workflow describes how the Advisory and Working Groups will work with the CommunityWise Staff Collective and Board (including its committees) to create organizational change at CommunityWise over the course of the AROC project:

Workflow and Accountability Diagram
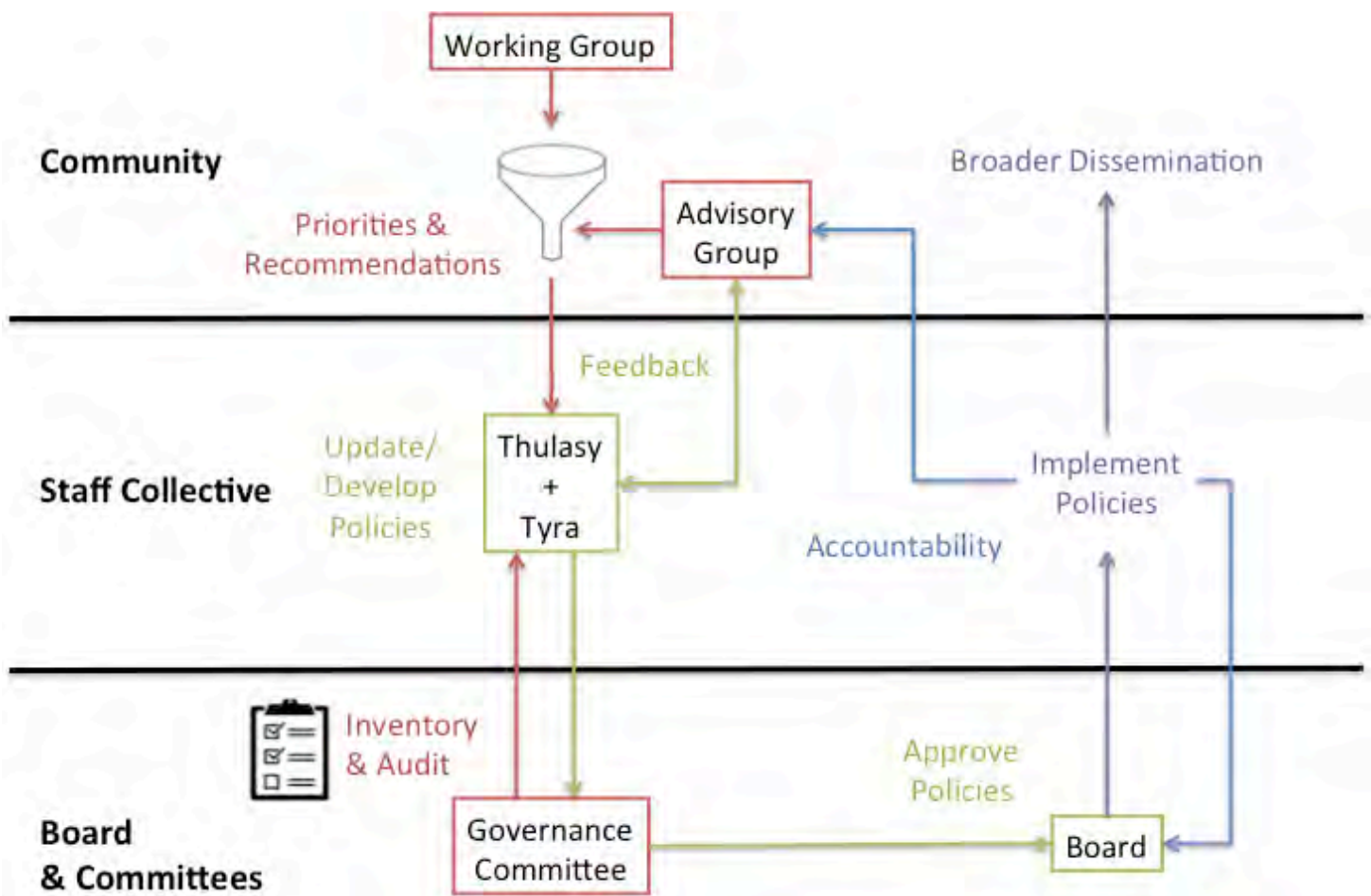
- The Working Group will generate a long-list of opportunities for anti-racist organizational change

- The Advisory Group will develop this list further and provide a short-list of priorities and recommendations for anti-racist organizational change

- The Governance Committee will take an inventory of all existing policy documents and audit them with a racial equity lens (guided by checklists in Dancing on Live Embers)

- Racialized Staff Collective members will receive the recommendations and audited inventory and update/develop policies according to the Advisory Group's priority list; this will likely be the biggest bottleneck, as capacity is limited to do this work

- The updated/developed policy documents will be sent to the Advisory Group for feedback until they are satisfied with them

- The policies will then be sent to the Board via the Governance Committee for approval; the role of the committee will be to ensure the policy is ready for the Board's approval

Workflow and Accountability Diagram (continued)

- The Board will review and approve the policies

- The Staff Collective (and relevant committees) will implement the policies

- The Working and Advisory Groups will disseminate the knowledge generated through this process in the broader community; the content and mechanism for dissemination will be determined by the Groups

- Lines of accountability will be established between the Staff Collective and the Advisory Group, in addition to the existing ones between the Staff and the Board, to give and receive feedback about implementation

Notes:

- There are overlaps between all these groups; they are not mutually exclusive

- This describes the organizational change part of AROC; there will be space in both the Working and Advisory Group meetings to discuss other, emergent topics

- Staff Collective members in the central green box are racialized.

Organizational Accountability Ideas

At the organizational level, our Working Group came up with the following thoughts on how an organization can keep itself accountable to anti-racist organizational change.

❏ When trying to bring anyone into account in a very complaint-based system, things like **gaslighting** occur and people become afraid to report because their complaints are hard to 'prove'. Start by eliminating existing barriers to reporting.

❏ When onboarding people, don't just review policies. Go back and make each policy into a living document.

❏ Create a document that binds people. Have all new agency members sign an anti-racist charter which they can be held accountable to.

❏ Develop an outside audit process. Including criteria, benchmarks and data collection is separated by race.

❏ In program evaluations, ask: Who are we serving? What is the feedback from that group? Are we adapting to different ways of knowing and communicating?

❏ Don't just audit policies; conduct a safer spaces audit. Have someone actually in the room auditing during interviews and performance reviews.

❏ Organizations are typically currently held accountable to funders, government and accreditation bodies. Focus more on accountability in relationships with the participants/clients you work with.

How will the Advisory Group be compensated??

The following framework has been established to compensate members of the AROC Advisory Group, as CommunityWise recognizes the need to not only center the voices of those most impacted by racism in the AROC process but to also compensate them for their time and work:

1. Honorarium

Members of the Advisory Group will receive $20 per hour of participation in Advisory Group meetings (but not Working Group meetings). This honorarium will be disbursed by check at the end of the consultative process, which will be no later than August 2017.

Though we would like to compensate members of the Advisory Group more frequently and in cash, CommunityWise currently does not have the capacity to accountably implement such a process.

If receiving a payment at the end of the process and/or receiving a check inhibits a member from participating in the group, alternatives can be discussed with the Equity Framework Coordinator.

2. Access to free space at CommunityWise

Members of the Advisory Group may access space at CommunityWise at no cost if their activities serve racialized and/or Indigenous communities. Members can make more than one free booking, though we will limit bookings to one per month per member until the end of December 2017.

If a member of the Advisory Group is not already member of CommunityWise, they will have to work with the CommunityWise Staff Collective to understand the terms of using space within the building (e.g., key pick-up/drop-off, signing a common room agreement, understanding standard liability issues, processes for using specific spaces, etc.)

CommunityWise is piloting this process with any interested members of the Advisory Group and may amend it as we learn how to better offer free space.

3. Opportunities to attend and/or participate in events

From time to time, CommunityWise is invited to attend or participate in events within the non-profit sector. Where appropriate (e.g., when the event is about a topic related to anti-racism and when the participant is not expected to represent CommunityWise the organization), CommunityWise will extend that invitation to the AROC Advisory Group.

How will the Advisory Group be compensated? (continued)

Opportunities to attend and/or participate in events (continued)

CommunityWise will not be able to compensate for time spent at the event but can provide an honorarium when the member is participating on behalf of the AROC Advisory Group and must do some work to prepare for it (e.g., preparing to speak on a panel or facilitate a training). The honorarium amount will be determined on a case-by-case basis.

The goal here is not to off-load un/der-paid work to members of the Advisory Group but to share valuable opportunities and ensure that racialized and Indigenous voices are included in conversations related to anti-racism in Calgary s non-profit sector.

Funding for learning

The AROC project has a limited amount of funds to compensate the Advisory Group with; however, funding permitting, we would like to offer funds for members of the Advisory Group to access learning opportunities that will further their ability to do anti-racism work.

If and when a pool of funds has been allocated to this, a process for equitably distributing them will be established in collaboration with the Advisory Group.

Working Group Consensus Decision Making Process

Created December 2016**6**

Consensus

Consensus is a process for group decision-making. It is a method by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, we are not only working to achieve better solutions, but also to promote the growth of community and trust.

Why use consensus?

Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible, or even that they are sure it will work. What it does mean is that in coming to that decision, no one felt that their position on the matter was misunderstood or that it wasn't given a proper hearing. Hopefully, everyone will think it is the best decision; this often happens because, when it works, collective intelligence does come up with better solutions than could individuals.

Consensus Decision Making

In simple terms, consensus refers to agreement on some decision by all members of a group, rather than a majority or a select group of representatives. The consensus process is what a group goes through to reach this agreement. The assumptions, methods, and results are very different from traditional parliamentary procedure or majority voting methods.

Consensus is based on the belief that each person has some part of the truth and that no one has all of it (no matter how tempting it is to believe that we ourselves *really* know best) It is also based on a respect for all persons involved in the decision being considered.

Acting according to consensus guidelines enables a group to take advantage of all group members' ideas. By combining their thoughts, people can often create a higher-quality decision than a vote decision or a decision by a single individual. Further, consensus decisions can be better than vote decisions because voting can actively undermine the decision. People are more likely to implement decisions they accept, and consensus makes acceptance more likely.
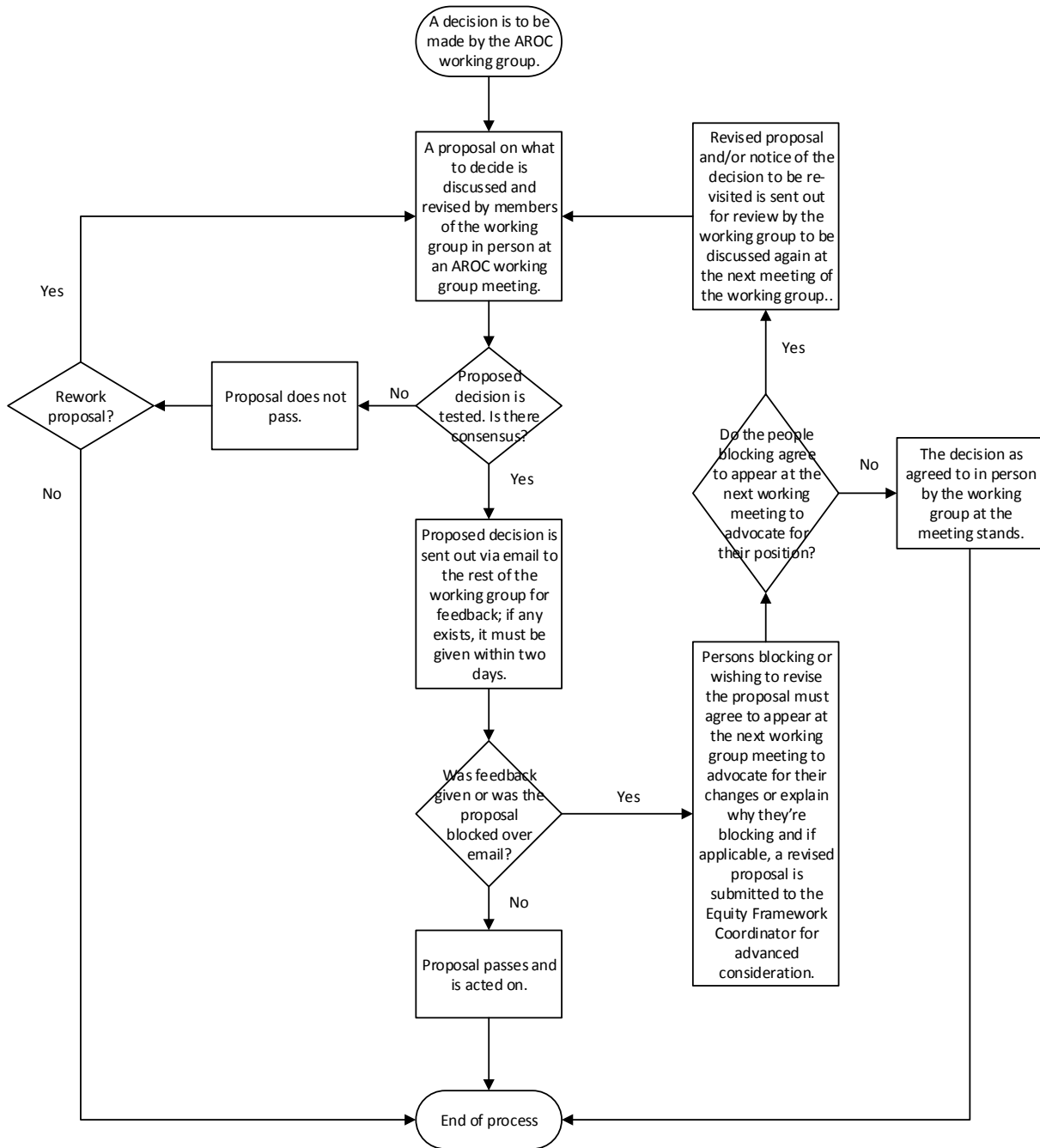
CONSENSUS PROCESS

1. **Advance notice of decisions:**   Whenever possible, members of the Working Group will be informed ahead of time that decision(s) will be made at the next meeting

2. **Proposal:**   During the meeting, a proposal can be put forth by anyone regarding a particular decision

3. **Discussion:**   We will take time to discuss the proposal with the entire group and make changes about details or conditions so everyone in the group is happy with the whole plan. This is a good time to use techniques like go-around, or small group discussion to make sure everyone has their voice heard.
   Participants who disagree with the proposal have a responsibility to speak up and voice their opinions. They can also put forward alternative suggestions.
   The person who put forward the proposal, with the assistance of the facilitator, can choose to withdraw proposal if seems to be a dead end.

4. **Restate the proposal:**   The facilitator will repeat the proposal with clarifications and changes made through the discussion.

5. **Finalizing the proposal:**   When the proposal seems to be well understood by everyone, and there are no new changes asked for, the facilitator will ask if there are any objections or reservations to it. The group may choose to use hand signals that the group has agreed on to express consent or dissent. See DISSENT OR OB ECTIONS below.

6. **Test consensus**   If there are no objections, the facilitator will test consensus, saying:
    Are there any objections   (pause and observe the entire group for signs of dissent)
    Are there any reservations   (pause and observe the group for anyone wanting to speak)
    Have we reached consensus   (pause and observe the group for hand signals)

7. **Moment of silence** - If there are still no objections, then after a moment of silence we will have our decision.

8. **Repeat** - If consensus has been reached, the facilitator will repeat the decision to the group so everyone is clear on what has been decided.

9. **If consensus was not reached** and some people reject the proposal, go back to the 2nd step and have more discussion.

10. **Email feedback** - Once consensus is reached in the meeting, it will be sent to the rest of the Working Group for feedback over email; if feedback is given or the proposal is blocked, the person wishing to revise or block the proposal must agree to appear at the next meeting to go back to the 2nd step and have more discussion.

Working Group Consensus Decision Making Process (continued)

A decision is to be made by the AROC working group.

A proposal on what to decide is discussed and revised by members of the working group in person at an AROC working group meeting.

Revised proposal and/or notice of the decision to be re-visited is sent out for review by the working group to be discussed again at the next meeting of the working group..

Rework proposal?

Yes

No

Proposal does not pass.

No

Proposed decision is tested. Is there consensus?

Yes

Do the people blocking agree to appear at the next working meeting to advocate for their position?

Yes

No

The decision as agreed to in person by the working group at the meeting stands.

Proposed decision is sent out via email to the rest of the working group for feedback; if any exists, it must be given within two days.

Persons blocking or wishing to revise the proposal must agree to appear at the next working group meeting to advocate for their changes or explain why they're blocking and if applicable, a revised proposal is submitted to the Equity Framework Coordinator for advanced consideration.

Was feedback given or was the proposal blocked over email?

Yes

No

Proposal passes and is acted on.

End of process

DISSENT OR OBJECTIONS

The group can choose hand signals or ways to express dissent, such as 'thumbs down' or hands pointing down.

If a decision has been reached, or is on the verge of being reached that you cannot support, there are several ways to express your objections:

1. **Non-support** ("I don't see the need for this, but I'll go along")

2. **Reservations** ('I think this may be a mistake but I can live with it")

3. **Standing aside** ("I personally can't do this, but I won't stop others from doing it")

4. **Blocking** ("I cannot support this or allow the group to support this. It is immoral." If a final decision violates someone's fundamental moral values they are obligated to block consensus)

5. **Withdrawing from the group**: Losing group members is not desirable and when someone chooses to leave a group because they object strongly to decisions being made by the rest of the group, the facilitator or vibes-watcher should check in with the person at an appropriate time.

6. **Lukewarm consensus:** Obviously, if many people express non-support or reservations or stand aside or leave the group, it may not be a viable decision even if no one directly blocks it. This is what is known as a "lukewarm" consensus and it is just as desirable as a lukewarm beer or a lukewarm bath.

If consensus is blocked and no new consensus can be reached, the group stays with whatever the previous decision was on the subject, or does nothing if that is applicable.

Fundamental disagreement: Major philosophical or moral questions that come up will have to be worked through right away when the group forms.

TECHNIQUES FOR FACILITATING PARTICIPATION

Speaker's List
The facilitator or co-facilitator can keep a list of participants who want to comment on the decision at hand, in order of request. Sometimes the speakers list functions to even out airtime, giving those who haven t yet spoken priority over those who speak often.

Agreement with a point of discussion
To avoid a lengthy meeting and repetition of points, participants can show approval or support of a speaker s point by an agreed upon hand signal or non-verbal cue.

TECHNIQUES FOR FACILITATING PARTICIPATION

Go-Around
Everyone in the circle takes a turn to speak in the order they are sitting, or says I pass if they don t want to speak to the discussion.

Popcorn
Like the go-around, everyone in the circle is expected to speak or pass but instead of following the seating order, people can speak up when they feel ready, like popcorn popping.

Break-out groups
The large group can break into groups of 4 or 54 for more in-depth, back-and-forth exchange, then bring it back to the large group with a spokesperson. This can also make meetings more efficient; topics are discussed more effectively in a smaller task group, and different groups can discuss different topics simultaneously.

Fish-Bowl
If some individuals in the group have a special interest in the decision, have more at stake, or share a marginalized perspective that hasn't been heard in the large group discussion, they can form a smaller circle in the middle of the larger group to discuss more in-depth with each other, while the large group observes but doesn t participate.

Think –Pair–Share
Participants reflect on a topic individually before coming together in pairs to discuss what they came up with. Pairs then report-back to the larger group.

GROUP ROLES in consensus procedures at AROC Working Group meetings

1. Facilitators can be selected on a rotating or volunteer basis

The facilitator or co-facilitators have a very important role in any meeting. Facilitators help to direct the process of the meeting, not its content. They never make decisions for the group. If a facilitator feels too emotionally involved in an issue or discussion and cannot remain neutral in behavior, if not in attitude, then they should ask someone to take over the task of facilitation for that agenda item.

 Some tasks of facilitators:

- 	aid the group in defining decisions that need to be made
- 	help them through the stages of reaching an agreement,
- 	keep the meeting moving,
- 	focus discussion to the point-at hand;
- 	make sure everyone has the opportunity to participate,
- 	formulate and test to see if consensus has been reached.

2. Note Taker or Recorder can be selected on a rotating or volunteer basis
Note taker role usually is done by a CommunityWise staff member in order to keep notes consistent and allow working group members to all participate more fully. Notes on the meeting focus especially on decisions made and means of implementation.

3. Time-keeper can be selected on a rotating or volunteer basis –
In order to keep things going on schedule so that each agenda item can be covered in the time allotted for it (if discussion runs over the time for an item, the group may or may not decide to contract for more time to finish up). Often the facilitator or co-facilitators will be tasked with keeping time but a separate designated time-keeper helps to free up facilitator s attention for meeting dynamics.

All participants in the meeting:

a) Come to the discussion with an open mind. This doesn't mean not thinking about the issue beforehand, but it does mean being willing to consider any other perspectives and ideas that come up in the discussion.
b) Listen to other people's ideas and try to understand their reasoning.
c) Describe your reasoning briefly so other people can understand you. Avoid arguing for your own judgments and trying to make other people change their minds to agree with you.
d) Avoid changing your mind only to reach agreement and avoid conflict. Do not "go along" with decisions until you have resolved any reservations that you consider important.
e)   iew differences of opinion as helpful rather than harmful.
f) Avoid conflict-reducing techniques such as majority vote. Stick with the process a little longer and see if you can't reach consensus after all.

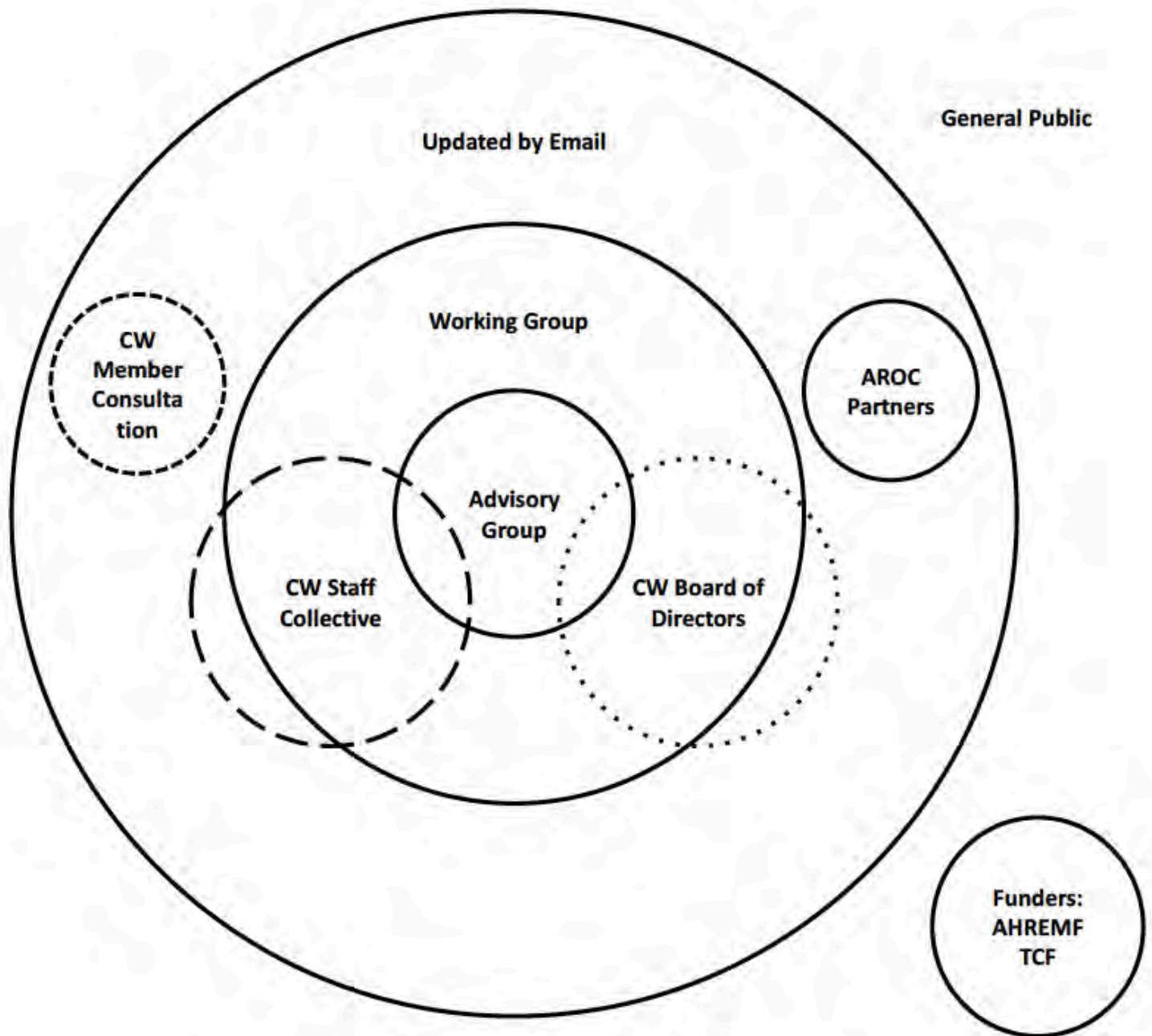**Some difficulties with consensus**

1. Who is at the table and who is not present   It can be difficult to make a good decision when those who are affected are not participating in the meeting, or when those who are not affected or are not invested in the group are taking up more space at a meeting. A clear guideline for equitable representation and participation in decisions can help.
2. Achieving consensus can take considerably longer than a simple majority vote however the decision is usually more thoughtful and produces better results in the long term.
3. People who don't actively try to find a decision that is acceptable to everyone (all win) can dominate a group's discussion by trying to make everyone else go along with them (win-lose).
4. A group can coerce or manipulate individuals into saying they accept a decision, even when they don't. That is groupthink, not true consensus. Groupthink occurs when everyone expresses agreement with a decision, but some people are just going along because they feel obligated to reach an agreement and avoid conflict. A willingness to take risks and to give and receive honest feedback is key to developing the trust required to let the process work.

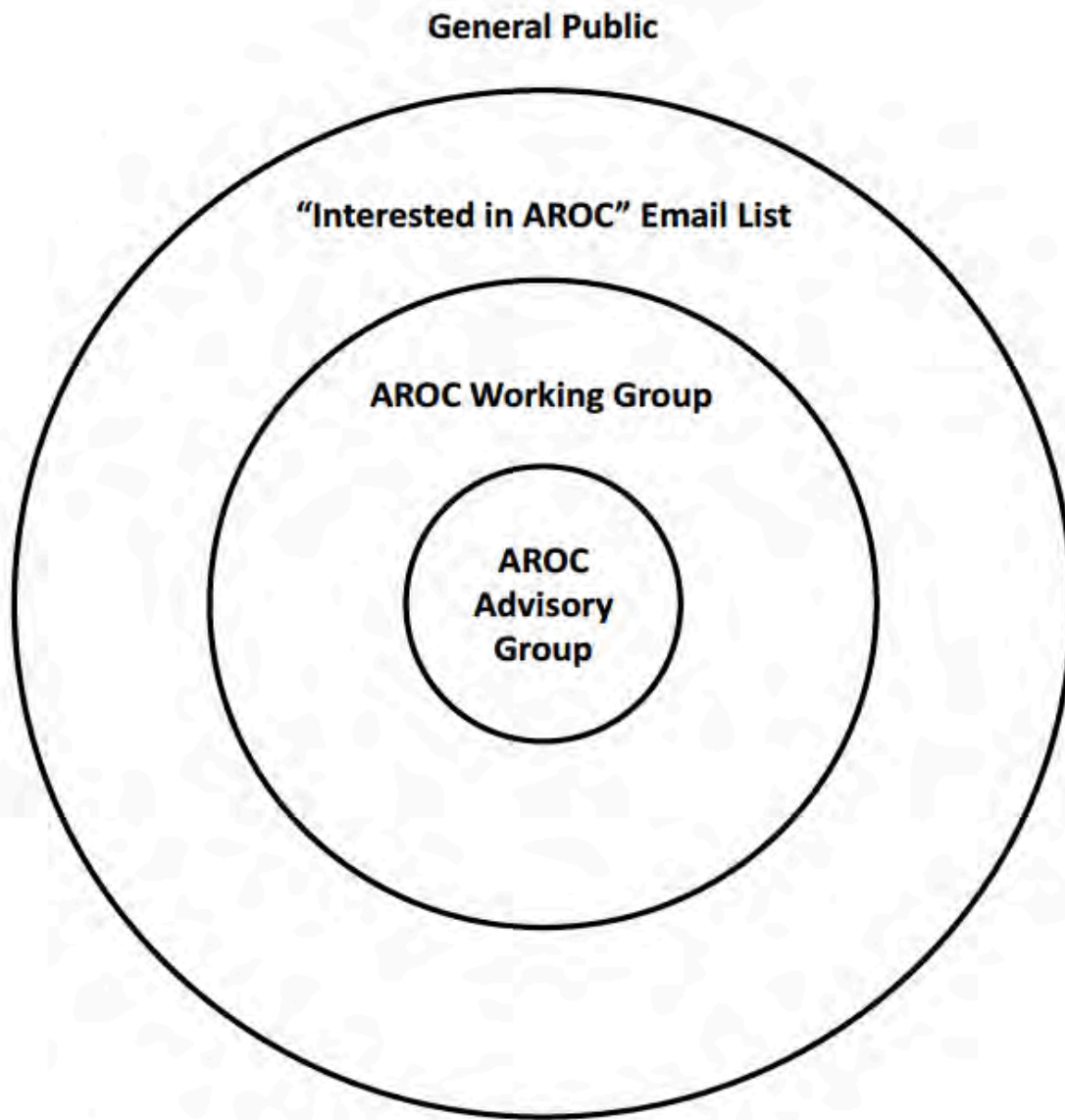This procedure was developed with the resources on the "Act Up" website.

Community Engagement Plan Diagram

General Public

Updated by Email

Working Group

CW Member Consultation

AROC Partners

Advisory Group

CW Staff Collective

CW Board of Directors

Funders: AHREMF TCF

Community Engagement Plan - Simplified Diagram

Simplified Model of AROC Community Engagement Plan

Resource: Checklist for Racial Equity

By Tina Lopes; published in Dancing on Live Embers

Created by Tina Lopes for Dancing on Live Embers; shared with permission. The example below is a short excerpt of a longer tool, which can be found in the Appendix.

Tick the square that best corresponds with where your organization is on each item.

Checklist for Racial Equity			
Employment Systems	**Yes**	**No**	**Working On It**
Outreach for hiring is broad and includes a variety of strategies			
Job calls make clear the organization's desire for candidates from equity seeking groups, including racialized and Aboriginal groups			
Job calls are specific and ask only for qualifications and experience that are necessary to do the job			
Job qualifications acknowledge the value of experience in working with racialized communities, knowledge of anti-racism work, the ability to work within racially diverse teams, and the capacity to work in languages other than English			
Staff on selection panels understand how to identify and challenge racial and cultural factors affecting selection			

Checklist for Racial Equity

Employment Systems	Yes	No	Working On It
The full range of expertise of racialized and Aboriginal candidates and staff is recognized, and is not limited to their connections to their communities			
Management works effectively with the union(s) on anti-racism			
Mobility exists between job categories			
Developmental assignments are used to increase equity			
Proportion of racialized and Aboriginal staff in leadership positions is consistent with their numbers in the communities served			
Balanced representation of racialized and Aboriginal persons sit on selection panels for hirings and promotions			
No over-representation of racialized and Aboriginal persons in temporary, contract, and part-time positions			
Few substantiated complaints from applicants in competitions and promotion processes; no comments that people got jobs because they are from an equity-seeking group and not because they are qualified			
Personnel policies and procedures acknowledge the organization's responsibility to meet the needs of people with diverse identities (care for dependents, religious observances, etc.)			

Resource: Policy Audit Tool

This tool was developed by CommunityWise.

Date:

Name of auditor:

Folder audited:

Policy	Document	Complete?	Level of use	Notes about Racial Equity		
				What are we doing well?	**What do we need to improve?**	**Other comments**
Harassment Policy	Policy; includes a procedure	Complete	Whenever it is needed	Definition includes race, clear formal and informal procedures, SC is familiar with the policy and procedure and confident they can use it, Board is involved in the procedure, I believe cases are tracked/monitored.	SC and Board are not yet skilled in recognizing and addressing racism (this is not included in their job description or in performance reviews), no race-based examples to date (could be good thing or bad thing), cases are not used as data about systemic racism in the building.	Used "Complaints" checklist to help with my notes on equity.

Ideas Inventory

At the organizational level, the Working Group came up with the following thoughts on how an organization can keep itself accountable to AROC:

Transparency with reprimanding for racist activities/actions (something sent out in note form to everyone, keep it going)

Literal document that binds people (e.g. anti-r charter when you sign on as member and can be held accountable to this)

Reward positive behaviours

When trying to bring anyone into account in a very complaint-based system, gaslighting occurs, etc. people become afraid to because hard to "prove", so start by eliminating barriers to reporting that exist

Managing contracts, looking for compliance

Make sure people are reading "instructions" (policies) in the first place (policies end up being used after people complain)

When onboarding people, not just reviewing policies but always going back, make into living documents

Avoid death by bureaucracy, inaccessible language, etc.

We may have policy and procedure, how can be enforced, implemented with so many bureaucracies, barriers? Work with mechanisms that we have control over, not just about theory, but practically how do we make it work

Work with what exists at government level

Outside audit (similar to financial document), but what "books" would be audited? Criteria need to be developed, benchmarks established; collecting data that's disaggregated by race and then measure according to certain indicators

Ideas Inventory (continued)

Reflective practice and self-awareness; collectively practice reflective practice

Reflecting on" what did we do well?" gives momentum to move forward instead of focusing on not getting there

Looking at program evaluations: who are we serving, what is the feedback from that group of humans, are we adapting to different ways of knowing?

Safer spaces audit; someone can audit interviews, performance reviews, actually in the room with people, not just auditing policies, but what people are actually doing, how they're interacting

Accreditations, but then how do you hold people accountable to not just lying in order to pass reviews?

Orgs are currently held accountable to funders. Need organizational culture and peer pressure, documentation and accreditation, relationships with people serving (need to sit in front of someone and feel okay about yourself)

Found it really hard to come up with anything that makes management accountable to frontline staff

Including on staff meeting agendas a point on anti-r every time (might start out tokenistic, but could grow deeper over time)

Having accountable spaces guidelines and review each time

People getting real feedback without having to ask for it (many orgs are afraid to do because afraid of getting sued)

Accountability mechanisms don't work with legal system (not based on genuine drive to be better, more based on fears)

External support: watchdog, or support for anyone in agency to go to for advice, support on how to handle situations

Ideas Inventory (continued)

HR is often the go-to, but how do we do a check/balance on HR, especially when HR doesn't have the ability to competently handle? HR often exists to protect the organization.

Hard to hold people to account publically because of libel, etc.

Boards are amorphous, hard to access, hard to criticize

People often report to funders in a skewed way to keep getting more funding, know how to spin reports