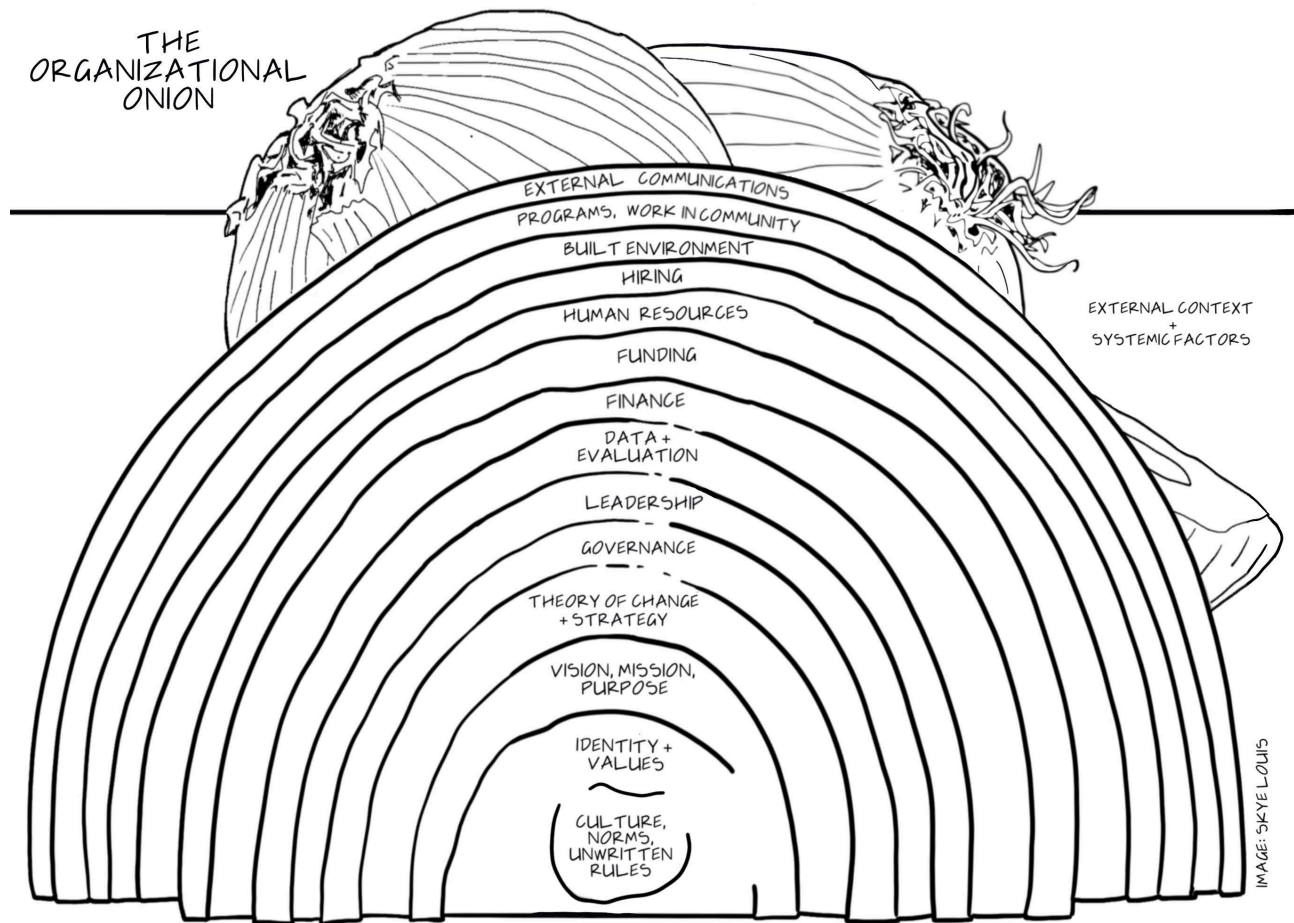


This tool is a companion to the [“Anti-Racist Organizational Change \(AROC\): Resources and Tools for Nonprofits”](#) and [“Deeper AROC: More Tools & Resources”](#) booklets. These tools were developed out of CommunityWise’s own learning process as a small nonprofit based in Mohkinstsis / Calgary. We began by asking ourselves difficult questions and convened an Advisory Group to work through these questions with us.

After publishing our initial AROC toolkit, we have heard from many nonprofits who want to start their own anti-racist organizational change process. This fillable tool can support your organization as you begin or continue your work. It guides you through creating a self-assessment. This can prompt deeper conversations about where racism lives in your organization and how to address it.

IMPORTANT REMINDER

AROC is a process that is rooted in relationships and accountability. While this tool can help you build a more detailed map of anti-racism in your organization, ideally, this tool should be filled out in partnership with your organization’s Black, Indigenous and racialized stakeholders. This could be an advisory committee or internal racial affinity groups. In the absence of such structures, this can be completed by staff from all levels of the organization, as well as board members. If you are an all-white team, you need to be aware that these are just your best guesses. This is not a replacement for a community accountability framework and structures; it is merely a way to start looking at places to focus your efforts. You must build ongoing relationships of accountability and open communication with your Black, Indigenous and racialized stakeholders in order to know if what you are doing is actually addressing the racism they face.



CommunityWise Resource Centre adapted the onion model from INTRAC, the International NGO Training and Research Centre

CommunityWise borrowed INTRAC's "onion" concept and elaborated on it to ensure our own organizational change process was both thorough and effective. What started as an internal way of thinking about AROC at CommunityWise has turned into a tool that other organizations are keen to use in their own AROC processes.

Any organization can be understood as an onion, with some layers closer to the surface that are easier to see, access, and change, and some that are deeper within that take more time and effort to change.

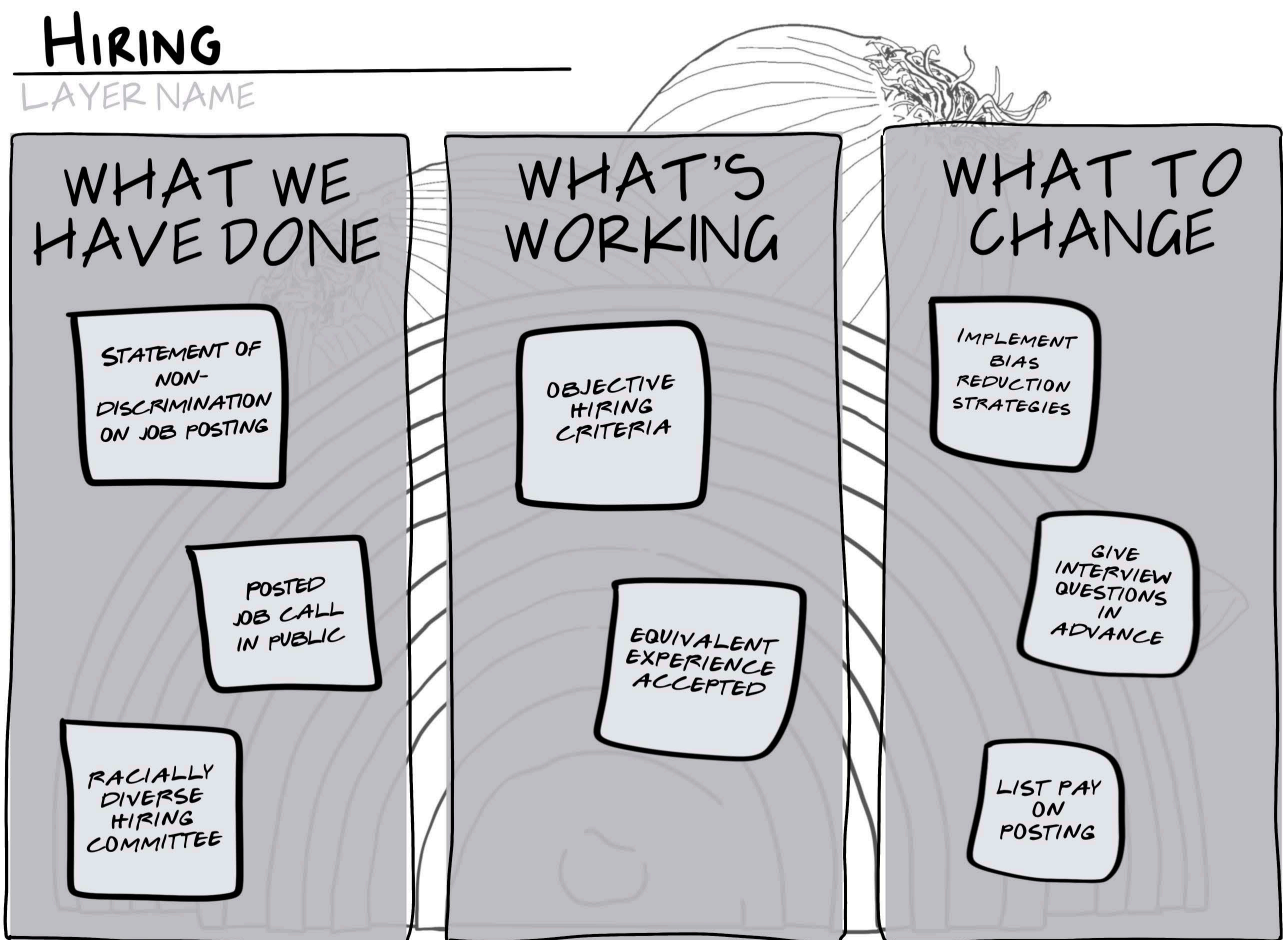
Addressing racism in the surface layers, while significant and far-reaching, can obscure or even prevent changes that need to happen deeper within. We've learned that racism needs to be addressed in multiple if not all layers in order to create enduring anti-racist organizational change. While there are external, contextual, and systemic constraints to this work, organizations have a lot of control over how things happen inside their onion, and we see it as the site of action for AROC.

This tool is designed to help you break down the large problem of addressing racism in your organization into smaller, more bounded parts. Doing this reveals the way racism is embedded in our organizational structures and systems and doesn't exist in our individual biases and behaviours alone.

Feel free to adapt this tool and add your own layers. This onion model reflects a standard nonprofit structure, and yours may not look exactly the same. The important thing is to recognize the importance of change across all layers of your organization, not just the most visible ones.

If you are filling this out digitally, then copy the template image to blank slides (one copy for each layer of the onion model). If you are working on paper, print copies of the template (one for each layer of your onion model). At the top of each slide or page, write the name of that layer. For instance, External Communications or Evaluation. Focusing on one layer at a time, use virtual sticky notes to record your ideas for each box on the template.

EXAMPLE



Box 1 - What We Have Done: In this box, list the things you are doing or have done previously to address racism at this layer of the onion. Remember that this is about work that happens on an organizational level, not individual activities undertaken by staff on a personal level.

Box 2 - What's Working: Put things in this box when your intended impact was realized. Do you have evidence to validate the impact of your anti-racism work on Black, Indigenous and racialized stakeholders?

Box 3 - What to Change: List areas to focus on, and also questions for further inquiry and research. You won't necessarily know how you could do better or what needs to change; your Black, Indigenous, and racialized stakeholders will know. Use the links at the end of this tool as prompts for further inquiry.

PROMPTS

External Communications

[Content creators, here's an Equity Screen to use as you work on your next blog post, book, podcast, or video](#)

Programming and Work with Communities

[Let's Not Confuse 'Access and Inclusion' with Racial Equity](#)

[Are you or your org guilty of Trickle-Down Community Engagement?](#)

Built Environment

["SPACE" chapter in How to be an Anti-Racist, by Ibram X. Kendi](#)

Hiring

[18 Ways We've Improved Our Hiring Process](#)

[Thinking Through Your Hiring Process](#)

[19 tips for making your job posting so amazing, unicorns will weep tears of joy](#)

Human Resources

[The "Problem" Woman of Colour in the Workplace](#)

[Walk with Me: A Woman of Colour's Journey in Nonprofit Organizations](#)

Funding

[Can we agree on this simple definition of Equity?](#)

Finance

[Participatory Budgeting](#)

Data and Evaluation

[Count me in! COLLECTING HUMAN RIGHTS-BASED DATA](#)

[Data Standards for the Identification and Monitoring of Systemic Racism](#)

[We All Count](#)

Leadership

[What Does it Look Like to Support Women of Color to Lead?](#)

Governance

[7 things you can do to improve the sad, pathetic state of board diversity](#)

Theory of Change / Strategy

[CommunityWise's Theory of Change](#)

[CommunityWise's 2020-2023 Strategic Plan](#)

Vision / Mission / Purpose

[What if we told the truth?](#)

Identity and Values

[CommunityWise's Values](#)

Culture, Norms, Unwritten Rules

[White Supremacy Culture in Organizations](#)

[Organizational Culture is like an Iceberg](#)

[Cultural Heritage Below the Water Line](#)

LAYER NAME



WHAT WE
HAVE DONE

WHAT'S
WORKING

WHAT TO
CHANGE

LAYER NAME

WHAT WE
HAVE DONE

WHAT'S
WORKING

WHAT TO
CHANGE