



**CREATING RACIALLY EQUITABLE
ORGANIZATIONS**

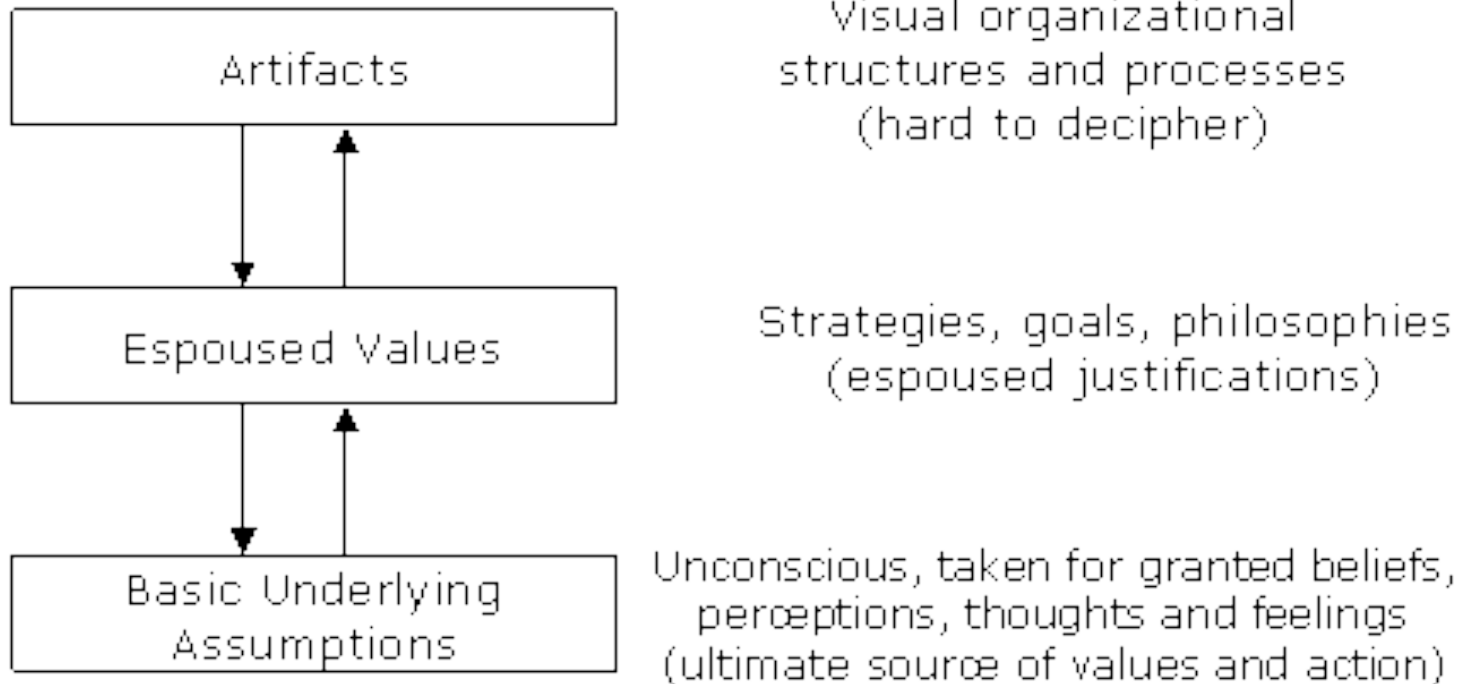
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Three Levels of Culture (Schein)



***NPIC ORGANIZATIONAL CULTURE =
WHITE PROFESSIONALISM***

WHITE PRIVILEGE & SUPREMACY IN NON-PROFITS

(A FEW SOBERING EXAMPLES)

Organizational Policies

“Accrual” policies for paid leave or vacation time that prevent immigrant workers from going home...

Missing/inadequate equity strategies (like affirmative action, staff and supervisor evaluations based on racial equity metrics, “racial climate” assessments)...

“Diversity hiring requirements” without adequate supports for staff of color, resulting in diversity pitfalls like tokenization, exceptionalizing etc...

Deprioritizing mentorship, leadership development and retention of staff of color while lifting up “professional and skills development”...

Organizational Practices

Racial Microaggressions...

Expectations of “professional” behavior, including dress code, language, voice, writing style, etc. No space allowed for creative “code-switching”...

Emphasis on tracking and evaluating performance (as “work ethic”) without attention to racial dynamics....

Expecting staff of color to shoulder “educational burden” on race/racism...

....etc.

The Race Card

CHAINSAWSUIT.COM



CONCEALING RACISM: COMMON INSTITUTIONAL TECHNIQUES

1. **Denying:** Ignore racism or actively asserting it doesn't exist.
2. **Deflecting:** Insist that inequity is based on anything but race, such as class, culture, family values, or work ethic
3. **Coding:** Use placeholder words, symbols or images to allude to racial fears. “Eg. Inner city, urban, terrorist,” etc.
4. **Scapegoating:** Blame those adversely affected by racism for their own plight in order to allocate responsibility on individuals instead of biased institutions.
5. **Exceptionalizing:** Acknowledge “bad apples” but refuse wider institutional patterns of discrimination.
6. **Confusing:** Use people of color as spokespersons or authority figures to refute claims of racism.
7. **Mythologizing:** Downplay racism by appealing to popular cultural myths, such as: meritocracy or “bootstraps”; level playing field, and colorblindness.

***INTERRUPT THESE DYNAMICS BY:
NAMING, FRAMING, EXPLAINING AND PROVING RACISM***



In organizations, implicit/unconscious racial biases becomes **cumulative, compounded, institutionalized and operationalized** over time.

Implicit Racial Bias is the default setting for organizations.

We must learn to anticipate, predict and prevent it.

Just as *racism* operates institutionally and systemically, so too must *racial equity* in order to perpetually supplant racism.

INSTITUTIONAL SOLUTIONS:

Create organizational culture and practice of equity through:

- **Diffusing responsibility for racial equity (vs siloing)**
- **Operationalizing**
- **Systematizing**
- **Embedding/”Baking In” into organizational culture**
- **Creating new habitual norms and behaviors**



SOME TOOLS FOR ORGANIZATIONAL CHANGE:

- *Equity Primes, Triggers and Protocols*

**Short-Term
Primes/Prompts**



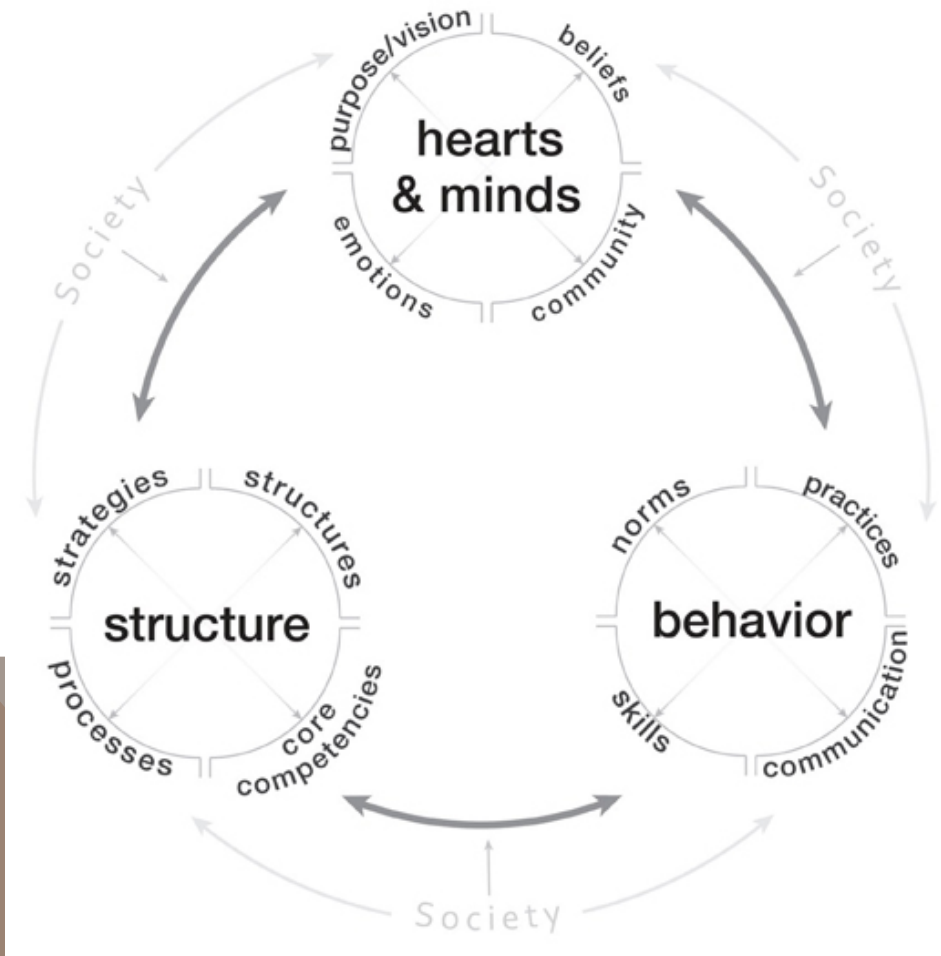
**Long-Term
Protocols**

- Organizational Choice Points
- Equity Filters and Budgeting
- *Racial Equity Impact Assessments (REIA)*
- Staff Trainings and Coaching
- Disaggregated Data and Metrics by Race and Ethnicity
- Workplace Campaigning
- Equity-Focused Program Planning and Evaluation Guides
- *Organizational Wheel of Change*
- *Workplace Advocacy and Organizing Frameworks and Strategies** (March 7, 2016)

Note: Create both standardized and custom equity approaches for your organization.

THE WHEEL OF CHANGE for organizations

To create real change within an organization, we must work in an integrated way with the three major domains that comprise every organizational system:



Racial Equity Impact Assessment **GUIDE**

Below are sample questions to use to anticipate, assess and prevent potential adverse consequences of proposed actions on different racial groups.

1. IDENTIFYING STAKEHOLDERS

Which racial/ethnic groups may be most affected by and concerned with the issues related to this proposal?

2. ENGAGING STAKEHOLDERS

Have stakeholders from different racial/ethnic groups—especially those most adversely affected—been informed, meaningfully involved and authentically represented in the development of this proposal? Who’s missing and how can they be engaged?

3. IDENTIFYING AND DOCUMENTING RACIAL INEQUITIES

Which racial/ethnic groups are currently most advantaged and most disadvantaged by the issues this proposal seeks to address? How are they affected differently? What quantitative and qualitative evidence of inequality exists? What evidence is missing or needed?

4. EXAMINING THE CAUSES

What factors may be producing and perpetuating racial inequities associated with this issue? How did the inequities

6. CONSIDERING ADVERSE IMPACTS

What adverse impacts or unintended consequences could result from this policy? Which racial/ethnic groups could be negatively affected? How could adverse impacts be prevented or minimized?

7. ADVANCING EQUITABLE IMPACTS

What positive impacts on equality and inclusion, if any, could result from this proposal? Which racial/ethnic groups could benefit? Are there further ways to maximize equitable opportunities and impacts?

8. EXAMINING ALTERNATIVES OR IMPROVEMENTS

Are there better ways to reduce racial disparities and advance racial equity? What provisions could be changed or added to ensure positive impacts on racial equity and inclusion?

9. ENSURING VIABILITY AND SUSTAINABILITY

Is the proposal realistic, adequately funded, with mechanisms to ensure successful implementation and

7 KEY STEPS

Advancing race equity and inclusion can sometimes seem daunting and often leaves many wondering how and where to start. The steps in this guide help to provide a clear frame for undertaking this important work.

