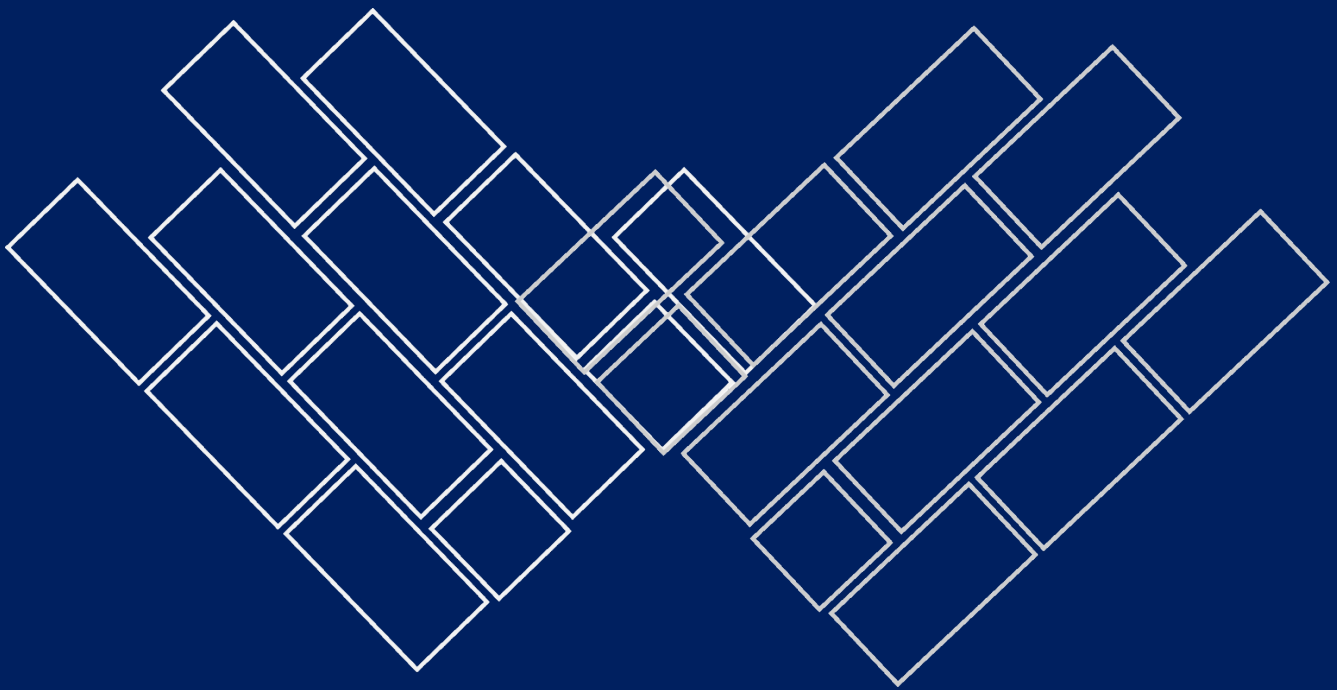


Anti-Racist Organizational Change: Resources & Tools for Nonprofits



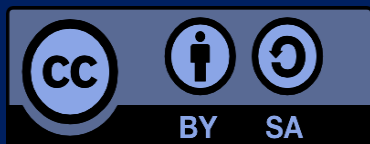
CommunityWise Resource Centre
Calgary, Alberta | Treaty 7 Territory | 2017

CommunityWise Resource Centre is located in the traditional territories of the Blackfoot and the people of the Treaty 7 region in Southern Alberta, which includes the Siksika, the Piikuni, the Kainai, the Tsuu T'ina and the Stoney Nakoda First Nations. The City of Calgary is also home to Métis Nation of Alberta, Region III. We acknowledge First Nations and traditional territories because the purpose of CommunityWise is about sharing space and because it's one way to locate ourselves in the process of healing from colonial violence. We understand that colonialism is rooted in white supremacy and we aim to make CommunityWise more accessible for Indigenous peoples.

CommunityWise is a nonprofit centre that provides affordable office and community space. We provide backbone infrastructure (for example, shared internet access and office equipment) and collaborative capacity-building and programming supports to nonprofit member organizations. We support around 80 small and grassroots organizations whose work spans a diverse spectrum of social, environmental, and cultural issues.

This resource was prepared by **Thulasy Lettner** and **Skye Louis** with support from the **Staff Collective** at CommunityWise and members of the **Anti-Racist Organizational Change Working Group** and the **Anti-Racist Organizational Change Advisory Group**. Special thanks to **Charlene Campo, Di Honorio, Erin McFarlane, Lori DeLuca, Meghan Durieux, Sarah Winstanley, and Son Edworthy** for their contributions.

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The checklist on pages 35/36 is an exception to this license; please contact author Tina Lopes directly for permission.

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Introduction

Many nonprofit organizations talk about the importance of diversity, inclusion, and equity, but many find it difficult to truly integrate these concepts into their work and how they operate.

In March 2016, CommunityWise Resource Centre started a process of Anti-Racist Organizational Change (AROC). With AROC, we have been using **anti-racism** as an approach to strengthen our commitment to diversity, inclusion, and equity.

In this resource, we share the story of how the AROC process unfolded.

Why This Resource?

The purpose of this resource booklet is to:

- Tell the story of how our organizational change project started

- Share some of the resources we've found and developed along the way.
- Provide guidance on how other nonprofits can start their own process.

There are many ways to bring about organizational change, and this guide does not cover all of them. Addressing organizational racism and creating **racial equity** is ongoing work, and it never really ends.

We have included some of the key lessons we learned from the first 18 months of this project. We have shared ideas, group activities, sample documents, frameworks, policy tools and other resources.

We hope these resources are helpful to you as you explore what AROC means for your organization.

In an ideal world, you have rigorous data that is separated by race to inform your entry into this work.

But in reality, what we see is often more informal.

I wouldn't call it data;
I would call it evidence.

- AROC Project Coordinator

Before Change Starts

Data and Evidence

In an ideal world, you have rigorous data that is separated by race to inform your entry into this work.

But in reality, what we see is often more informal.

*I wouldn't call it data;
I would call it evidence.*

- AROC Project Coordinator

Unlike incidents of hate speech or bigotry, racial inequity in organizations can be hard to see and measure.

The first piece of evidence CommunityWise we found was informed by work on the organization's collaborative framework. After bringing people together to collaborate, we found evidence during the evaluation that certain groups did not participate as often or in the same ways. This tended to happen along racial lines; there was an indication of difference.

The second piece was Master's thesis research by a staff member about the geography of the building and sharing space across difference. That was where racial inequity became very apparent. We weren't looking for differences along race, but that was where they emerged.

Just as these pieces of evidence surfaced, one of our member organizations was facing allegations of organizational racism. In response, their Executive Director and Board of Directors to resign. This was the spark that encouraged us to do this work in a more deliberate way.

At this point, we started to gather data that showed **organizational racism** is a documented problem across the nonprofit sector in Canada, not just our local context.

The words **diversity**, **inclusion** and **equity** show up in CommunityWise's vision, mission and values. It was

clear to us, however, that we were missing a framework that specifically addressed race.

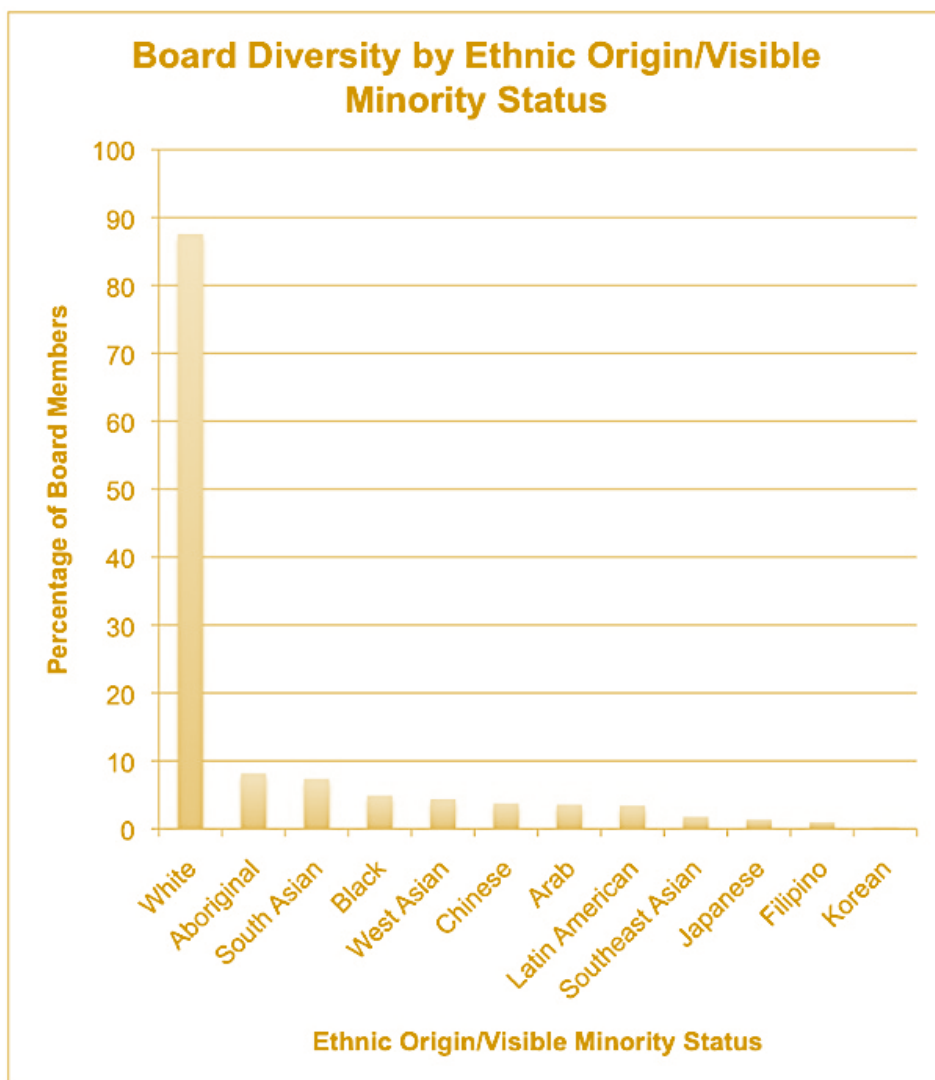
It was a combination of “Yes, there’s a problem,” and “These things are really critical to our mission, so we have to do something about it.”

For-profit organizations might find the same evidence and not

act on it. But for us this is about our bottom line - we are working with marginalized populations and social justice groups, and this is our priority.

Building Support

Because of that organizational commitment, equity - that word specifically - is a very high



Source: A Call to Action: Diversity on Canadian Not-For-Profit Boards, Schulich School of Business, 2009.

priority.

The CommunityWise board used the Western States Center's 'Assessing Organizational Racism' tool to understand this in the context of our own organization. This self-assessment, along with the other evidence, provided the nudge for us to decide that equity would be our long-term strategic focus.

This focus on taking an anti-racism approach to creating equity was a staff-driven initiative, in response to the members and community. While our board is supportive of our staff, it takes ongoing training, reporting and reflection to be on the same page and keep learning together.

Resourcing the Work

Equity work needs to be adequately resourced, especially in non-profits, where

staff already have too much to do.

We applied for and received funding from the Alberta Human Rights Education and Multiculturalism Fund (AHREMF) to resource a new staff position to coordinate the AROC project. This was essential in moving the work forward.

We are also working with a developmental evaluator who has created a model to fit with our process.

Funding & Language

We've talked about whether language around anti-racism divides people and keeps people out, or is inclusive. We made an intentional decision throughout this process to use language that specifically names anti-racism work.

We want to be able to talk about the work we are doing, but it is a risk.

This language can be threatening to some funders. The word equity is more palatable and there's a connection between anti-racism and equity. While we try to make that link as clear as possible, we also feel that it is important for people - including funders - to be challenged.

Funding Challenges

Organizational change is long-term work, and it is internal work. It's different from programming and it can be difficult to measure your progress. There's no end point, especially with anti-racism work. It's constant, ongoing work. This can be hard to explain to funders.

Working equitably means you need to have the capacity for appropriate structures, instead of one-size-fits-all solutions. As a result, everyone's job expands to meet the needs of our membership in different ways.

Who is going to fund that type of work? Funding is an additional challenge, because funders see these needs as falling under core operations. It is hard to find funding for staffing and administration,

instead of more 'fundable' short term projects with start and end dates.

Another challenge is finding funding to compensate the people who will be offering time and energy to guide the project (in our case, the AROC Advisory Group).

We had a private donation which set the precedent. We then found a good fit with a funder who understood the project in the context of adult education. Having already put the Advisory Group into practice made the compensation expense more legitimate when we applied for funding.

Organizational Readiness

There are many reasons why CommunityWise was ready to take on AROC. For example:

- The words "equity", "inclusion", and "diversity" were already part of our mission, vision, and values
- Our organizational structure was non-hierarchical and our decision-making consensus-based;

- Reflection and evaluation were key organizational practices;
- Efforts had been made to diversify our board and staff and incorporate anti-oppressive practices into our work together.

These factors helped AROC along at CommunityWise, but they aren't necessary for it to happen. Every organization will have a different starting place, which will inform what their AROC process looks like and what their entry points will be.

We are changing as we move through the process.

It's not like we do all these things and then we change; it's all happening along the way. Means and ends, process and goals blend into one - it's important to recognize that."

- AROC Project Coordinator

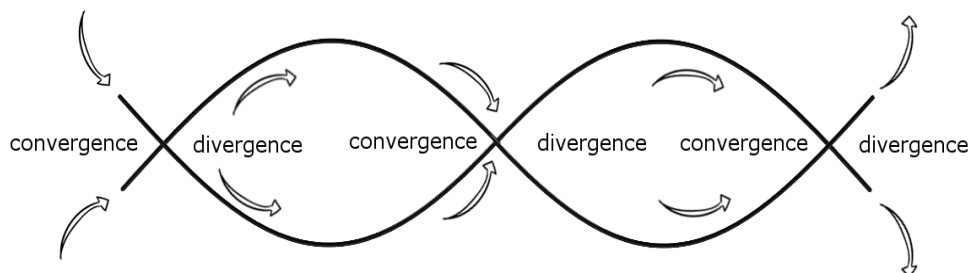
Emergent Processes

We decided to approach our anti-racist organizational change project as an **emergent process**. There was a lot we needed to learn and a lot of people we needed to listen to. Because of this, our end result was not predictable when we started.

Unpredictable

The big thing to know about emergent processes is that they can be really uncomfortable.

You don't know exactly how an emergent process will unfold. You also don't know the specific outcomes that will help move anti-racism forward. When a process is emergent, expectations and outcomes change along the way. This can lead to disappointment. It's not traditional project management. It's not like there's a Gantt chart with milestones on it. Things flows in unpredictable ways.



Divergent / Convergent

An emergent process follows a pattern of divergent and convergent phases.

The divergent phase is where we discover insight into a problem, and define the area to focus on. The convergent phase is when we come together to work on potential solutions.

Process and People

Any anti-racism process needs to centre and be led by those most impacted by racism—**racialized** and Indigenous folks. And any organizational change process needs to involve all the people who are necessarily part of the change—those who make it happen and are impacted by it. For CommunityWise, this includes our staff, board, members, and the broader community.

A strong process involves a lot of learning, inquiry, and exploration. At a certain point, it became obvious that we had specific things to work on, and then we started converging and making that work happen. Emergent processes require a developmental evaluation approach and tools. These can include observation by an external evaluator, surveys, and

reflection exercises that allow for continuous feedback and learning. An openness to evaluating both successes and failures, and a commitment to applying 'lessons learned' are essential to building accountability into the change process.

Organizational change doesn't always follow an emergent model, but it was a good fit for us. We are member-driven and have a lot of community members we needed to listen to and learn from.

Relevant Goals

We knew we wanted to make some changes to our internal systems and structures. We only had 18 months of funding, so we wanted to focus on what we could feasibly do in that amount of time that would have the biggest impact. We also wanted input from the Advisory and Working Groups on what would be most important to work on.

We asked ourselves, "What can we actually do, at this moment in time, with the resources we currently have, in order to set reasonable and relevant goals for ourselves?" Changes are reversible. We need to recognize that.

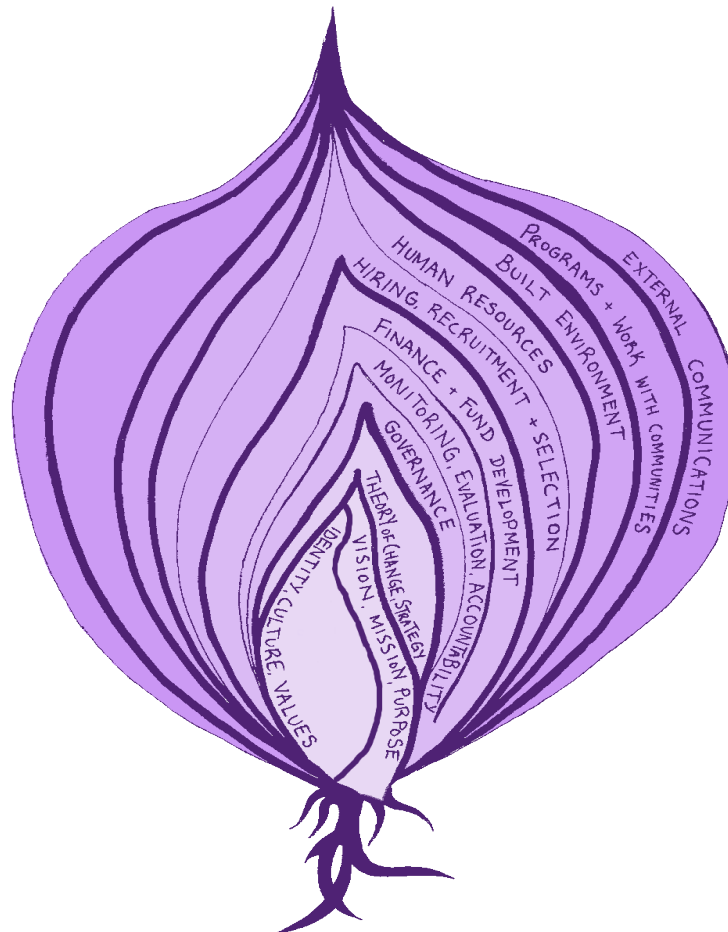
Organizations go through different phases of their evolutions, and different change is needed at different times. Through our process, we decided that human resources, hiring and governance were good places to start.

We know that for any organizational change to

happen, work must take place at all or many levels of the organization to be effective.

The Onion

We found the Onion Model of organizational development helpful for visualizing the different levels of an organization.



This onion model is from [INTRAC](#), the International NGO Training and Research Centre and has been adapted for AROC. In the 'organization as an onion' model, different areas of an organization are pictured as different layers of the onion.

Starting with a model from the International NGO Training and Research Centre, we have broken the layers down even further into these dimensions (from inner to outer onion layers):

- Identity, culture, values
- Vision, mission, purpose
- Theory of change and strategy
- Governance, board, bylaws
- Monitoring, evaluation and accountability
- Finance and fund development
- Hiring, recruitment and selection
- Human resources (orientation, working conditions, complaints, management, internal communications, training, etc.)

- The built environment (design, use, maintenance, etc.)
- Programs and work with communities
- External communications

We felt these were the layers that made sense to look at for our organization; you may choose to use slightly different layers.

Some of these dimensions are more at the core of the onion, and some are more on the surface - they aren't always in the same order.

The important point is that you need to do work at all levels for organizational change to happen. You can't just work on the surface and expect to integrate anti-racism as part of your organizational culture or values.

We used this model to develop our ideas inventory activity, which can be found in this document in the section on 'Priorities for Change'.

**Meaningful change that
prioritizes the voices of
those most impacted by
racism is far-reaching and
vital.**

- AROC Advisory Member

Engaging Community

The first step in our emergent process was to build a strong process of learning with community. This helped us to better understand the problem of organizational racism.

Working Group

We knew we needed a group of people to work on this, and that they should be part of our community. Early on, we thought it would primarily be the Board of Directors, because we knew that the change had to happen at the top level of governance in the organization, the people with the most power.

Although the entire board supported the focus on equity, only a third of the board was ready to take an anti-racism approach and engage in this way. Since the board wasn't ready to lead the process, we needed to expand it.

Then we said, "Let's go to the broader community." Later on, we said, "Let's go even further, to include as many people as we can, because this is becoming more about the non-profit sector and less about one organization."

There are pros and cons to this approach, which means we have to constantly ensure we are engaging our membership and immediate community directly, as well as our Board of Directors.

There has been a big training component to the working group. We needed to ensure that we had a basic shared understanding and framework of what we mean by anti-racism. Training was not a one-time thing. For example, held four Working Group training sessions with three different external trainers over the course of the year.

We also included anti-racism training elements in all our

working group meetings. This included discussing issues in the broader context, like the controversy surrounding the use of the word “Islamophobia” by the Federal government, or the political climate in the US after the 2016 presidential election.

We have taken a **popular education** approach to our meetings and our time together, really drawing on the knowledge of the people in the room.

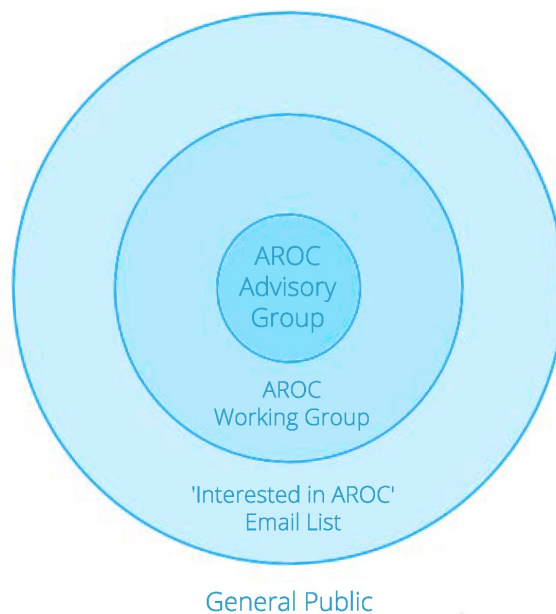
We met about once a month, sometimes every other month. This needed to flow with the emergent process. We didn’t give term limits. We asked people to come when they

could and participate as they could. The sign that it was working for everyone was that we consistently had about 15-20 people attending each meeting, which is amazing for this kind of process. We were expecting about half as many.

Communication

When you set out to listen to the community there are many voices and it can be hard to listen to everyone and even harder to follow up on what you hear.

The following resource documents (Working Group Terms of Reference and Advisory Group FAQs) were



Simplified Community Engagement Diagram

used to communicate about the project with existing and potential participants and anyone who was interested in the project.

At two points, the coordinator sent these documents out in the e-newsletter, through social media networks and to a long list of local nonprofit organizations.

When a potential working group or advisory committee member contacted us about joining, the coordinator sent them more info and connected them with a volunteer participant to have an in-depth phone conversation to answer questions and get them caught up on the project so far.

Outreach

Our outreach relied very much on face to face conversations inviting specific people in the building, introducing the topic by talking about the anti-racism discussion series, and inviting individuals through Facebook who we knew were interested in the issue.

To start, we shared an open invitation to a series of three free anti-racism discussions facilitated by professional anti-racism trainers. We hoped the specific, yet open-ended, structure of three consecutive

events would provide a way for people to self-select into the process. This gave participants the option to come to one, two or all three, and to start co-creating the process during these meetings.

This was more accessible than if we asked people to commit to a working group right away. It provided a way for us to articulate and promote the project, even though things were very undefined at that point. We also created a poster to share around the CommunityWise building and on Facebook and our email newsletter.

Racial Caucusing

Caucusing is when people self-select into a group based on shared identity and experience. Racial identity caucusing creates a foundation on which racialized and Indigenous people and white people can work together towards equity and organizational change.

Racial caucusing can make people very uncomfortable, but it is part of our process because really good things can come out of that uncomfortable space.

Racial caucusing ended up being a challenge for white-passing racialized folks and

Métis folks. It raised questions around how we experience **racism** and racialization, and how people do or don't align themselves with racial categories.

We came up with guidelines that responded to these tensions (see Advisory Group FAQ).

"As facilitator, it is my job to make sure we are uncomfortable, but not so uncomfortable that it compromises our process."

- AROC Project Coordinator

Advisory Group

Initially, we did not have an Advisory Group as part of the working group structure. It became apparent when we first caucused that we needed racialized and Indigenous leadership and guidance in this process.

The Advisory Group was led by the Project Coordinator and drawn from members of the Working Group who identify as racialized or Indigenous. The Advisory Group was created to centre the voices of people most affected by organizational racism. Our Advisory Group became a space to talk about internalized racism.

It was a space for expressing anger, for laughter and for healing. That emotional labour was a big part of the work we did together. This may be obvious in hindsight, but it was an unexpected outcome at the time.

Compensation

It is critically important to compensate the people whose lived experiences are informing the process, as the nonprofit sector consistently fails to acknowledge the unpaid labour the sector relies on.

We came up with a compensation strategy gradually. We worked out a way to share resources - financial resources and space - to compensate for people's time.

For attending meetings, we provided members of the racialized Advisory Group with compensation consistent with a living wage.

We also invited people to speak on behalf of the project at events and be paid for that, even if the event didn't pay. The purpose of this was not to offload the work, but to share opportunities so that paid nonprofit staff are not the only ones at the centre of local anti-racism discussions.

Challenges

Defining the working group and the criteria for participants was a challenge in the emergent process. We had to find a balance between including people who have power to implement change, and people who are most impacted by and knowledgeable about racism.

Inviting people with power on boards and in management to the same space with people who are oppressed by that power can be harmful. This dynamic caused tension and conflict in our early working group meetings. We shifted to prioritize the people who are most impacted, with less power.

There's always the question - were we able to reach out beyond existing circles? All our meetings were held in the same place; we didn't go to specific communities and hold meetings there. We didn't have translation services. We are

always working to improve outreach and accessibility, and developing strategies for this as we go.

Adaptable Resource: Working Group Terms of Reference

Note: You can find our original Working Group Terms of Reference in the Appendix; this is a sample that you are free to edit and adapt.

Why Anti-Racist Organizational Change?

There is a well-documented lack of diversity in Canada's non-profit sector, at both board and staff levels. We seek 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. The goal of the project is to create an Equity Framework that will inform our policies and serve as a resource for other nonprofits interested in anti-racist organizational change.

Defining the Working Group

The purpose of the Anti-Racist Organizational Change (AROC) 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. 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.

Who will be involved?

The AROC project is rooted in a consultative process that seeks to centre the voices of those 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.

Criteria

- Agree to work within the project's established anti-racist framework.
- Comply with anti-oppressive, accountable spaces guidelines and code of conduct
- Have a willingness for critical self-reflection.

Application Process

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

Adaptable Resource: Advisory Group FAQ

Facilitator Note: This is a sample. The full text of the original Advisory Group FAQ is available in the Appendix.

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, Métis, or Inuit. The term also acknowledges their 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 racialization based on skin tone 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."

Resource: Consensus Guidelines

Note: This is a short sample of the full Consensus Guidelines in the Appendix.

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.

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.

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.

Consensus Process

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.

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

Priorities for Change

Evaluation & Accountability

Vision, Mission, Purpose

Identity, Culture, Values

Governance

Human Resources

Hiring

Built Environment

External Communications

Finance & Fund Development

Theory of Change & Strategy

Programs & Work with Communities

Priorities for Change

Choosing Priorities

Every organization must identify their own key areas where change needs to happen first. The following activity can help you create an inventory of ideas and priorities for your organization.

This activity is designed to be completed with the Working and Advisory Groups, and is divided into two parts. The first part is about generating ideas for many areas of the organization. The second part is about deciding which ideas should move forward in a specific timeframe, and prioritizing those.

Completing this activity marked the beginning of a convergent phase in our emergent process.

Based on the recommendations and priorities of the Working

and Advisory Groups, as well as our own needs, we started by creating a new hiring policy. We used the input from the inventory to create our first draft, then continued to update and revise it when we actually put it into use.

There are lots of opportunities and places to start working on anti-racist organizational change. We found that we needed to start from a board and staff level. Our vision and mission were already equity-focused and anti-racist, but as an organization we weren't living up to the vision and mission.

The next step for us was to focus on people and systems, and then look at external pieces.

Inventory Activity - Part 1

With the working group, hang up 11 flip chart pages, each labelled with one of these key areas of the organization.

Facilitator Note: Capturing challenges as well as opportunities can help keep things moving and get more ideas on paper. Some challenges listed can be reframed as opportunities.

Key Areas for Change

- Vision, mission, purpose
- Identity, culture, values
- Theory of change and strategy
- Governance (Board of Directors, bylaws, skills matrix...)
- Evaluation and accountability
- Finance and fund development
- Hiring (recruitment and selection)
- Human resources (training, working conditions, complaints, management...)
- Built environment (design, use, maintenance, etc.)
- Programs and work with communities
- External communications

2. Draw a large circle on each page. Inside the circle is within the organization's control. Outside the circle is outside of an organization's control. Label the inside and outside of the circle.

3. Give participants time to reflect individually on opportunities and challenges relating to anti-racist organizational change at your nonprofit.

4. Ask participants to write their ideas for "opportunities" on green post-its and "challenges" on pink post-its, and stick them either inside or outside the circle.

Inventory Activity – Part 2

1. After listing opportunities and challenges on the 11 large flipchart pages, split the team into smaller groups.
2. Give each group one or two flipchart pages.
3. Ask groups to find and rank the ideas that could have the most impact AND that can be carried out in a specific period. For the early stage of our project, we asked about what could happen in a six-month period.
4. Put all of this information into an inventory. We started with a big spreadsheet, but this information can take many forms.

Use this inventory to guide your work moving forward. It is important to test potential solutions within the context of your own organization and continue the process of learning. None of the inventory ideas can be taken from the list and used as-is.

Example: Ideas Inventory

All of these ideas came from members of our Working Group completing the Inventory Activity. This list will look different for each organization, based on your unique needs, context and capacity.

Note: It's important to remember that immediate, surface-level changes are not enough on their own. Deep organizational change takes time.

Vision, Mission, Purpose

- Highlight equity and name anti-racism. Make it part of your mission. Align the organization's structure with an anti-oppressive framework.

Identity, Culture, and Values

- Don't view your organization as a 'raceless' place. Make sure there are racialized people in leadership and influencing organizational culture and values. Recognize that innovation comes from diversity and inclusivity.

Theory of Change and Strategy

- Involve clients and community in developing strategy tools, techniques and templates so that their needs are reflected.

Governance, Policy, and Evaluation

- Create explicit anti-racist/anti-oppressive frameworks and policies.
- Have an accountability process for board members. For example, all board member must do 2 trainings around anti-racism and report back to the board for discussion. This can be designed differently for different board members.

Monitoring, Evaluation, and Accountability

- Include anti-racism as an outcome in your organization's logic model. State a clear process for response if the outcome is not met. The outcome and evaluation approach should be developed by racialized people in the organization.
- Look at accountability through the lens of relationship, rather than money or title.

Human Resources

- Validate lived experience and proven skills, instead of always requiring a post-secondary degree or certificate. Offer a mentorship role to mentor a person who is a good fit but does not have formal training in an area. Embed flexible arrangements in job descriptions and in positions.
- Make sure hiring committees have racialized members and perspectives. If there are not enough racialized staff to do this, get people from the board or other non-profits. Define a list of skills applicants need and objectively rate each person based on those skills rather than the feeling you get from them. Keep in mind different communication styles, areas of expertise, and ways of ordering experience in your decision-making.

Built Environment

- Create event/office spaces that are physically accessible to all people. Build in amenities to accommodate religious requirements (for example foot washing, space to pray).
- Locate organizations in the communities they serve. Make admin support hours of operation more in line with racialized and grassroots community uses (weekends, evenings). Provide bus tickets, transport subsidies.

Communications

- Don't have all white faces in promotions. Ensure any visuals reflect diverse folks or those you are looking to attract.
- Provide more options than just online communications. Conduct outreach in different community spaces to reach racialized people. Provide translation services.

Fund Development

- Incorporate anti-racism work into your yearly budget. Outreach to engage funders in the work that is happening.
- Generosity comes from all classes (not just the wealthy); reach out to the community for funding as well. Build on community relationships to access funding outside of traditional structures.

Programs and Work with Communities

- Create policies of de-escalation and alternatives to calling in the police.
- Develop programs in collaboration with the end users.

Through AROC I came to realize how much work and dedication is required to create equitable policies.

This is work most people shy away from – myself included – in the hopes that someone else will do it.

- CommunityWise Practicum Student

Board and Policies

Organizational change needs to involve all parts of the organization: staff, board, and the communities the organization serves.

It is also about examining and creating changes in the fundamental structures of an organization, including how it is governed and the policies it has in place.

This section outlines what anti-racist organizational change looked like in terms of boards and policy.

On-going Training

Anti-racism is at the core of creating organizational equity. Using anti-racism as an approach to equity requires ongoing learning and education, even for those who are very familiar with this work.

Because of the AROC process, the staff and board at CommunityWise now incorporate anti-racism training regularly, at most board meetings and at all board

retreats. Members of the staff and board are also active in the Working and Advisory Groups.

Most members of the staff and board receive regular doses of anti-racism training throughout the process, rather than just one big training. This seems to be very effective in creating gradual changes in organizational identity and culture. Sustainable, ongoing changes are needed to support anti-racist organizational change over the long term.

Policy Review

Our governance committee took an inventory of all the organization's existing policies and assessed each one to see how equitable they really were.

Wherever applicable, we used the checklists found in *Dancing on Live Embers* by Tina Lopes to guide this audit. Where a relevant checklist was not available, we used the *Racial Equity Impact Assessment* from Race Forward.

Resource: Checklist for Racial Equity

*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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job calls make clear the organization's desire for candidates from equity seeking groups, including racialized and Aboriginal groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job calls are specific and ask only for qualifications and experience that are necessary to do the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff on selection panels understand how to identify and challenge racial and cultural factors affecting selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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.)			

Audit Tool

We created a simple policy audit tool to capture the result of each assessment, as well as to make notes about the level of completeness and use of the policy.

It wasn't a comprehensive process, but it did provide enough of a baseline from which we could begin to update old policies and create new ones to support anti-racist organizational change.

Board Terms of Reference

The governance committee also updated the board Terms of Reference to reflect the importance of anti-racist organizational change to CommunityWise. In addition to adding a section specifically describing the project and its strategic importance, this statement was added to the "Board Eligibility" section:

Board Members must be willing to work within anti-racist and anti-oppressive frameworks and actively engage in ongoing learning about these frameworks alongside members of the Staff Collective and Board.

And this question was added to the board application:

Anti-Racist Organizational Change is a current strategic focus of CommunityWise. What do you hope to contribute to this work? What do you hope to learn?

Resource: Policy Audit Tool

This tool was developed by CommunityWise.

Date:

Name of auditor:

Folder audited:

Name of 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.
15.03.31 Anti-Oppression policy draft	Policy; includes procedures	Draft; has lots of revisions, comments, sections are incomplete	Never	Includes definitions and why the policy is important to CW; specifies responsibilities for SC, board, members, etc.	Links anti-O to the CW's values and mission, but not anti-R explicitly; doesn't include indicators that can be evaluated.	Used "Racial Equity and Policy Plan" checklist to help with my notes on equity; I believe work on this stopped when a member group faced allegations of organizational racism; AROC and the Equity Framework will pick up where this left off.

Resource: Annotated Job Posting

The comments on this job posting highlight some of the ways we tried to make the hiring process more equitable.

CommunityWise Job Opportunity

Finance and Office Coordinator
(Part-time, permanent – 26 hours/week, some flexibility in schedule)

Wage: \$25/hour (+ 4% vacation). CommunityWise employees have access to a Wellness Fund

Location: This position will work on-site at CommunityWise: 223 12 Avenue SW

Application Deadline: Monday, June 12, 2017 at 4pm

Start Date: Tuesday, July 18, 2017

Interviews will take place during the weeks of June 26th and July 3rd. We will make every effort to accommodate candidates' schedules and needs in all parts of the hiring process.

Role:

Working with the CommunityWise Staff Collective, this position will coordinate the finances of the organization, in addition to coordinating office activities, and supporting the membership and the public.

CommunityWise Overview:

CommunityWise is a nonprofit centre which means that we provide affordable office and meeting spaces and other backbone infrastructure (shared internet, office equipment, mailboxes, kitchen equipment), as well as collaborative capacity-building and programming supports to nonprofit member organizations. We support around 90 small nonprofit and grassroots organizations whose work spans a diverse spectrum of social, environmental, and cultural issues. About 30 of the members are physically co-located within our space as Tenants and the other 60 are known as Associate Members who access common spaces or other resources for their initiatives and events.

Mission

Where flexibility is possible, it must be made available as an option.

This makes the position more accessible to those with irregular schedules or other unpredictable needs (such as care-giving).

It's important to be upfront and transparent about compensation, instead of leaving it to the end of the process or expecting people to negotiate their salary (this perpetuates wage inequities). State the salary (or salary range) as well as benefits clearly.

Describe your hiring process and timeline to set up clear expectations. Doing this respects the time of the applicants and forces your organization to be more publicly accountable.

To be a community hub, providing inclusive and affordable space and community development programs to support and strengthen diverse grassroots and non-profit members.

Vision

To achieve equitable social change through collaborative work.

Equity Framework and the Anti-Racist Organizational Change (AROC) Project

CommunityWise's current strategic focus is the creation of an Equity Framework, centered on anti-racism, to inform CommunityWise's governance, policies, and culture. Since March 2016, CommunityWise has been undertaking an extensive community engagement process that centers the voices of those most impacted by organizational racism in Calgary's non-profit sector: racialized and Indigenous individuals.

Include any information that shows that your organization's commitment to equity is more than just a statement of non-discrimination.

Staff Collective

CommunityWise staff are expected to work co-operatively with others; demonstrate flexibility in organizing work; show a high degree of initiative, discernment and resourcefulness; have effective communication skills; and demonstrate thoughtfulness in decision making. Staff must be willing to work within anti-racist and anti-oppressive frameworks and actively engage in ongoing learning about these frameworks alongside members of the Staff Collective and Board of Directors. CommunityWise maintains a flat organizational structure where all staff are paid the same hourly wage.

Primary Duties and Responsibilities:

Financial (60% of role)

- Manage accounts receivable/payable records and journal entries; manage payroll
- Lead all year-end financial processing and reporting; prepare all supporting information for annual audit and liaise with external auditors
- Prepare and submit annual Charitable and Society returns and Workers Compensation Board (WCB) reports

- Serve as Alberta Gaming and Liquor Commission (AGLC) Casino Chair and assist with application process; complete all AGLC reporting
- Prepare bi-monthly, quarterly, and annual reports
- Supervise the management of the cash operations associated with the administration services of the office and building as decided by the Staff Collective
- Contribute to the fund development strategy and operations of the organization through research, grant writing, and grant reporting in collaboration with the Staff Collective
- Coordinate bi-monthly Finance Committee meetings
- Establish guidelines for budget and forecast preparation; coordinate the preparation of annual budget in collaboration with the Staff Collective
- Reconcile bank and investment accounts

Break down the role as clearly as possible to set clear expectations. Also, don't include "Other duties as required", because this may allow the role to expand beyond what is expected and compensated.

Operational (30% of role)

- Coordinate and support office administration services (reception, room bookings, cash operations, database input, office/building supply orders) as needed and decided by the Staff Collective
- Support a wide range of public and member inquiries into services available at the centre, referring to appropriate contacts when necessary
- Attend bi-monthly Board meetings

Leadership (10% of role)

- Participate with the Staff Collective in supporting and enhancing the ongoing strategic direction of CommunityWise
- Attend monthly Staff Collective meetings
- Foster effective teamwork between co-workers, CommunityWise members, and community participants, with strategies to animate shared space and create innovative opportunities for collaboration

Many equity-seeking groups face barriers to getting paid work experience and formal education in the areas they are skilled in. Therefore it is very important to value relevant unpaid/volunteer/community work as equivalent to paid work and degrees wherever possible.

Qualifications:

- At least three years of experience in a similar role (this includes relevant paid and unpaid/volunteer/community work)

- At least three years of experience in a similar role (this includes relevant paid and unpaid/volunteer/community work)
- Proficiency with QuickBooks, Microsoft Office, and Google Calendar
- Ability to prioritize workload and the flexibility to manage multiple tasks as required
- Excellent communication, interpersonal and organizational skills
- Willingness to work within anti-racist and anti-oppressive frameworks and actively engage in ongoing learning about these frameworks
- Non-profit experience is a MUST!

Depending on the role, knowledge of anti-racism and anti-oppression may not be a necessary qualification. However, stating that “a willingness to learn” is required reinforces that your organization takes this seriously and is always learning and growing in these areas.

How to Apply:

Please send a **resume and cover letter** to Lori DeLuca at hiring@communitywise.net by **Monday, June 12, 2017 at 4 pm.**

Only qualified candidates will be contacted for an interview.

CommunityWise is committed to inclusion and equity and strives to ensure that our Staff Collective reflects the diversity of our Membership. We are committed to removing barriers to employment that are faced by equity-seeking groups and encourage (but do not require) members of these groups to self-identify as such in their cover letters.

Equity statement: Many organizations will include a statement of non-discrimination, but this is a passive stance and one that is required by law in most cases. Instead, write a statement that reflects your organization’s commitment to equity and clearly directs equity-seeking candidates to apply.

In accordance with our Anti-Racist Organizational Change (AROC) project and the current compositional needs of our Staff Collective, we particularly encourage applications from individuals who self-identify as racialized or Indigenous (First Nations, Metis, or Inuit).*

This was our second iteration of an equity statement, but it was still not perfect. It likely should’ve been at the top of the posting instead of the bottom and should have more clearly directed racialized and Indigenous candidates to both apply and tell us about their identity in their cover letters. This is not an easy thing to tactfully communicate, but practicing it is the only way to improve.

**The term “racialized” is used here instead of the more outdated and inaccurate terms “racial minority”, “visible minority”, “person of colour”, or “non-White”.*

Of the many positive aspects of the AROC project, I most appreciate that AROC is committed to promoting inclusion and equity not only as an outcome, but also through its process.

- AROC Advisory Member

Accountability

Adaptable Resource: 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 how 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.

Adaptable Resource: 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.

Adaptable Resource: Organizational Accountability

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. This is just a sample; the full list is available in the Appendix.

When trying to bring anyone to account in a complaint-based system, things like **gaslighting** occur. 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. Include criteria, benchmarks and data collection 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.

Closing

Anti-racism work can be compared to travelling upstream. As individuals and organizations, if we aren't actively moving the other way, we are just flowing with the current. This means we are creating and reinforcing racial inequities.

By starting to travel against the current, we can begin to address some of these issues - even if it feels like we are just staying in the same place. With great effort, we may make forward progress against the current. It is also possible to fall back; change is always reversible.

Through our efforts, we are becoming more able to recognize and address racial inequities. We are able to tolerate higher levels of the tension and discomfort that result from doing this work. We are able to move from problem to action to learning with greater ease.

True organizational change happens over time. After 18 months, CommunityWise has learned a great deal about anti-racist change, but we still have a long way to go.

This marks the end of the first convergent phase of our Anti-Racist Organizational Change process and the beginning of the next divergent phase.

There are still many things from the Ideas Inventory that need to be put into practice to embed anti-racist change in our organization.

We are evaluating our process as it unfolds. We are working to hold ourselves accountable, particularly to the racialized and Indigenous members of our community. With funding to continue this process for two more years, we will share our learnings as we go.

AROC has been nothing short of a life-changing and experience-affirming process for me. I really cannot thank you enough and hope that this work continues in effectively changing the lives of those who become involved for the better, to affirm marginalized experiences, educate and assist in dismantling systemic racism.

- AROC Advisory Member

Key Words & Ideas

Anti-Racism

Anti-Racism is the active, on-going process of dismantling systems of racial inequity and creating new systems of racial equity. Anti-racism demands that this work be done at the individual, organizational/ institutional, and cultural levels in order to effectively address systemic racism. Anti-racism is an approach, not an end-point, and thus provides a useful frame for an organizational change process.

Anti-Racist Organizational Change

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

Caucusing

Anti-racism acknowledges that our experiences do not occur in a neutral context. Those who identify as racialized or Indigenous experience racism 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."

The AROC project did not form a white caucus, despite acknowledging the need for white people to do the emotional labour to confront their own racism and **whiteness**. It was decided that spending the project's limited resources on

facilitation and meeting space for white people was not a priority and would actually undermine the values and goals of a process seeking to centre the experiences and needs of those most impacted by racism.

[This blog post](#) by Kad Smith at CompassPoint shares a POC view on racial caucusing in a nonprofit organization.

Sources: [Racial Identity Caucusing: A strategy for building anti-racist collectives](#) by Crossroads Ministries and [Race Caucusing in an Organizational Context: A POC's Experience](#) by Kad Smith and CompassPoint.

Diversity

Diversity refers to the wide array of differences among people and their perspectives on the world. Diversity is an important organizational goal in its own right, but it may or may not be linked to the issue of equity. A diverse workplace is not necessarily an equitable workplace. Nor does the presence of people who are diverse necessarily produce decision-making that optimizes results for the groups their diversity reflects.

Source: [Race Matters Institute](#)

Emergent Process

An emergent process is a process of change that involves non-linear, abrupt phase transitions as a system's overall structure and function is transformed into a new regime of behavior, exhibiting new properties that could not have been predicted to arise prior to the transformation.

(In other words, change transforms an entire organization into something new and different. Because the organization is complex and changes so deeply, it's difficult to predict exactly what changes will take place).

Source: [Complexity Labs](#)

Emergent work processes consist of organizational activity patterns that exhibit three characteristics in combination: no best structure or sequence; distributed across an unpredictable set of actors and roles and evolving dynamically.

(In other words, these three things happen together:

1. *There isn't just one specific order or way to do things.*
2. *We don't know exactly who will be involved and what they will be doing*
3. *Things are constantly changing as we move forward, so it is hard to predict the exact end results.)*

Source: [Ideas group, Inc. Global](#)

Equity

Equity recognizes diversity in experience, needs, etc. and creates frameworks that respond to diversity.

Source: Sahar Ibrahim & Reakash Walters, anti-racism facilitators

Equity refers to achieved results where advantage and disadvantage are not distributed on the basis of race and ethnicity. Strategies that produce equity must be targeted to address the unequal needs, conditions, and positions of people and communities that are created by institutional and structural barriers. Equity requires a set of informed policies and practices, intentionally designed to promote opportunity and rectify disparities, as well as informed people positioned to implement them effectively.

Source: [Race Matters Institute](#)

Gaslighting

Gaslighting is a reference to the 1944 film [Gaslight](#). It refers to a form of psychological abuse where someone is manipulated by another person to the point where they question whether their own experience of reality is valid.

Inclusion

Inclusion is reflected in the ability of diverse peoples to raise their perspectives authentically, and for those voices to matter and impact decisions, where the organizational culture has been enabled for that to happen. Inclusion promises a broader view of the world and a more democratic process of decision-making. Inclusion is an important organizational process goal, but it does not on its own guarantee equity in an organization's mission-critical results.

Source: [Race Matters Institute](#)

Intersectionality

Intersectionality describes how social identities and related systems of oppression, domination, or discrimination overlap or intersect. “Intersectionality was not initially about diversity or sort of watered-down versions of diversity...Now intersectionality is a little bit more like, ‘It’s complicated’...or ‘We all have our individual identities and we need to recognize all of us.’ Well yeah that’s true, but intersectionality asks what [those differences mean] when we’re thinking about social justice...It’s not just a general ‘Everybody’s gotta cool identity and we should celebrate it.’ Of course that’s true. But we’re interested in power dynamics, not individual recognition.”

Source: Adapted from Wikipedia and an [interview with Kimberlé Crenshaw](#)

Organizational Change

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

Organizational Racism

Organizational racism refers to the way normal, seemingly neutral or objective organizational policies and systems (e.g., the way we hire people, recruit board members, develop programming, etc.) can create disparities in access and outcomes for racialized and Indigenous individuals and communities. If not addressed, these policies and systems can increase disparities in power. It refers to organizational practices, which are related to but different from the racist behaviour or unconscious bias of individuals.

Popular Education

Popular Education is an approach to education where participants engage each other as co-learners to critically reflect on the issues in their community and then take action to change them.

Source: [Practicing Freedom](#)

Race

Race is a dynamic, fluid, relational category, socially constructed for political and economic interests over groups of people. This social construct loosely refers to a group of people distinguished from others often by physical characteristics such as colour of skin, shape of eyes, hair texture or facial features.

Source: Sahar Ibrahim & Reakash Walters, anti-racism facilitators

Racial Equity

Racial equity refers to achieved results where advantage and disadvantage are not distributed on the basis of race and ethnicity. Strategies that produce equity must be targeted to address the unequal needs, conditions, and positions of people and communities that are created by institutional and structural barriers. Equity requires a set of informed policies and practices, intentionally designed to promote opportunity and rectify disparities, as well as informed people positioned to implement them effectively.

Source: [Race Matters Institute](#)

Racism

A system of power that structures opportunity and assigns value based on the social construct of race where privilege is afforded to whiteness. A system that unfairly disadvantages racialized and Indigenous communities, while subsequently unfairly advantaging those embraced by whiteness.

Source: Adapted from Sahar Ibrahim & Reakash Walters, anti-racism facilitators

Racialized / Racialization

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”.

Source: [Ontario Human Rights Commission](#)

Shadeism

This word shadeism (also known as colorism) describes the discrimination based on skin tone, which exists amongst members of the same community, creating a ranking of a person’s individual worth based on shade. For more about Shadeism, access the [Shadeism Film](#) on Vimeo.

Source: Nayani Thiyagarajah; [Shadeism Film](#), 2014

Structural Racism

A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with “whiteness” and disadvantages associated with “color” to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead it has been a feature of the social, economic and political systems in which we all exist.

Source: The Aspen Institute Round Table on Community Change [Structural Racism Glossary](#)

Whiteness

A social construction referring to a dominant cultural space with political, social, and economic significance, with the purpose to keep others on the margins. ‘White’ people do not have to explain their culture/values/norms because they are part of the dominant culture that sets the norm. All those cast outside of whiteness are compared to this norm.

Source: Sahar Ibrahim & Reakash Walters, anti-racism facilitators

More Resources

[An Introduction to Popular Education](#) by Practicing Freedom.org

[Assessing Organizational Racism](#) tool from Western States Center

[Calgary Anti-Racism Education \(CARED\) Collective](#) web resource

[Continuum on Becoming an Anti-Racist Multicultural Organization](#) by Crossroads Anti-Racism Organizing and Training

[Dancing on Live Embers: Challenging Racism in Organizations](#) by Tina Lopes and Barb Thomas. Toronto: Between the Lines (2006)

[Definitions of Diversity, Inclusion, and Equity](#) by the Race Matters Institute website (2015)

[‘Equity Priority Groups’](#) as discussed in the Toronto Arts Council's Equity Framework

[Hiring and Retaining Skilled Immigrants: A Cultural Competence Toolkit](#) from the BC Human Resource Management Association (2012)

[Iceberg of Oppression](#) framework of systemic oppression from Anti-Oppression Resource and Training Alliance

[Intersectionality Meets the Mainstream](#) from Mic Media

[Moving Beyond Diversity](#) handbook from Toronto and York Region Labour Council (2014)

Onion model of organizational development concept from the [International NGO Training and Research Centre \(INTRAC\)](#)

[Ontario Human Rights Commission resources](#) and [definition of racialization](#) from Ontario Human Rights Commission website (2017)

[Race Caucusing in an Organizational Context: A POC's Experience](#) by Kad Smith from CompassPoint.org

[Racial Equity Impact Assessment Toolkit](#) from Race Forward: The Centre for Racial Justice Innovation

[Racial Identity Caucusing: A Strategy for Building Anti-Racist Collectives](#) from Crossroads Anti-Racism Organizing and Training

[Shadeism Film](#) by Nayani Thiyaharajah and Brian Han (Toronto, 2010)

[Structural Racism Glossary](#) from the Aspen Institute Round Table on Community Change

[Systems Thinking and Race: Summary & Exercises](#) from Project Linked Fate (2011)

[Why Nonprofits Need to Have a Talk About Diversity](#) with Joy Bailey and Derrick Dawson. Webinar by See3 Communications and Chicago ROAR (2016)

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

