

REJI ORGANIZATIONAL RACE EQUITY TOOLKIT

2ND EDITION

Tool C: Race Equity Culture Continuum for Organizations



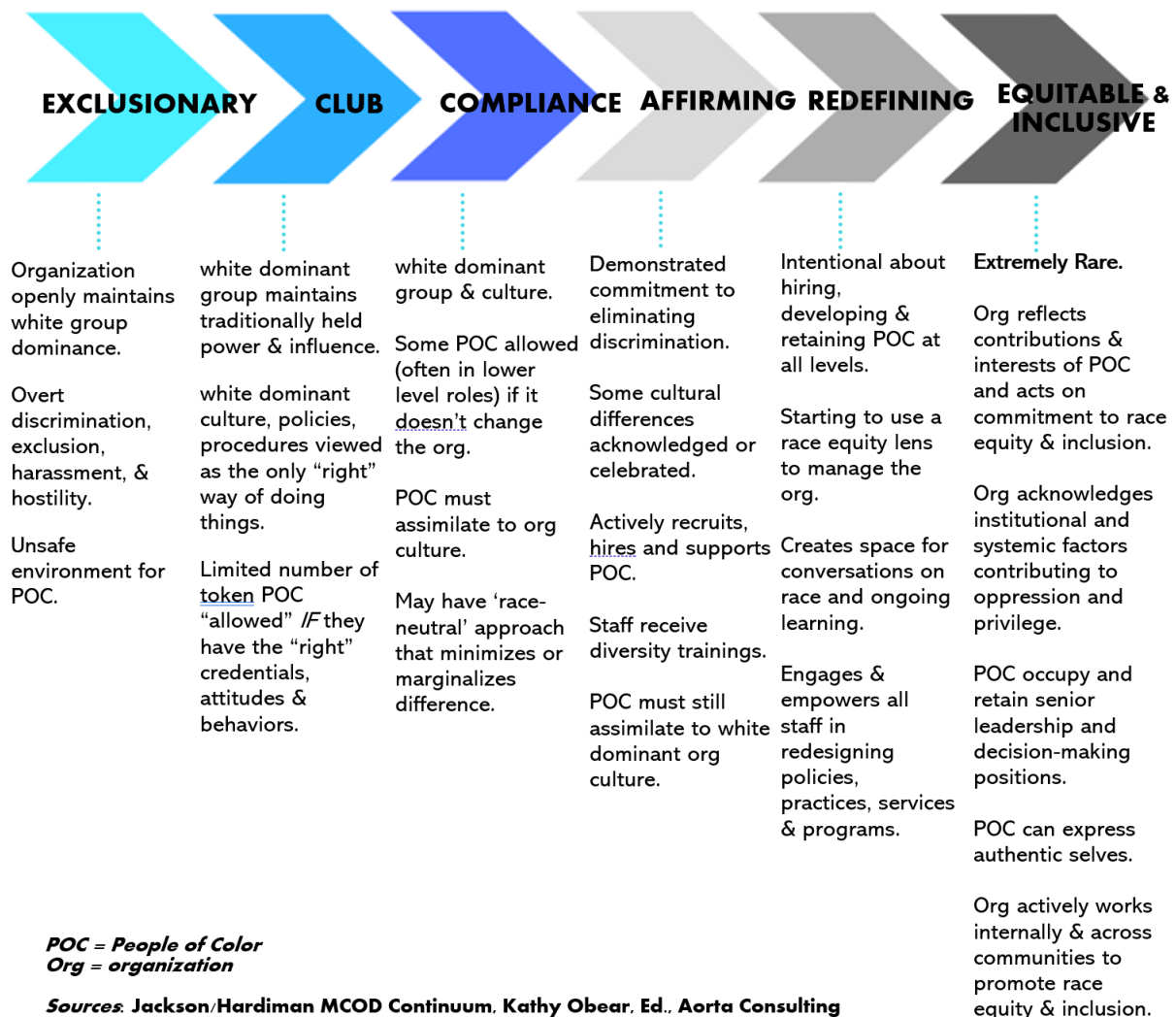
**WASHINGTON RACE EQUITY
& JUSTICE INITIATIVE**

Tool C: Race Equity Culture Continuum for Organizations

The [Crossroads Anti-Racist Organizational Continuum](#) is one powerful visual tool to quickly understand where an organization's starting point might be and illustrates the developmental stages towards committing to, demonstrating and delivering on the promise of Race Equity and Justice. The continuum below, adapted from Crossroads and EYC Associates, is drawn from a "Multicultural Organizational Development Continuum" by Bailey Jackson and Rita Hardiman and further developed by Andrea Avazian and Ronice Branding. It provides insight into where individuals are on their journey toward racial justice competence.

While reviewing the anti-racist continuum, engage stakeholders in discussion and reflection on which stage your organization currently sits in and the following questions:

- What brought you to choose that phase?
- What keeps your organization "stuck" in that phase?
- Do other phases on the continuum align with your organization as well? If so, which ones? Does your organization fall into more than one stage?
- What actions would your organization need to take to move up on the continuum?
- What else stands out you when you review this continuum with your organization in mind?



For strategies of action on each of the stages, explore the diagram below:



EXCLUSIONARY →

- Build a shared understanding of the current exclusionary practices.
- Gather data about the impact of status quo on members and reputation of the org.
- Identify any “levers for change” to shift the status quo (i.e., bias incidents, potential law suits, drop in retention).
- Increase visibility of leaders reinforcing their commitment to create a safe, inclusive workplace environment and policies.

CLUB →

- Create a race equity team/committee with diverse representation. Adjust members’ work load to allow full participation.
- Create space for conversation about race through retreats, trainings, and dialogue.
- Conduct an audit with internal and external stakeholders to gather data about org culture such as recruitment and retention of staff of color, grievances, client data, etc. to inform new equitable policies.



COMPLIANCE →

- Continue to collect and analyze data.
- Develop long-term equity & inclusion plan.
- Continue training of leadership and staff.
- Clarify and communicate clear expectations for quality of experience for all clients and staff across race.
- Revise performance system to measure race equity practices.
- Implement an initiative to increase race equity of all leaders and staff.

AFFIRMING →

- Leaders review org-wide data on recruitment, retention, development and promotions regularly.
- Conduct feedback sessions with board and staff to diagnose data from the audits.
- Empower a race equity team to work with leadership to address priority issues identified in audit.
- Create space for affinity group learning and connection.
- Train all staff on how to integrate equity and inclusion into their day-to-day activities.


REDEFINING **EQUITABLE & INCLUSIVE**
GOAL

Infuse Equity & Inclusion in Everything We Do

REDEFINING

- New race equity norms are communicated widely.
- Revise performance systems, onboarding, and training to highlight key skills and competencies that support the new norms.
- Regular analysis and revision of policies, practices and procedures to ensure that a “race equity analysis” is actively engaged in all planning and decision-making processes, including recruiting and hiring.
- Enhance community outreach efforts and partnership initiatives to build accountability to communities most affected by the work of the organization.

EQUITABLE & INCLUSIVE

- Implement continuous improvement strategies and conduct regular audits.
- Revise policies, practices and norms as needed.
- Initiate regional efforts to share good practices, increase inclusion in other orgs and community partners.
- Stay current on efforts of peer organizations.
- Continue to influence all recruiting efforts of leaders, managers, and staff to ensure they demonstrate commitment and success in creating and maintaining inclusive workplace.