Anti-Black Racism

Organizational

Assessment Tool

Overview Framing Statement

Our society is characterized by racial inequality and injustice. When we shift our awareness to recognize, acknowledge, and confront anti-Black racism, we initiate action for change. The Assessment Tool is a shared commitment across organizations in South Georgian Bay to eliminate racial inequity by strengthening policies and practices.

The system and those knowingly or unknowingly supporting the system, are responsible. This means inconsistent, inappropriate, or outdated policies, practices and behaviours perpetuate anti-Black racism and racial bias. They need to be highlighted to ensure they do not contribute to maintaining the status quo of white privilege and power**.**

This is an opportunity for all South Georgian Bay organizations to shift awareness of anti-black racism and demonstrate the policies and practices that empower racialized communities. **We are in this together.**

You are invited to apply the Assessment Tool as a lens strategically, to achieve anti-racist organizational transformation most appropriate to your organization.

"If nothing changes, nothing changes. If you keep doing what you're doing, you're going to keep getting what you're getting. You want change, make some." — Courtney C. Stevens

Which organizations can benefit from this tool

This tool is intended to provide organizations of all sizes benefits through assessment and reflection through an anti-Black racism lens.

Smaller, less complex organizations, that may not have frameworks for all five (5) categories, may choose to complete the relevant parts of this tool, and use the other categories as a guide. For example, should the organization not yet have a diversity, equity, and inclusion plan, that category will provide ideas for advancing the organization's strategic approach.

Larger, more complex organizations, with additional categories and operational frameworks that might not be captured in this tool, may consider applying a similar approach to assess these additional categories for anti-Black racism and system racism.

Who should complete the Tool within an organization?

This Tool is designed to provide a high-level, organization-wide assessment of anti-Black racism and diversity. The organization's chief executive and senior management team would be best to implement the Tool, as is not designed to engage all staff.

How to complete the assessment

Step 1: Each Assessment category and its subsequent questions are to be fully considered by reviewing and evaluating supporting evidence/ or lack thereof.

<mark>**Step 2:** The reviewer(s) shall detail their organization's programs, strategies, approaches, frameworks and the like that relate to each category and question, providing notes for reference.</mark>

Step 3: The reviewer(s) will give each question one of the five assessments listed below and assign the associated point value:

0 points - Nothing in place
The organization has none of the work/elements described in the question either informally, in development, formalized or implemented, either now or in the recent past.

0.5 points - Informal approach
The organization has occasional instances where the work/elements described in the question are being done, applied or considered. These instances however, are random, inconsistent, on an individual implementation basis and not organization-wide.

1 point - Development
There is defined and recognized work being done to create a foundation or frame to guide the work/elements described in the question. This work is at an organizational level, rather than individual level and is championed by senior leadership.

1.5 points - Formalized
There is a documented strategy, policy, procedure, foundation or frame to guide the organization with the work/elements described in the question. It is championed by senior leadership and communicated widely within the organization.

2 points - Implemented
The strategy, policy, procedure, foundation or frame for the work/elements described in the question, has been launched and is actively in use throughout the organization, communicated widely across all stakeholders, and serves as an effective benchmark and example to other organizations beginning the process.

Step 4: Once all category questions have been assigned a point value, the total organizational points will be added up, first by category and finally as a total value. This value is interpreted as the organization's anti-Black racism and diversity score (detailed on page 8). <mark>It's important to note, that the categories form the pillars of the organizational structure, and all five categories are of equal importance. They are interconnected – when any one pillar, or pillars, are weak (with a low category score), so is the whole structure.</mark>

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Step 5 (Optional): The organization may choose to add and describe other criteria they follow in maintaining standards or assessment criteria pertaining to inclusion, diversity and equity, or specifically relating to programs or requirements for reducing anti-Black racism. For example, an outside governing body or accreditation process.

Step 6: The organization will make decisions on their next steps based on their short and long-term goals for eliminating anti-Black racism and building inclusion in their organization. Please see the included Cultural Competence Guide (Alberta Human Rights Commission, 2008-2010) as an example.

Assessment Question Categories (22 criteria)

1. ORGANIZATION PROFILE

a. **Mission/Vision/Values**

The organization's commitment to diversity, inclusion and anti-Black racism is described in their mission, vision, and values statements, and is regularly communicated with staff.

b. **Welcoming environment**

The organization's environment welcomes Black people of diverse racial, ethnic, cultural and linguistic backgrounds. This could include physical signs, symbols, decorations, a calendar of significant cultural and religious observances and other such accommodations reflecting a commitment to welcoming diversity.

c. **Workforce diversity**

The organization has a culturally diverse workforce, that includes Black employees and reflects the racial and ethnic diversity in the community served.

d. **Power and decisions**

The organization includes the perspectives of Black and other racialized staff and stakeholders to inform planning and decision making. Black and other racialized staff hold positions as members of the management team and/or board.

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2. DIVERSITY, EQUITY AND INCLUSION (DEI) FRAMEWORK

a. DEI in Strategic Plan

The organization has a functioning strategic plan that incorporates goals, objectives and strategies relating to eliminating anti-Black racism, building diversity, inclusion, and equity for Black stakeholders. All employees are accountable for achieving those goals, individually and collectively (e.g competency assessments, performance evaluations).

b. Workforce diversity plan or approach

The organization has a defined plan or approach for workforce diversity, with specific goals to attract, develop and retain Black employees, with measurable strategic approaches to achieve these goals.

c. Resource allocation to DEI

The organization's operating budget allocates annual expenditures for diversity equity and inclusion (specifically directed toward anti-Black racism education), including expenditures within each contributing department's budget.

d. Employee training/education

All or most employees and volunteers have participated in an anti-Black racism education session within the last year and ongoing learning/refresher discussions occur at employee meetings. New employees or volunteers are given an opportunity to attend an educational session or sessions.

e. **Service delivery model**

The organization has a plan or model that evaluates and addresses barriers experienced by Black racialized individuals, groups or organizations in accessing services. In part this plan includes quantitative and qualitative understanding of the Black racialized populations served and provides guidelines for external stakeholders to reflect and promote Black racialized, cultural and ethnic diversity. This plan is built on the inclusive foundation of "nothing about us without us" (meaning engaging and including the communities you are hoping to reach by including them at the beginning, along the way and after implementation).

3. COMMUNICATIONS (INTERNAL/EXTERNAL)

a. Internal communications/monitoring

Communications to internal stakeholders reflect and promote Black racialized, cultural and ethnic diversity. These communications are crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation. Specific focus is made to incorporate the diverse cultures reflected in the workforce, by including Black employees in the development and vetting of those messages and in providing feedback.

b. External communications/monitoring

Communications to external stakeholders reflect and promote Black racialized, cultural and ethnic diversity. These communications are crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation. Specific focus to include the diverse cultures reflected in the community is made by involving Black community members in the crafting and/or vetting of those messages for cultural relevance and accessibility feedback.

c. Policy/procedure

The organization's communication policies and procedures specifically address communicating with Black and other culturally diverse stakeholders (both internal and external). There is a process for managing requests for and providing culturally appropriate communications. There is a procedure for managing complaints about, or instances of Black and other cultural misrepresentation in communications.

4. HUMAN RESOURCES

a. **Policies**
The organization's anti-Black discrimination policies clearly identify how to address instances of racial discrimination towards Black employees, with clearly defined actions and consequences holding those causing harm accountable. The policies are known to all employees and management, and regularly reviewed by members of the Black community (workforce or other stakeholders).

b. **Procedures**
The organization's procedures for addressing and resolving instances and complaints of anti-Black racism are clearly identified and known to all employees and management. There has been training on how to employ the procedures, and they are regularly reviewed by members of the Black community (workforce or other stakeholders). These procedures provide for support for those who have been subjected to anti-Black racism or biased behaviour and interactions whether by employees or other stakeholders.

c. **Recruitment approach**
When recruiting for management and other positions, to reach potential applicants within the Black community, the organization uses diverse social and cultural networks, uses relevant and accessible position descriptions and selection criteria, has a method for valuing international qualifications and experience, and provides employment development to members of the Black community both within and outside of the organization.

d. **Unconscious bias reduction**
The organization has a documented policy, procedure or defined approach or method to remove anti-Black bias in its hiring and screening processes, and from its operational personnel management practices. These approaches are consistently put into practice to reduce anti-Black bias and racism with the organization's employees and internal stakeholders.

e. **Retention**
There is a formal plan supporting the retention of Black employees that includes acknowledging and encouraging the diverse cultural customs, beliefs and practices of Black employees; supporting and facilitating Employee Resource or Affinity Groups; and providing an appropriate exiting process that allows for closure and organizational self-reflection as it relates to anti-Black racism or bias.

f. **Advancement/promotion**
The organization has documented policies, procedures, defined approaches or methods to support Black employees to develop and advance their careers in the organization. These methods include active participation of all members of the leadership and supervisory staff.

5. CONTINUOUS IMPROVEMENT

a. DEI resources

There is a readily available supply of quality resources, both online and in person, for anti-Black racism education and for fostering belonging for all employees to access. This resource base is regularly reviewed, refreshed, and updated to remain current and relevant.

b. Community engagement

The organization has an active plan of strategic community engagement with Black-led organizations, to build relationships that provide mutual support, build community allyship and show leadership. Within the organization there are Employee Resource Groups or Affinity Groups for Black racialized employees, and support (space, paid time, other expenses) is provided for those meetings and related operational needs.

c. DEI is ongoing

The organization has a cross-functional DEI working committee/task force comprised of diverse workforce members from all levels of the organization. The committee monitors and supports the ongoing DEI integration/implementation across the organization and participates in the annual planning and benchmarking of the strategy.

d. Inclusive procurement practices and considerations

The organization actively searches for and engages Black-owned businesses, service providers, and suppliers during procurement processes. When opportunities arise, they are shared within the Black community and network, with intentional follow-up to offer and provide the support that may be required for these specific businesses to apply or be considered.

ASSESSMENT SCORING SHEET

DATE:_____ ORGANIZATION NAME:_____

1. ORGANIZATION PROFILE

Assessment Area	Nothing in place (0 points)	Informal approach (0.5 points)	Development (1 point)	Formalized (1.5 points)	Implemented (2 points)
Mission/Vision/Values					
Welcoming Environment					
Workforce Diversity					
Power and Decisions					
Organization Profile category score: *total here* **X/8**					

Key areas for consideration:

- Develop your organization's mission/vision/values to include a diversity, inclusion and anti-Black racism frame
- Improve your organization's environment to be intentionally welcoming of Black people of diverse racial, ethnic, cultural and linguistic backgrounds
- Develop a strategy to guide the development of a more diverse workforce that includes Black employees and reflects the racial and ethnic diversity in the community served.
- Develop a more inclusive organizational decision-making model that will include the perspectives of Black and other racialized staff and stakeholders.

Use this space for describing any opportunities, organizational strengths, and proposed next steps or ideas to consider to move your organization forward and make inclusion, equity and diversity a priority.

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2. DE&I PLANNING & RESOURCES

Assessment Area	Nothing in place (0 points)	Informal approach (0.5 points)	Development (1 point)	Formalized (1.5 points)	Implemented (2 points)
DE&I Strategy					
Workforce Diversity Plan					
Resource Allocation					
Employee Training/Education					
Service Delivery Model					
DE&I Planning & Resources category score: *total here **X/10***					

Key areas for consideration:

- Develop a strategic plan that incorporates goals, objectives and strategies relating to eliminating anti-Black racism, building diversity, inclusion, and equity for Black stakeholders.

- Develop an evaluative system that holds all employees are accountable for achieving those goals, individually and collectively (e.g competency assessments, performance evaluations).

- Develop a defined plan or approach for workforce diversity, with specific goals to attract, develop and retain Black employees

- Allocate annual expenditures for diversity equity and inclusion (specifically directed toward anti-Black racism education), including expenditures within each contributing department's budget.

- Introduce ongoing anti-Black racism education session within the last year and ongoing learning/refresher discussions occur at employee meetings for all employees.

- Develop a plan or model that evaluates and addresses barriers experienced by Black racialized individuals, groups or organizations in accessing services.

Use this space for describing any opportunities, organizational strengths, and proposed next steps or ideas to consider to move your organization forward and make inclusion, equity and diversity a priority.

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3. COMMUNICATIONS

Assessment Area	Nothing in place (0 points)	Informal approach (0.5 points)	Development (1 point)	Formalized (1.5 points)	Implemented (2 points)
Internal					
External					
Policy & Procedures					
Communications category score: *total here X/6*					

Key areas for consideration:

- Develop an internal communications plan and approach that reflects and promotes Black racialized, cultural and ethnic diversity and is crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation
- Develop an external communications plan and approach that reflects and promotes Black racialized, cultural and ethnic diversity and is crafted with deliberate sensitivity to cultural nuances, avoiding cultural appropriation and misrepresentation
- Develop a policy and related procedures that specifically address communicating with Black and other culturally diverse stakeholders (both internal and external)
- Develop a procedure for managing complaints about, or instances of Black and other cultural misrepresentation in communications.

Use this space for describing any opportunities, organizational strengths, and proposed next steps or ideas to consider to move your organization forward and make inclusion, equity and diversity a priority.

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4. HUMAN RESOURCES

Assessment Area	Nothing in place (0 points)	Informal approach (0.5 points)	Development (1 point)	Formalized (1.5 points)	Implemented (2 points)
Policies					
Procedures					
Recruitment Approach					
Unconscious Bias Reduction					
Retention					
Advancement/Promotion					
Human Resources category score: *total here **X/12***					

Key areas for consideration:

- Develop policies clearly identify how to address instances of racial discrimination towards Black employees, with clearly defined actions and consequences holding those causing harm accountable.
- Develop procedures for addressing and resolving instances and complaints of anti-Black racism
- Develop a system and/or process for supporting those who have been subjected to anti-Black racism or biased behaviour and interactions whether by employees or other stakeholders.
- Train employees on how to employ these procedures, systems and processes effectively.
- Develop a comprehensive recruitment system to effectively reach and engage Black applicants.
- Develop and implement policy, procedure or defined approach or method to remove anti-Black bias in its hiring and screening processes, and from its operational personnel management practices.
- Develop a plan supporting the retention of Black employees
- Develop policies, procedures, defined approaches or methods to support Black employees to develop and advance their careers in the organization.

Use this space for describing any opportunities, organizational strengths, and proposed next steps or ideas to consider to move your organization forward and make inclusion, equity and diversity a priority.

5. CONTINUOUS IMPROVEMENT

Assessment Area	Nothing in place (0 points)	Informal approach (0.5 points)	Development (1 point)	Formalized (1.5 points)	Implemented (2 points)
DE&I Resources					
Community Engagement					
D E & I Ongoing (integration/ review/planning/benchmarking)					
Inclusive Procurement Practices					
Continuous Improvement category score: *total here **X/8***					

Key areas for consideration:

- Provide quality resources, both online and in person, for anti-Black racism education that is regularly reviewed, refreshed and updated to remain current and relevant.
- Develop a plan of strategic community engagement with Black-led organizations, to build relationships that provide mutual support, build community allyship and show leadership.
- Create a cross-functional DEI working committee/task force comprised of diverse workforce members from all levels of the organization.
- Develop an approach that actively searches for and engages Black-owned businesses, service providers, and suppliers during procurement processes.

Use this space for describing any opportunities, organizational strengths, and proposed next steps or ideas to consider to move your organization forward and make inclusion, equity and diversity a priority.

TOTAL ORGANIZATIONAL SCORE (add all five (5) category scores together)	X/42

Use this space for describing any opportunities, organizational strengths, and proposed next steps or ideas to consider to move your organization forward and make inclusion, equity and diversity a priority.

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Other Evaluative Comments (Optional)

Organizations may use this space to detail other related accreditations, evaluations or requirements from an outside governing body or funder, or the like.

Potential Next Steps in the Organizational Journey*

- Examine the existing organizational structures and functions, and determine to what extent they reflect and respond to cultural diversity in the community.
- Review data on cultural representation among board members, staff, volunteers and service users.
- Examine underlying philosophies, principles and values that guide existing organizational structures and functions and determine how relevant and responsive they are to cultural diversity.
- Examine the historical context and evolution of existing organizational structures and functions and determine how relevant and responsive they are to cultural diversity.
- Examine existing policies and practices with respect to policy and decision-making, programs and services, communication, personnel practices, community relations, etc., and determine how relevant and responsive they are to cultural diversity.
- Examine intended and unintended impacts of existing structures, policies, and practices on culturally diverse populations.
- Identify barriers that limit access of ethnocultural members to services and other organizational involvement.
- Identify ways to increase access and participation of members of cultural groups in all aspects and levels of the
- Research and develop a sound rationale for organizational cultural competence.
- Conduct a cost-benefit analysis for cultural competence efforts.
- Identify resources, opportunities and supports that are conducive to organizational change efforts.
- Identify constraints and barriers that may hinder organizational change efforts.
- Assess issues and suggestions identified during internal and external consultations.

(*Source: https://albertahumanrights.ab.ca/Documents/CulturalCompetencyGuide.pdf)

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