

THE ANTI-RACIST HR GUIDEBOOK



**TRANSFORMING POLICIES AND PRACTICES
TO CREATE AN EQUITABLE WORKPLACE**

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Section I: Introduction + Framework

From the Founder: Welcome & The Why Behind This Work

As someone who has worked in Human Resources for eight years, I often think about how most folks spend over a quarter or more of their lifetimes in workplaces, and how that time impacts their lives. I am always looking for ways to center marginalized people, prioritize accessibility, redistribute wealth, and abolish abusive systems in my activism, but I find myself continuing to dream about how we can work to bring those goals to our workplaces too. As a white person, I am committed to using my privilege to push equitable ideologies forward, especially in spaces where they feel unfathomable, as most traditional HR practices have been built around capitalism, productivity, and white supremacy culture. These practices are often put in place to protect and benefit the workplace instead of protecting and benefitting workers. I truly believe that white people in leadership need to immediately invest time and labor to dismantle this toxic framework that has never centered marginalized lives or served to support the lives of their essential workforce.

While we worked on this guide, Bryce and I identified that it was our mission to begin the process of re-centering humanity in Human Resources. While HR professionals can't heal pain for their coworkers, they can work to make self-care a part of workplace culture, be the conduit to employers to leverage resources to do so, and try to prevent harm done within these systems that, can quite frankly, be exploitative. Big, bold change is long overdue.

This guidebook is focused on anti-racist policies, but there are so many intersections of workplace policy that need focus and care. Accessibility and immigrant worker's rights are essential equity issues that we did not focus on in this version of the guide because they weren't within our scope of expertise, but we hope that we're creating a framework that can be expanded on in a multitude of areas. This is just one of many steps to take in the direction of workplace equity.

This guide is a living document, and as the world continues to shift, we plan to also continue our learning, add more information, and work with more folks who want to help steer the ship in the seachange we're hoping will come sooner rather than later. No impactful movements are easy or completely accessible under capitalism, but we made this contribution to try to make change within this system, as we chip away at it, hoping to break free from it and liberate others soon. For white folks, this journey of learning, unlearning, and dismantling is lifelong. Now is a great time to commit yourself to the process if you haven't already.

Dr. Delicia Alarcon said "***decolonizing means unlearning all of the ways you've been taught to be violent to yourself and others.***" We hope this guidebook sets you on a journey to be able to unlearn and set others free as you work to liberate yourself from white supremacy and the harm it causes. -*Rachel Kacenjar*

Get to Know the Authors + Collaborators



Bryce J. Celotto, MAT (He/Him) - Founder and Chief JEDI Officer, Swarm Strategy

Bryce J. Celotto (he/him) is a proven leader in creating Diversity, Equity, and Inclusion (DEI) initiatives and is also a skilled facilitator, writer, and public speaker. Prior to starting Swarm Strategy, Bryce led DEI initiatives at Brown University for the Education Department and at The Edible Schoolyard Project. Bryce has been committed to creating more equitable and accessible systems in education, progressive politics, and the social justice movement for the past decade. He has a deep interest in organizational change, leadership development, and building talent pipelines to move more

young professionals from marginalized backgrounds into leadership roles. His proven track record of success includes service on policy coalitions and non-profit boards, training thousands of people nationwide on civic engagement, inclusion and racial justice, along with working with corporate clients to create long-term change within companies.

As a former classroom teacher, historian, policy advocate, military veteran, and program manager, Bryce brings experience and expertise from all walks of his life to examine injustice and inequity. Bryce has a particularly strong skill set in identifying challenges and gaps in DEI initiatives and company culture and delivering evidence-based solutions to create equitable, culturally responsive work environments. His advocacy has been featured in national news publications such as *The Huffington Post*, CNN and *The New York Times*. Bryce has spoken on a variety of social justice issues for organizations ranging from the D.C. Humanities Council to the U.S. Department of Education. He earned his Bachelor's Degree, *Magna Cum Laude*, from the Honors College at the University of Massachusetts - Boston with multiple high academic honors; he also holds a Master's Degree from Brown University in Education. Learn more about his work and Swarm Strategy at www.swarmstrategy.us



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**Rachel Kacenjar, MNO (She/Her) - Founder,
Anti-Racist Policies and HR Practices Working
Group | Principal Consultant, Work In Progress
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Rachel Kacenjar (she/her) is the Founder of the Anti-Racist Policies and HR Practices Working Group, an intentional social media community of dedicated HR leaders and professionals dedicated to disrupting systems of oppression and injustice in the workplace. Rachel has 12+ years of experience in strategic and people operations. She spearheaded her consulting firm, Work in Progress

Consulting, in 2015 when she noticed a community need for affordable and reliable social justice-centered assistance in small business administration and finance.

Rachel has executive-level operations experience in both the for-profit and non-profit sectors, and currently serves as the Director of Operations for NARAL Pro-Choice Ohio. Her professional areas of focus include entrepreneurship, intersectional policy writing, DEI planning and implementation, strategic planning, and succession planning. She has earned her Master's degree in Non-Profit Organizations from Cleveland State University, is a New School for Social Research alum, has several accounting and tax prep certifications, a PMP Certification (2018), and is working toward a SPHR certification in 2021. Her passions lie in activism for bodily autonomy, racial justice, and disability justice, as well as interior and fashion design. Learn more about her work and Work In Progress Consulting at <https://www.workinprogressconsulting.net/>.



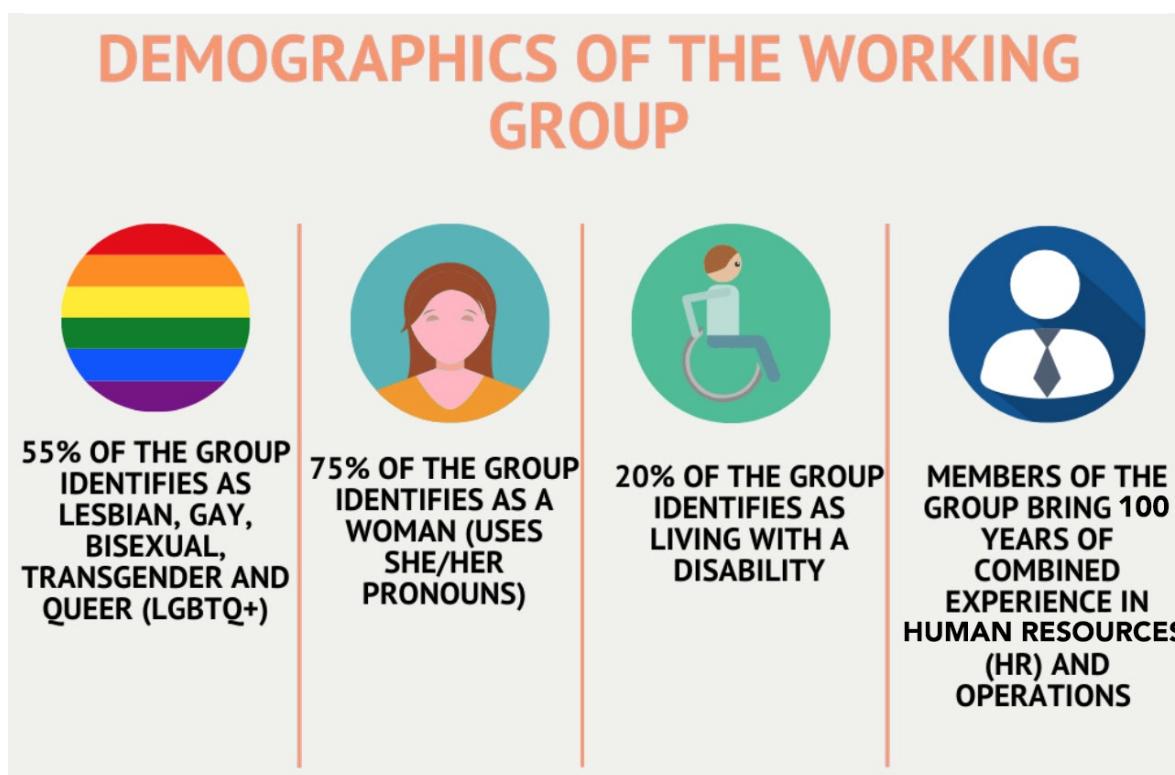
Find Rachel on LinkedIn: www.linkedin.com/in/rachel-kacenjar/



Get to Know the Collaborators:

The Anti-Racist Policies and HR Practices Working Group is a diverse mix of twenty four professionals from across the United States who are dedicated to systems change and anti-oppression work at their respective organizations and companies. Members of the group work in a variety of professional fields: state/local government, non-profit advocacy organizations, small businesses, social service organizations and the hospitality and food service industry. Many members of the group are entrepreneurs, managers, supervisors and directors who lead teams and organizations. This guidebook was written with a focus on equity-centered operations, human resources and organizational design.

In addition to the broad range of professional fields and experiences that the collaborators in the Anti-Racist Policies and HR Practices Working Group bring to the table, there is also a wide breadth of lived experiences and identities in the Working Group. Not everyone from the Working Group worked on this guidebook, though for those that did, the group consisted of a majority of white researchers and writers, and three contributors, one editor, and two writers that identify as BIPOC. Learn more about the demographics of the members of the Working Group below:



GRAPHIC CREDIT: Bryce J. Celotto, Swarm Strategy | Demographic information based on voluntary self identification information of primary authors and thought contributors.

Who This Guidebook is For + How to Use It

This guidebook is for anyone who cares about equity, anti-oppression, anti-racism and building inclusive workplace systems and structures. The goal of this guidebook is to provide a resource that people can use to craft and implement workplace policy that not only supports all employees holistically, but centers the needs of people from the most marginalized communities. We understand and acknowledge that every workplace and organizational structure is different; Fortune 500 companies face different challenges than small businesses, non-profit organizations face different challenges than government institutions. That being said, this guidebook is not meant to be a prescriptive set of policies. Instead this book is designed to provide model policies, research, background and guidance when writing and implementing workplace policies rooted in anti-oppression and anti-racism.

Our Approach and Framework

1. Collaboration

Collaboration was at the center of the process that created the Anti-Racist Policies & HR Practices Working Group Guidebook. The beginning of this process began with two Diversity, Equity and Inclusion (DEI) training sessions led by Bryce Celotto of Swarm Strategy. These two trainings focused on culture and identity in the workplace, along with dismantling white supremacy and taking an anti-racist approach to workplace culture, organizational structure and HR.

Following the two training sessions, the team convened for four, 2-hour long virtual sessions to research, draft and discuss all of the policies laid out in this guidebook. Collaborators also worked independently on their own time to draft, write and research policy.

Members of the group were assigned to write, or co-write, specific policies based on their interests, background and expertise. There was additional collaboration in the social media group where members shared their feedback, model policies, best practices at their own companies and organizations and engaged in dialogue around what it means to truly be anti-racist. We believe collaboration is the heart of innovation and equity, and we strove to exemplify that practice in our work crafting this guidebook.

2. Anti-Racism



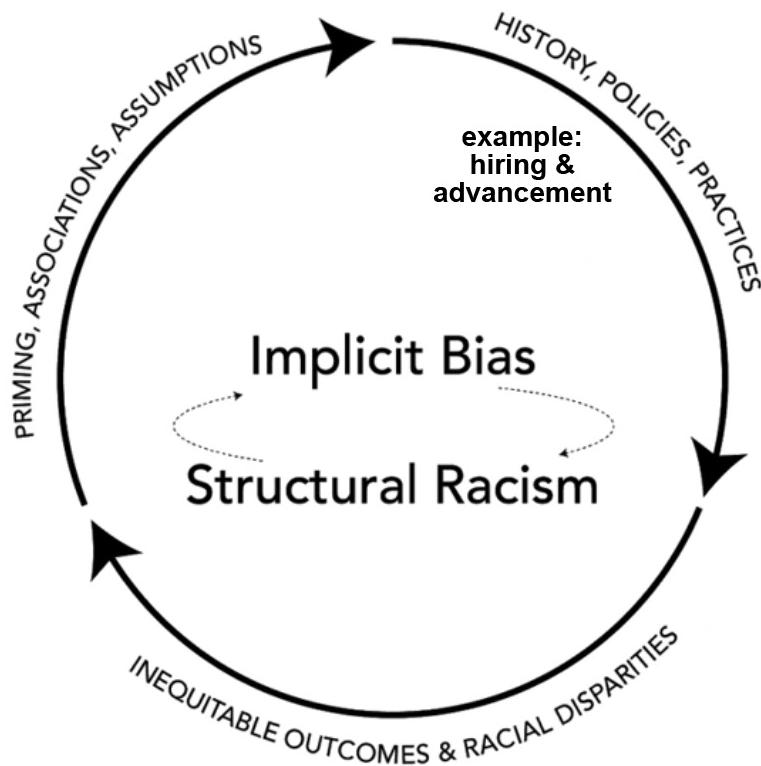
Anti-racism is the central tenet of this work. The concept of anti-racism as a structural theory was popularized by Dr. Ibram X. Kendi, a groundbreaking historian, professor and the Founding Director of the Boston University Center for Antiracist Research. His third book How to Be an Antiracist was a #1 *New York Times* best-seller and is seen as the seminal text of anti-racism theory and practice in the nation. Dr. Kendi's definition and practices around anti-racism were the centerpiece of creating this HR working group. While Dr. Kendi popularized the term and concept, it is not a new theory or practice.

Anti-racism has roots in the American Civil Rights movement with other Black revolutionaries, scholars and professors, such as Angela Davis, contributing their lived experiences and scholarship to the anti-racism dialogue.

Anti-racism is different from "not being racist;" anti-racism is a call to action and requires people, particularly white people, to examine their own privilege, biases and experiences around racial identity. Anti-racism then demands people to engage in the work of actively showing up for Black, Indigenous, People of Color (BIPOC) on a daily basis in tangible ways. This means being an **accomplice** for the liberation of BIPOC communities. Ibram X. Kendi says, "Being an antiracist requires persistent self-awareness, constant self-criticism, and regular self-examination."¹

"Not being racist" is a passive attitude that does not demand the same work, intersectional lense or hands on approach that anti-racism does. "Not being racist" doesn't require people to change their behaviors or attitudes with respect to race and racism. Racism is more than just individual biased or prejudice behaviors - it is structural inequity that perpetuates discrimination, power imbalances and injustice against non-white people. Examine the chart on page ten to learn more about how implicit bias and structural racism are baked into the everyday systems of American culture, and the workplace here in the United States.

¹ [Bio](#) - Ibram X. Kendi



Graphic Credit: "Implicit Bias and Structural Racialization," By Kathleen Osta & Hugh Vasquez, National Equity Project. [Download full PDF](#)

3. Dismantling White Supremacy

At the heart of creating equitable policy is having the ability to name, identify, uproot and ultimately dismantle systems and policies built on the foundation of white supremacy. White supremacy is the ***systemic, institutionalized centering*** of whiteness. The term describes a ***series of characteristics*** that institutionalize whiteness and Westernness as both normal and superior to other ethnic, racial, and regional identities and customs. White Supremacy Culture is powerful precisely because it is so present, and at the same time so very difficult to name or identify. The characteristics listed below are damaging because they are used as norms and standards without being proactively named or chosen by the group. They are damaging because they promote white supremacy thinking. They are damaging to both people of color and to white people. Organizations that are people of color-led or a majority people of color can also demonstrate many damaging

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characteristics of white supremacy culture.² The characteristics of white supremacy culture,
as named by expert anti-racist group Showing Up for Racial Justice (SURJ), are:

1. Perfectionism
2. Sense of Urgency
3. Defensiveness
4. Quantity over Quality
5. Worship of the Written Word
6. Only One Right Way
7. Paternalism
8. Either/Or Thinking
9. Power Hoarding
10. Fear of Open Conflict
11. Individualism
12. Progress is Bigger, More
13. Objectivity
14. Right to Comfort

As DEI practitioner, educator and designer Lydia Hooper states, naming these white supremacy characteristics, and the ways they show up in organizations, is groundbreaking for three reasons:

1. They recognize that white supremacy isn't about a group of radical individuals, or even one race in particular. It's about all of us and the cultural norms we've accepted that affect us all.
2. They point to why we are so slow to change systemic racism: These cultural beliefs are often unconscious. We can try to say and even do things differently, but the old thinking is much harder to shift.
3. They bring deeply rooted (and deeply problematic) issues to light and provide some guidance on how we can use this consciousness to shift our behaviors, on both individual and group levels.³

The goal of anti-racist work is to interrogate our conditioning into white supremacist systems. In order to work toward dismantling white supremacy, the HR Working Group aimed to write policy that was rooted in growth, collaboration and learning. We used Hooper's characteristics of Disrupting White Supremacy Culture to guide our policy and

² Showing up for Racial Justice, WHITE SUPREMACY CULTURE: Characteristics

³ Using data storytelling to disrupt white supremacy culture — Lydia Hooper

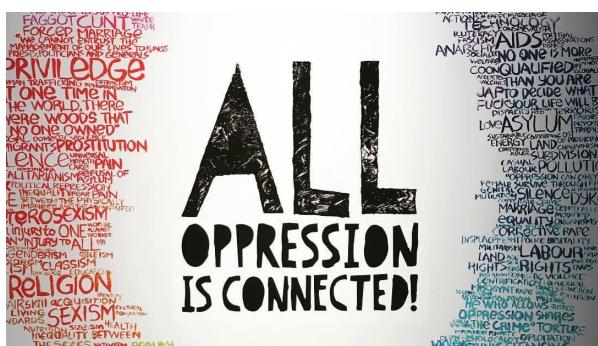
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practice. Dismantling white supremacy is a collective practice, it is not a competition, and it's a lifelong practice, particularly for people who identify as white.

The Antidote to White Supremacy Workplace Culture



Source: <http://lydiahopper.com/blog/white-supremacy>

4. Dismantling Systems of Oppression In the Workplace



Racism and white supremacy are not the only systems of oppression that are present in America's workplace culture. The term "systems of oppression" helps us better identify inequity by calling attention to historical and organized patterns of mistreatment. In the United States, systems of oppression (like systemic racism) are woven

into the very foundation of American culture, society, and laws. Other examples of systems of oppression are sexism, heterosexism, transphobia, ableism, classism, ageism, and anti-Semitism. Society's institutions, such as government, education, and culture, all contribute to or reinforce the oppression of marginalized social groups while elevating dominant social groups.⁴

Often, oppressions overlap to cause people even more hardship. This overlapping of oppressed groups is referred to as "intersectionality". Legal scholar Kimberlé Crenshaw coined the term in the 1980s to describe how black women faced heightened struggles and suffering in American society because they belonged to multiple oppressed social groups.⁵ Understanding intersectionality and how interconnected all systems of oppression are is critical to writing HR policy based in equity and justice. Equitable and inclusive HR policy must take into consideration the identities of all current employees and the future, evolving workforce.

5. Understanding and Utilizing Trauma-Informed Principles + Practices

A trauma-informed approach to HR is an approach that conveys the principle that we are cognizant, as HR practitioners, of the traumatic experiences folks carry with them in their daily lives. It means that as practitioners we are prepared to practice empathy and care around trauma or PTSD showing up as a result of being triggered in the workplace. It also means employing safeguards and thought into processes and procedures when microaggressions emerge from either internal or external sources.

You might be asking, "What does this look like?" as it is nearly impossible to prepare for all of the ways that trauma can show up for a person. What it can look like is very clear, consent-based communication when attempting to find a solution for an issue with a worker. Describing the steps you are about to take with someone before you embark on a conversation, as well as verbalizing that they have the right to ask questions or pause the conversation at any time can also be helpful. Creating space for collaboration and input in finding a solution will also allow the worker space to be heard.

Oftentimes we have emotionally charged conversations to try to solve a problem when a worker has very recently been harmed. Offering flexibility in when and how a conversation seeking to solve an issue happens can be very helpful. Employing the use of a mediator, support person for the impacted individual, and allowing the individual the agency to schedule the conversation at a time that works for them and a modality that fits their needs (phone/video chat/in person) is also helpful in creating a sense of security around the worker's needs.

⁴ National Museum of African American History and Culture, Talking About Race

⁵ Talking About Race

⁶ Informed Consent and Trauma Aware Tattooing, Practical Guidelines for Artists

Informed consent applied in an ongoing fashion can be helpful to direct the conversation away from harm. Heavy conversations should incorporate ongoing negotiation between all of the parties involved. Folks from all walks of life have had traumatic experiences in the workplace, and holding space for how that shows up can be honored by a process of continual consent.

This looks like peppering a conversation with check-in questions/statements:

- Are you okay continuing from here?
- If this feels like a good stopping place, we can continue at another time.
- Do you need to take a break?

Active listening, or the practice of PRAC, can be helpful in a solution-seeking conversation.

Tips for Active Listening (PRAC)

Pay Attention

Make a conscious effort to not only hear the words that another person is saying, but more importantly, try to understand the complete message being sent. Pick up on emotional/verbal cues without questioning them.

Repeat

If you're finding it particularly difficult to concentrate and/or understand what someone is saying, try repeating their words mentally as they say them; this will reinforce their message and help you stay focused.

Acknowledge

Let other participants in the conversation know you're listening. Mirroring statements in a "what I'm hearing you say is _____" fashion can allow a person to explain a sentiment further if space needs to be made for that.

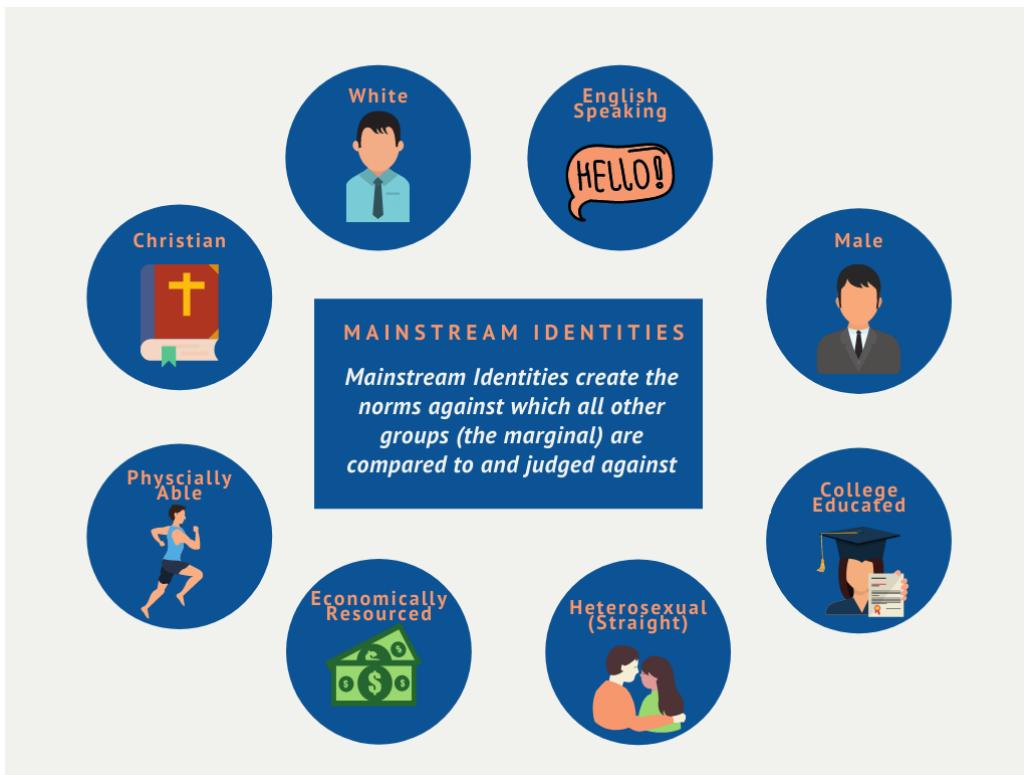
Clarify

Our personal filters, assumptions, judgments, and beliefs can distort what we hear. As a listener, your role is to understand what is being said. This may require your own personal reflection, and clarification. Ask for consent when clarifying a point by saying, "Could I ask a clarifying question?"⁶

⁶ Santibañez, Tamara. *Informed Consent and Trauma Aware Tattooing: Practical Guidelines for Artists*, Women's Prison Association.

6. Centering People From Marginalized Communities

American workplace culture has traditionally been rooted in centering the lived experiences and identities of employees from mainstream identities, or dominant social groups. In this context, mainstream is defined as organizations, systems, people, etc. that represent the prevailing or dominant values and practices of a society with little or no focus to operate from the worldview of culturally-specific communities.⁷



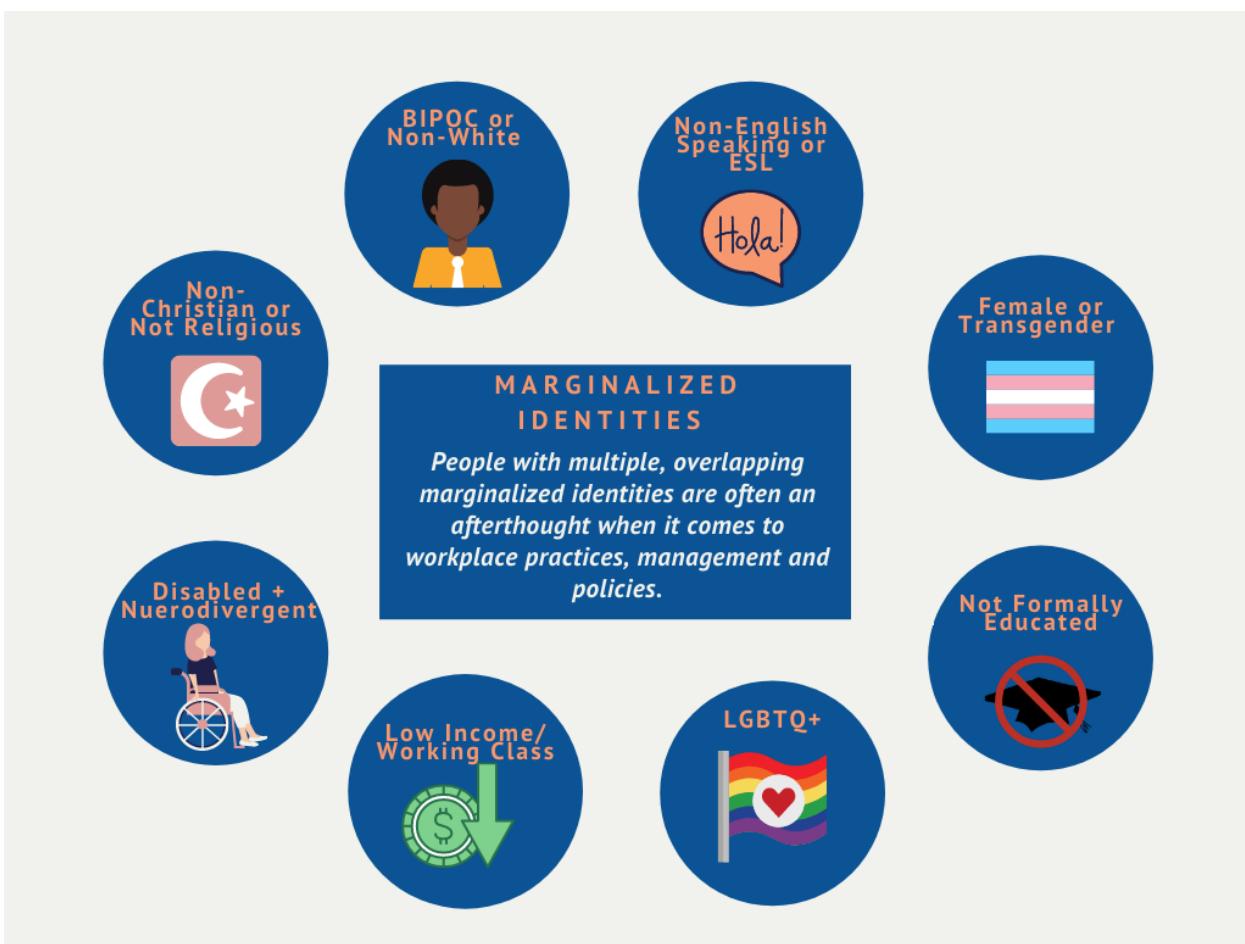
GRAPHIC CREDIT: Bryce J. Celotto, Swarm Strategy

Mainstream identities have **power** in workplaces to dictate culture, policies and management practices. Power is the ability to decide **what a problem is**, to decide **what needs to be done about it**, decide **who will solve it**, in what capacity and with what **resources**. In order to create equitable, anti-racist, HR policies we need to flip the script about who has power within organizations. People from marginalized communities have to be at the heart of creating, reviewing, implementing and leading workplace culture and policy in order for it to be truly effective and equitable. Marginalized communities are groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions.⁸

⁷ Moving from the Mainstream to the Margins: Lessons in Culture and Power, Ruby White Starr

⁸ Marginalized populations, National Collaborating Centre for Determinants of Health

Examples of marginalized identity traits include (but are not limited to)



GRAPHIC CREDIT: Bryce J. Celotto, Swarm Strategy

Centering people from marginalized groups in the policy and programs process means letting them lead, unencumbered and with the necessary resources to thrive (i.e. a budget, reasonable timeline for policy creation and implementation, compensation for their work, etc.). This is not to say that people from mainstream communities cannot, or should not, be a part of crafting anti-racist HR policy (because they absolutely should be!), but people who possess primarily mainstream identity traits should not be the ones whose feelings and comfort are prioritized throughout the process.

Workplace Communication Best Practices + Terminology Glossary

Before any organization or company starts their journey with writing and/or implementing anti-racist HR policies, and other Diversity, Equity, Inclusion and Belonging (DEIB) initiatives, there has to be a shared understanding around the language used to describe and name complex identities, systems of oppression and key concepts. Language is a critical tool for connecting employees, and their broad range of lived experiences and identities. When everyone is on the same page about language and terminology, it can be an effective and powerful tool to begin the process of creating systemic change. Below we have included a glossary of terms commonly used in social justice work, policy and practice; many of these terms are used frequently throughout the guidebook. We have provided this glossary so everyone can be rooted in a shared understanding of these terms as we use them in policy and practice. We acknowledge that the list of terms compiled is not a complete list of terminology used in this work. We also acknowledge that language is deeply personal to everyone, meaning that while some people feel comfortable using these terms to identify themselves and their lived experiences, others may not.

Language is always evolving, and the best policy to follow when you are unsure of how to refer to someone's identity, or if you are unsure of what a word means is to just ask respectfully. Here are some other best practices around language + terminology to incorporate into your daily work life in order to be more inclusive and intentional with your colleagues.

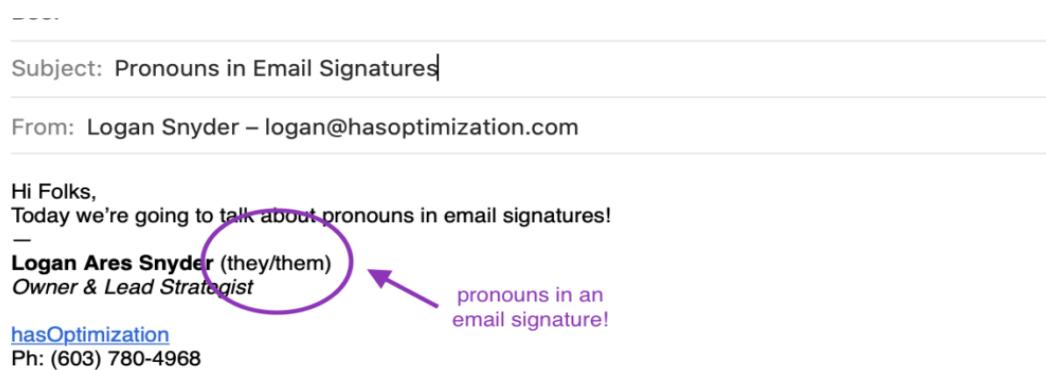
Best Practices For Using Inclusive + Intentional Language

1. Normalize Pronoun Inclusion!

Respecting, sharing and educating people about personal pronouns is a simple way your organization can begin building inclusive language practices. Referring to people by the pronouns they determine for themselves is basic to human dignity. Being referred to by the wrong pronouns particularly affects transgender and gender nonconforming people.⁹ Organizations and companies can normalize pronoun inclusion by encouraging employees to include their pronouns in their email signatures, video conference platform (like Zoom), and other written communications. Additionally, practice sharing your pronouns during verbal introductions: “Hi, my name is Bryce and I use he/him pronouns” and respecting all

⁹ [International Pronouns Day](#)

employees' personal pronouns by using them accordingly. For more resources on the importance of pronoun inclusion, and how to incorporate best practices into your workplace, check out [International Pronouns Day: Resources](#). See the example image below for how to incorporate your pronouns into your email signature.



Example image of how to incorporate your pronouns into your email signature

2. Use People First Language (PFL)

People First Language (PFL) is a practice that originated from the disability justice and rights space. PFL is designed to center the lived experiences and humanity of people with various disabilities, rather than making people out to be their disability. PFL uses phrases such as “person with a disability,” “individuals with disabilities,” and “children with disabilities,” as opposed to phrases that identify people based solely on their disability, such as “the disabled.” People First Language is also commonly used to describe people impacted by incarceration (**person** with a criminal record” or “**incarcerated person**, rather than “inmate”, “ex-con” or “prisoner”) and formerly enslaved African people (rather than “slaves”).

“People First Language” (PFL) puts the person before the stigma, and humanizes people who come from various marginalized communities that face regular erasure.
¹⁰ Using People First Language is a basic step you can take in the workplace to center people with disabilities and create a more accessible workplace for all.

¹⁰ D.C. Government Office of Disability Rights [People First Language](#) | odr

Examples of ways to substitute PFL for outdated and/or offensive terminology include, but are not limited to - (Table adapted from: [People First Language | odr](#))

Outdated term	Replace with PFL such as...
“Autistic”	“Has autism”
“Crippled”	“Has a disability”
“The disabled,” “disabled people,” “disabled adults”	“People with disabilities,” “adults with disabilities”
“Handicapped bathrooms,” “handicapped parking”	“bathrooms accessible to people with disabilities” “parking accessible to people with disabilities”

**Note: In recent years there has been a movement in many disability justice spaces to intentionally use the descriptor “Disabled person” as part of the movement to #SayTheWord and de-stigmatize disability. Whether people prefer and use People First Language or #SayTheWord – disabled person – everyone's identity and preferences should be respected.*

(Learn More about [#SayTheWord - The Power of Language for Disability Identity](#))

3. Root in Your Personal Lived Experience: Use “I-statements”

Using “I-statements” allows people to state their concerns, feelings, and needs in a manner that is easier for the listener to hear and understand. An “I-statement” focuses on your own feelings and experiences. It does not focus on your perspective of what the other person has done or failed to do. It is the difference, for example, between saying, “I feel that I am not being permitted to participate in office projects to the extent that others are” and “You always let Marge work on office projects, but you never ask me if I’m interested.” If you can express your experience in a way that does not attack, criticize, or blame others, you are less likely to provoke defensiveness and hostility which tends to escalate conflicts, or have the other person shut down or tune you out, which tends to stifle communication. Ultimately, I-messages help create more opportunities for the resolution of conflict by creating more opportunities for constructive dialogue about the true sources of conflict.¹¹

¹¹ [© Binghamton University Ombuds Office](#)

4. Practice Accessible Language + Communication

Accessible language is language that accommodates people of all ages and abilities, including those with cognitive disabilities, people with low literacy skills, and speakers of English as a foreign language. When language is too complicated or obscure, it may cause users to have difficulties understanding the text, or to feel excluded from fully participating in the workplace. Accessible language, on the other hand, seeks to make your organization as inclusive as possible.

Some qualities of accessible language include:

- Preferring active voice (“The dog bit me”) to passive voice (“I was bitten by the dog”).
- Eliminating filler phrases such as “I think that” or “Be sure to.”
- Writing out the full names of acronyms, usually at least the first time they appear.
- Using examples and analogies to explain or support complicated ideas.
- Avoiding the use of jargon and slang words that are used only by a particular subgroup, or explaining their definition when they appear.¹²

However, accessible language does not mean that you need to over-simplify text or communication so much that you can't sufficiently explain a concept. Indeed, some topics such as medicine, science, and law may require advanced ideas and terminology. The goal is not to fail to explain an idea at all out of fear of not knowing how to explain it to everyone, and striking the right balance can be tricky, but aiming for inclusivity is a good guiding principle.¹³

5. Ensure Acronyms Are Accessible

Acronyms are commonplace in today's workplace, and are often seen as a tool to simplify language and create more concise communication. However, acronyms can also be confusing for people to understand, particularly for people with learning differences or people new to your company or professional field. When using acronyms in written or verbal communication it is a best practice to spell out the acronym in full the first time when using it, or explain it aloud if speaking. For example, the acronym LGBTQ stands for Lesbian, Gay, Bisexual, Transgender and Queer. If you were writing this into a policy or document you would want to fully spell out: Lesbian, Gay, Bisexual, Transgender and Queer the first time you use it, followed by (LGBTQ) in parentheses or brackets afterward so your audience knows moving forward that is what the acronym means.

¹²Bureau of Internet Accessibility [Ditch the Fancy Vocabulary for Accessible Language](#)

¹³Ibid [Ditch the Fancy Vocabulary for Accessible Language](#)

If your organization or company uses a lot of acronyms consider creating an acronym glossary to use as a tool to onboard new employees and to have on hand for existing employees to use as a refresher tool. Acronyms can be a great communication tool when used properly, but they can also make people feel excluded and locked out of the conversation if there is not a shared understanding or resources to support people in understanding what various acronyms mean.

Examples of Common Business Acronyms Include:

COB	Close of Business (the end of the workday)
WFH	Work From Home
ROI	Return on Investment
OOO	Out of Office
KRA	Key Results Area

6. Encourage Language Diversity

Having a team of employees that speak a multitude of languages is beneficial to your business growth and organization for several reasons. Having a multilingual team means you can effectively communicate, and reach out to, a wider audience of people to sell your products and/or engage with the services your organization offers. Your organization can encourage language diversity among employees in the following ways:

- Provide a professional development (PD) stipend for your employees, particularly those that are monolingual (only speak one language), to take language courses at a local community college, with a private tutor or with another accredited program. This stipend should also include funding for American Sign Language (ASL) if someone is interested in learning ASL.
- Ensure that all forms and documents that your company uses are available in multiple languages; this is particularly critical for community-based and service-based organizations. The languages you offer should be in line with the demographics and cultures in the communities you serve, and should go beyond just English/Spanish language forms.
- If your organization is hosting an event, ensure that there is live ASL interpretation available; consider hiring a Black, Indigenous, Person of Color (BIPOC) person specifically to interpret, as BIPOC ASL interpreters are typically underrepresented in

the Deaf and Hard of Hearing communities.

- Provide salary incentives for bilingual and multilingual employees.



Glossary of Terms

*This glossary is not intended to be an exhaustive list of every word and term used in our conversations about diversity, equity, inclusion and racial justice. Because of the way language works especially around these concepts, many of these words and terms will continue to evolve. Even so it can be useful to have a reference that provides basic working definitions that help spur discussions.

- **Ableism:** Prejudiced thoughts and discriminatory actions based on differences in physical, mental, and/or emotional ability; usually that of able-bodied / minded persons against people with illness, disabilities, or less developed skills / talents.¹⁴
- **Accessibility:** The extent to which a facility is readily approachable and usable by individuals with disabilities, particularly such areas as the personnel office, worksite and public areas.¹⁵ Accessibility includes making spaces and events accessible to people with physical disabilities, people who are neurodivergent, and people who may have different cognitive needs.
- **Accomplice:** The work of an accomplice is rooted in anti-colonialist values and practice. Accomplices listen with respect for the range of cultural practices and dynamics that exist within various BIPOC communities. Accomplices aren't

¹⁴ [Diversity and Social Justice](#) glossary of terms- UMass Lowell Office of Multicultural affairs

¹⁵ Ibid p. 7

motivated by personal guilt or shame; they may have their own agenda but they are explicit. Accomplices are realized through mutual consent and build trust. They don't just have our backs; they are at our side, or in their own spaces confronting and unsettling racism, colonialism, white supremacy and other systems of oppression. As accomplices we are compelled to become accountable and responsible to each other. That is the nature of trust.¹⁶

- **Bias:** Prejudice; an inclination or preference, especially one that interferes with impartial judgment.¹⁷
- **Black, Indigenous, People of Color (BIPOC):** An umbrella term that stands for Black, Indigenous, People of Color. This term can be used to describe anyone who identifies as a Black person, Indigenous person or person of color. It is a term used to link the collective struggle for liberation and many shared experiences of racial injustice and discrimination experienced by BIPOC people.
- **Cisgender:** A term for people whose gender identity matches their sex assigned at birth. For example, someone who identifies as a woman and was assigned female at birth is a cisgender woman. The term *cisgender* is the opposite of the word *transgender*; people who are cisgender have privilege over people who are transgender or who do not identify as cisgender.
- **Equity:** In a diverse workplace, differences exist, and people require support in different ways. Equity asks us to acknowledge that everyone has different needs, experiences, and opportunities. People from marginalized groups often have more barriers to overcome when accessing resources and opportunities than those from dominant or more privileged groups. In a diverse organization, equity-inspired design identifies barriers and inequities and helps to elevate the people on the margins to an equal playing field.¹⁸
- **Gender Expression:** Refers to how people express their gender identity. Everyone expresses their gender identity in different ways: for example, in the way they dress, the length of their hair, the way they act or speak and in their choice of whether or not to wear makeup.¹⁹
- **Gender Identity:** Refers to how people see and identify themselves; for example, some people identify as female; some people identify as male; some people as a combination of genders, as a gender other than male or female, or as no gender. For

¹⁶ [Accomplices - Indigenous action Media](#)

¹⁷ Ibid p. 7

¹⁸ Culture Amp, [How to define diversity, equity, and inclusion at work](#) (Sarah Saska)

¹⁹ Sylvia Rivera Law Project (SLRP) [Fact Sheet: Transgender & Gender Nonconforming Youth In School](#)

example, transgender girls identify as girls but were classified as males when they were born. Transgender boys identify as boys but were classified female when they were born. Everyone has a gender identity.²⁰

- **Gender Non-Conforming (GNC):** Refers to people who do not follow other people's ideas or stereotypes about how they should look or act based on the female or male sex they were assigned at birth.²¹
- **Heterosexism:** The assumption that all people are or should be heterosexual. Heterosexism excludes the needs, concerns, and life experiences of lesbian, gay, bisexual and queer people while it gives advantages to heterosexual people. It is often a subtle form of oppression, which reinforces realities of silence and erasure.²²
- **Intersectionality:** A term coined by law professor Kimberlé Crenshaw in the 1980s to describe the way that multiple systems of oppression interact in the lives of those with multiple marginalized identities. Intersectionality looks at the relationships between multiple marginalized identities and allows us to analyze social problems more fully, shape more effective interventions, and promote more inclusive advocacy amongst communities.²³
- **Latinx:** Pronounced “La-TEEN-ex”, is a non-gender specific way of referring to people of Latin American descent. The term Latinx, unlike terms such as Latino/a and Latin@, does not assume a gender binary and includes nonbinary folks.²⁴
- **LGBTQ+ :** An acronym that describes anyone who identifies as Lesbian, Gay, Bisexual, Transgender or Queer. There is often a plus symbol (+) at the end of the acronym to include people from other identities that fall under the LGBTQ umbrella/spectrum, such as people who identify as pansexual, asexual, gender non-conforming, two-spirit, agender, gender non-binary, etc. To learn more about the LGBTQ+ umbrella, and other LGBTQ+ related terminology, go to [LGBTQIA Resource Center Glossary](#).
- **Power:** Power is the ability to decide what a problem is, what needs to be done about it, who will solve it, in what capacity and with what resources. Power is maintained by possessing multiple attributes of the dominant culture (aka the mainstream).

²⁰ Ibid, SLRP

²¹ Ibid, SLRP

²² UC Davis, [LGBTQIA Resource Center Glossary](#)

²³ Ibid, UC Davis

²⁴ Ibid, UC Davis

- **Privilege:** A set of unearned benefits given to people who fit into a specific social group. The concept has roots in WEB DuBois' work on "psychological wage" and white people's feelings of superiority over Black people. Peggy McIntosh wrote about privilege as a white woman and developed an inventory of unearned privileges that she experienced in daily life because of her whiteness.²⁵
- **Marginalized:** Marginalized communities are groups and communities that experience discrimination and exclusion (social, political and economic) because of unequal power relationships across economic, political, social and cultural dimensions.²⁶
- **Microaggression:** Brief and subtle behaviors, whether intentional or not, that communicate hostile, derogatory, or negative messages of commonly oppressed identities. These actions cause harm through the invalidation of the target person's identity and may reinforce stereotypes. Examples of microaggressions include a person who is not white being told they speak "good English" or someone saying something is "gay" to mean they think something is bad.²⁷
- **Neurodiversity:** an approach to learning and disability that argues diverse neurological conditions are the result of normal variations in the human genome. People who have ADD, ADHD, and who are on the autism spectrum may identify as **neurodivergent**.
- **Non-Black Person of Color (NBPOC):** An acronym used to refer to a Person of Color who is not Black.
- **Oppression:** Exists when one social group, whether knowingly or unconsciously, exploits another social group for its own benefit.
 - *Internalized Oppression:* The fear and self-hate of one or more of a person's own identities that occurs for many individuals who have learned negative ideas about their identities throughout childhood. One form of internalized oppression is the acceptance of the myths and stereotypes applied to the oppressed group.
 - *Individual Level:* A person's beliefs or behaviors can consciously or subconsciously work to perpetuate actions and attitudes of oppression.

²⁵ Ibid, UC Davis

²⁶ Marginalized populations National Collaborating Centre for Determinants of Health

²⁷ Ibid, UC Davis

- ***Institutional Level:*** Institutions such as family, government, industry, education, and religion have policies and procedures that can promote systems of oppression.
- ***Societal/Cultural Level:*** Community norms can perpetuate implicit and explicit values that bind institutions and individuals; social norms on what is valued, accepted, or desirable give the individual and institutional levels the justification for systemic oppression.²⁸
- **Racism:** The systematic subordination of people from marginalized racial groups based on their physical appearance, ethnic or ancestral history, or cultural affiliation. Racism is considered a deeply pervasive, systemic issue perpetuated by members of the privileged racial group holding dominant social power over others. Discrimination, prejudice, or xenophobia may be more accurate terms for describing individual acts of oppression. While these individual acts likely stem from systemic racism, at the individual level the power dynamics that enable racism are not at play in the same way.²⁹
- **Sexism:** The cultural, institutional, and individual set of beliefs and practices that privilege men, subordinate women, and devalue ways of being that are associated with women.³⁰
- **Transgender:** A general term used to describe people whose gender identity differs from the sex they were assigned at birth.³¹
- **Transphobia:** The fear or hatred of transgender people or people who do not meet society's gender role expectations. Transphobia fuels hate, violence and discrimination against transgender people.
- **Trauma-Informed:** A method of praxis involving consistent informed consent, Trauma-informed care recognizes the presence of trauma symptoms and acknowledges the role trauma may play in an individual's life. Trauma-informed methods are grounded in an understanding of and responsiveness to the impact of trauma, that emphasizes physical, psychological, and emotional safety for both providers and survivors, and that creates opportunities for survivors to rebuild a sense of control.

²⁸ Ibid, UC Davis

²⁹ Ibid, UC Davis

³⁰ Ibid, UC Davis

³¹ Ibid, SLRP

- **White Urgency:** a continued sense of urgency brought on by capitalist culture that makes it difficult to take time to be inclusive, encourage thoughtful decision-making, or to consider long-term consequences. A paradigm that often sacrifices the interests of communities of color in order to win victories for white people or capitalism.

Section II: Policy Guidance

Introduction + Policy Issue Areas

The Anti-Racist HR Working Group recognizes that there many areas of Human Resources policy and organizational design that need to be addressed to create truly equitable workplaces. Collectively, we identified twelve policy issue areas to focus on in order to address the most pressing organizational HR and equity needs from an anti-racist foundation. In this section of the guidebook we have provided you with tangible solutions and policy recommendations on the following topics:

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Breaking Down Policy Guidance: The Who, What, Why, and How

Each of the twelve policy areas that are addressed in this guidebook are formatted to include the following: (1) Considerations + Values, (2) Policy Writing Guidelines, and (3) Suggested Policy Guidance/Policy Example.

Considerations + Values	Considerations we researched and the values behind this policy guidance. Answering the question - What is the engine that drives the necessity, language and framework of this policy? The “who” and “why” of the policy.
Policy Writing Guidelines	An outline of how to write this policy in the most inclusive way: Who it should be applied to, as well as considerations around wording and language. The “how” of the policy.
Suggested Policy Guidance and/or Example	An outline of what this policy <i>would</i> look like in writing and practice. Note: We have written or borrowed the policy examples and guidance to serve as a template that you can apply to your workplace to meet the specific needs of your organization and company. Policy recommendations made in this guidebook are not meant to be prescriptive , but instead are written to reflect best practices and serve as a roadmap to help your organization write anti-racist policies. The “what” or the “meat and potatoes” of the policy.

1. Paid Time Off (PTO) & Responsive Time Off (RTO)

Primary Author: Rachel Kacenjar, MNO

Considerations + Values

1. We considered the idea of unlimited time off models and what that meant for BIPOC workers. While we generally like the idea of having as much time off as you need, we also know that the approval process for time off can be problematic, and that most BIPOC employees feel pressure to show a sense of teamwork and commitment by not taking the time they need, whereas white workers may feel more job security and are less reluctant to take time needed.
2. Unlimited time off also does not warrant a payout of time earned, so upon leaving a job, a worker doesn't have the ability to cushion their leave with earned pay.
3. Responsive Time Off (RTO) during periods of public crisis for BIPOC folks (uprisings, murders, deaths of leaders, or other incidents of community-wide trauma) needs to be available without question or approval of a supervisor. White coworkers should not take advantage of RTO unless they are impacted by trauma.

4. Mental health should be covered under sick time, and regular periods of time off for rest and recuperation should be considered for mental health. Teams should not question reasons for time taken, and creating general buckets of PTO that can be used for any reason has a positive impact on employee morale, as it allows employees to have privacy and space around their time off.
5. In order to bring equity to paid holidays, consider floating holidays for religious holidays. For example, if your workplace has paid days in place for Easter, Christmas Eve, and Christmas, provide your team with 3 floating holidays to use when they'd like, even if your workplace is closed on those days.

Policy Writing Guidelines

- This policy should be extended not only to full-time workers, but part-time workers as well.
- Consider not categorizing time into pools of vacation and sick time and allow team members to earn general PTO without constraints.
- Consider that asking a team member for proof of a medical issue in order to access PTO may prohibit that person from being able to use the time as needed. Many medical issues do not come along with documentation, and often that documentation can also invade the privacy of that person. It's an especially fraught time to visit a doctor or hospital during the pandemic. Consider a team member's ask as enough proof that they need time off.
- If PTO is earned, evaluate the units earned per hours worked each year, the same way you would evaluate fair salary and benefits for cost of living.
- If PTO is earned, consider a generous payout for time accrued when a worker resigns. A percentage method such as "25% of time earned" is more equitable than a cap of X amount of hours. For example, many businesses and organizations pay out up to 10 days of vacation time, but do not pay out sick time; another case for lumping all PTO into one pool.
- Be flexible in allowing spur-of-the-moment time off, and allow a team member to ask for that time off in a text or message to the person they are accountable to. Sometimes a phone call or conversation is prohibitive.
- Extended leave should be offered for a variety of reasons, not just for parental leave. (And leave for birth or adoption should be couched as 'parental leave' - not maternity leave. Removing gender from parental leave is affirming and important for all new parents.)

Suggested Policy Guidance and/or Example

1. *PTO acquisition & usage*
2. *Extended leave*

3. Floating Holidays
4. Responsive Time Off (RTO)

1. General Paid Time Off (PTO) which consists of time that may be used for any time-off purposes (vacation, sick, leave-adjunct time off, floating holidays, or any purpose that time off is needed for) will be earned by both full time and part time coworkers at a rate of 1 hour of PTO per 10 hours worked.

When a team member is requesting the use of 24 hours or more of PTO for a non-emergent event, that team member must make intent of usage known with as much notice as possible to _____ (HR coworker, supervisor, etc.) Organization X prefers at least _____ days advance notice when possible.

2. Extended leave encompasses forms of leave with or without pay that last longer than 15 consecutive workdays. Organization X will provide up to 12 weeks of paid extended leave for medical leave for oneself, medical leave for family, parental, foster care, & military leave. Leave requests longer than 12 weeks must be preceded by use of vacation, comp, & sick time.

Benefits under the Extended Sick Leave Plan are conditional upon an employee's intention to return to work at the end of the period of leave.

Upon return from an extended leave, an employee will be returned to the same position for full-time work unless the employee and Organization X have agreed in writing otherwise with regard to returning to part-time work or an alternate position within the organization.

Extended leave encompasses 12 weeks/60 business days of paid time. This period of leave can be preceded by up to six weeks/30 business days of sick, comp, or vacation time if the employee has time banked and available. If banked, vacation and comp time must be taken before employee is eligible for paid 12 week leave. Employee must exhaust PTO if they wish to extend leave beyond 12 weeks.

Employees are limited to one 12-week paid leave in any 12-month period.

All leave types 18 weeks and under do not impact health care benefits or 401(k) benefit eligibility. Leave longer than 18 weeks will be subject to reassessment for eligibility of these benefits and employment status.

Extended leave is intended to be used for the following purposes:

- Medical leave, immediate family (serious family health condition)

Immediate family is defined as an employee's spouse/partner, children, parents, and siblings. Organization X also considers members of a household to be immediate family.

- Organization X's policy allows, pending supervisory approval, up to 12 weeks of paid leave, which may be extended up to 18 weeks using employee's PTO for extenuating circumstances for immediate family members as defined below.
- Parental (the birth of a biological child or placement of the child pending adoption)
- Foster Care
- Military leave

A serious health condition is defined as an illness, injury, impairment, or physical or mental condition that involves:

- Any period of incapacity or treatment connected with inpatient care in a hospital, hospice, rehab, or residential medical care facility; or
- A period of incapacity requiring absence of more than 10 business days from work, school, or other regular daily activities that also involves continuing treatment by (or under the supervision of) a health care provider; or
- Any period of incapacity due to pregnancy, or for prenatal care; or
- Any period of incapacity (or treatment therefore) due to a chronic serious health condition; or
- A period of incapacity that is permanent or long-term due to a condition for which treatment may not be effective; or,
- Any absences to receive multiple treatments (including any period of recovery therefrom) by, or on referral by, a health care provider for a condition that likely would result in incapacity of more than three consecutive days if left untreated.

Procedure for Obtaining Approval of Extended Leave

If you know you will need leave at a certain time, you must give notice at least 30 days in advance. For example, if you have planned surgery or treatment well ahead of time, or you are given deployment orders by the military, you are required to give 30 days' notice. Of course, even if you know you will need leave, the timing of your leave might change for reasons that are out of your control. You are required to give as much notice as practical in circumstances of planned surgery, parental leave, or medical events with a set date.

If you need medical or family leave for an unforeseeable reason, for example, because you are hurt in a car crash or are diagnosed with cancer requiring immediate treatment, the 30-day notice rule does not apply. Instead, you must give notice as soon as possible, typically the same day or the next work day after you learn that you need time off.

Two forms are required to apply for an extended leave of absence and should be forwarded to the HR director for approval:

- An Extended Leave of Absence Request Form

and either:

- Certification of health care provider for your own condition (US Department of Labor)
- or for a family member's condition (US Department of Labor)
- or a deployment contract issued by the Department of Defense
- or the following adoption or fostering related paperwork:
- Documentation of pregnancy or birth from a health care provider (includes parent's name and due/birth dates)
- Documentation such as adoption papers or fostering approval contracts

OR

- a Statement of Need that is produced during a conversation with the HR director if none of the above certifications are available.

*Note: this form, and the Extended Leave of Absence Request Form, would be created by and subjective to your particular workplace. We suggest extending trust to your workers, and if a form is difficult to obtain, consider other ways to satisfy documentation.

3. All team members receive three floating holidays per year in addition to Organization X's regular paid holidays. These three floating holidays may be used for religious or cultural holidays, personal birthdays, or other state or federal holidays during which [Company Name] remains open. Floating holidays are for use during a calendar year and do not accrue as PTO, they are given in addition to PTO on a year-to-year basis.

4. Responsive PTO or RTO is to be used in situations of widespread community trauma or crisis when tragedies impact marginalized communities. RTO should be given subjectively as all workers handle impact differently. (Some team members may want to work through trauma, some may find support through the work place and not want time off.) Managers

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and supervisors should remain open to negotiate coverage and time off in these situations
as much as possible.

2. Equitable Benefits

Primary Author: Rachel Kacenjar MNO

Considerations + Values

1. All workers, whether they are full time or part time, should be able to earn all benefits offered to your workforce
2. Are there benefits like access to an EAP, parking passes, stipends, group activities, etc, that your workplace can also extend to contractors? Think about ways you can extend care to all people involved with your workplace.
3. Are there benefits that are less traditional that can be offered to enhance the employee experience? You can work to support and retain your workforce by spending time determining what could be added to provide work-life balance especially for families and ongoing professional development. Ask your workforce in check-ins or use surveys to determine what is most desired.

Policy/Practice Guidelines:

- Reallocate budgets to prioritize benefits. People are your most valuable resource!
- Change the way you view wellness. Be generous with PTO, and work to create a culture of self care that centers work-life balance over productivity.
- Think outside of 401ks and healthcare- many benefits are low cost but provide a big impact in showing your workforce that you care. Consider options like half-day Fridays, on-site services, a paid meal once a week (or more,) casual dress options, and remote work flexibility. These benefits will show your workforce that you care about their comfort and are trying to promote care.
- Long term benefits like paid 30 or 60 day sabbatical after many years of service and paid professional development opportunities go a long way in retaining and continually engaging your workforce.
- Think about options and flexibility. If your workplace can't afford to pay for a certain benefit, can it afford a stipend toward it? If an employee isn't receiving paid health insurance, can you parlay that cost savings into something that benefits them?

Practice Examples/Template:

The easiest and most effective way to turn empathy into benefit equity is to offer opportunities for choice and personalization. Because every person's life is so different, workers need to be able to select services that are the most meaningful to them in the moment. One way to achieve this is to offer employees a marketplace with a variety of different support services and offerings, from which they can pick and choose those that best meet their needs at any given time.

Instituting flexible work schedules and work-from-home options while implementing a robust telecommuting policy that, among other things, reimburses employees for reasonable business expenses is helpful- especially now.

For an equitable remote work policy guidelines, read this article about [Supporting Equity in the Transition to Remote Work.](#)

As far as your other more traditional benefits are concerned, keep your policies simple. Offer fully paid benefits as soon as a team member joins your workforce, and offer the same benefits to everyone. Ensuring equity is usually quite simple when the same policies benefit everyone!

3. Employee Assistance Programs and Providing Mental Health Support for Employees

Primary Author: Emily Roll

Considerations + Values

1. It is difficult for workers to utilize the emotional health aspects of HR services that organizations provide, as confiding in a coworker is a complex trust issue that many BIPOC employees do not feel comfortable with.
2. Having to work side by side with an internal HR provider can create tension in the workplace. A worker may also need to complain about HR and have no place to go unless there is an outside provider.
3. Many BIPOC workers prefer to speak with BIPOC HR professionals, and quite often, they are not available in the workplace.

Policy Writing Guidelines

In this case we focused on implementation, as most workplaces don't create policy about EAP providers, they simply contract with them as they would an insurance provider.

Suggested Policy Guidance and/or Example

Organizations should provide all employees, whether part time, full time, or contract workers, with access to an Employee Assistance Program whether or not the organization has an internal HR department or point person. If the organization does not have arrangements in place for an EAP, steps should be taken to secure one to the best of the organization's ability. If the organization is unable to secure an arrangement for an EAP, employees should have a clear and communicated contact person (HR rep, Operations Director, Business Owner, etc) with whom to discuss a solution to finding another source of support.

EAP services should recognize the stress of dealing with racism, sexism, anti-LGBTQ+ bias, religious intolerance, and microaggressions in the workplace as mental health issues, and as such these stressors should be included in EAP activities with the same seriousness and thoroughness that other standard issues (i.e. addiction, interpersonal issues, financial problems) are addressed.

Organizations should work to create a safe and supportive space for employees when dealing with personal issues and stressors. Part of this work should include periodic surveying of employees about their feelings concerning safety, support and inclusion in the workplace, and about the organization's dedication to that safety, support and inclusion. Surveys should be anonymous and free of repercussion in order to get the most truthful possible view of how employees – particularly those in marginalized groups – perceive their place in the organization.

Steps to implementation:

Seek out EAPs with resources that meet the needs of all employees. Your EAP provider should:

- Employ BIPOC and LGBTQ+ counselors who can make BIPOC and LGBTQ+ employees more comfortable and be more understanding of their needs.
- Show competency in meeting the needs of employees with disabilities and provide appropriate accommodations to access services, including the ability to provide services for folks with varying degrees of sight and sound ability.
- Offer services in a variety of languages or provide interpretation services.
- Offer services in a variety of modalities including in-person, phone, and live video conferencing options.
- Be available to employees for crisis intervention 24 hours a day, 7 days a week.

Provide flexible options when an EAP provider cannot be accessed or cannot meet the needs of the employee.

- Allocate funds to allow for flexibility in seeking services that are a better fit when appropriate EAP services are not available.
- Decisions on when to use this funding should be focused on the experience and request of the employee to allow for self-determination in the process of finding a right fit for EAP services.
- Set a reasonable monetary limit per employee, per year to match the number of sessions provided by your traditional EAP services.
- Offer confidential assistance to employees to search for and secure services with an appropriate provider.

Make Confidentiality a Priority.

- All contact between the employee and the EAP provider must be strictly confidential.
- Use of EAP services will not impact employment status or performance review.
- Breaches in confidentiality related to EAP service use by HR or management will be subject to progressive discipline as outlined by employer's discipline policy.
- The EAP provider will follow all confidentiality rules and ethical guidelines as set out by their licensing agencies.

Additional EAP Guidelines

- Determine which EAP service is right for your company and your team. EAPs may provide services through their own team of qualified professionals or provide referrals to a wider network of independent providers.
- Provide an HR process that allows for anonymous feedback on the usefulness and effectiveness of current EAP services so that adjustments can be made to better serve employees.
- Distinguish between employee self-referral and employer referral to EAP services.

4. Crafting Engaging + Empathetic Values Statements With Accountability Practices

Primary Authors: Rachel Kacenjar, MNO, Andrew Nienaber and Rachel Starnik, Cultural Progress Coordinator

Considerations + Values

1. Organizations should have a values statement that clearly espouses and outlines anti-racist values. This values statement should create room and structures for growth for individual employees, and the organization as a whole on their anti-racist journey.
2. A values statement rooted in anti-racism and anti-oppression signals to employees, clients and community members that the organization is committed to taking action to dismantle systems of oppression. It also signals that there is a shared, collective responsibility across the organization and its stakeholders to engage in anti-racist work.
3. Values statements should not be used as “fluff statements” to look virtuous in the public eye; instead they should be viewed as living, breathing documents that are meant to hold employees and the company accountable to a set of anti-racist, anti-oppressive standards.
4. Values statements need to align with the Equal Employment Opportunity (EEO) statement; in this way, a roadmap for the objectives of the company or organization can be clearly defined and those in power can be held accountable for their action or inaction.

Policy Writing Guidelines

- Accountability is paramount to the statement. The group must have a plan of action when its behaviors or actions are not in alignment with their value statement, or when complaints of violations are brought to light.
- The statement needs to show that the group's identity reflects:
 - A promise of transparency so that policy cannot be weaponized
 - Curiosity and flexible expectations to eliminate bias
 - Intention to create space for BIPOC to redistribute power and provide a right to comfort
 - Strategies to allow, acknowledge and embrace perceived conflict to transform or resolve situations that may lead to opportunities.

- A value statement should be a roadmap to compassion.
- Consider adding an action plan to your statement. What will your workplace do to stay accountable and make good on your promises?

Suggested Policy Guidance and/or Example

A Note on Black Lives Matter Statements

In light of the murders of George Floyd, Breonna Taylor and many other Black people at the hands of the police, racist vigilantes and militia groups many corporations and organizations have released statements specifically in support of Black Lives Matter (BLM) and their Black employees. In order for Black Lives Matter statements to be authentic and effective, rather than tokenizing and performative, they need to include the following:

- a. An acknowledgment about how power and privilege plays a role in American culture, particularly in the workplace - specifically as it relates to the criminal justice systems, economic injustice and employment barriers that BIPOC people face at disproportionate rates. Explicitly calling out systemic and institutionalized racism.
- b. An acknowledgment from the company or organization about their role in perpetuating unequal power dynamics and structures that continue to privilege white people (and people who hold predominantly mainstream identities) versus BIPOC people. This includes acknowledging past harms by the organization or company against the BIPOC community, and if applicable cases where the organization has harmed their BIPOC employees.
- c. A commitment to their BIPOC employees and the broader community on key action steps the organization or business will take (or is currently taking) to combat racial injustice and inequity. Examples of these action steps can include (but are not limited to):
 - i. Implementing anti-racist training across the organization for all employees and boards.
 - ii. Doing a full audit of the organization or company to improve Diversity, Equity and Inclusion policies, outcomes, metrics and programming.
 - iii. Creating clear HR policies that support racial justice and equity, such as the policies laid out in this guidebook.
 - iv. Creating a mentorship or professional development program designed to elevate more BIPOC employees into leadership roles.

- v. Creating a paid internship or fellowship program for BIPOC students and young professionals that tracks interns/fellows into full-time, salaried positions post-fellowship.
- vi. Corporate social responsibility programs that are designed to fund BIPOC-led initiatives and community programs.
- d. A call to action, specifically for white people, people with privilege, managers, executives and organizational leaders, to no longer be complicit in perpetuating white supremacy and racial injustice, and instead to take action steps on a daily basis to commit to dismantling injustice.

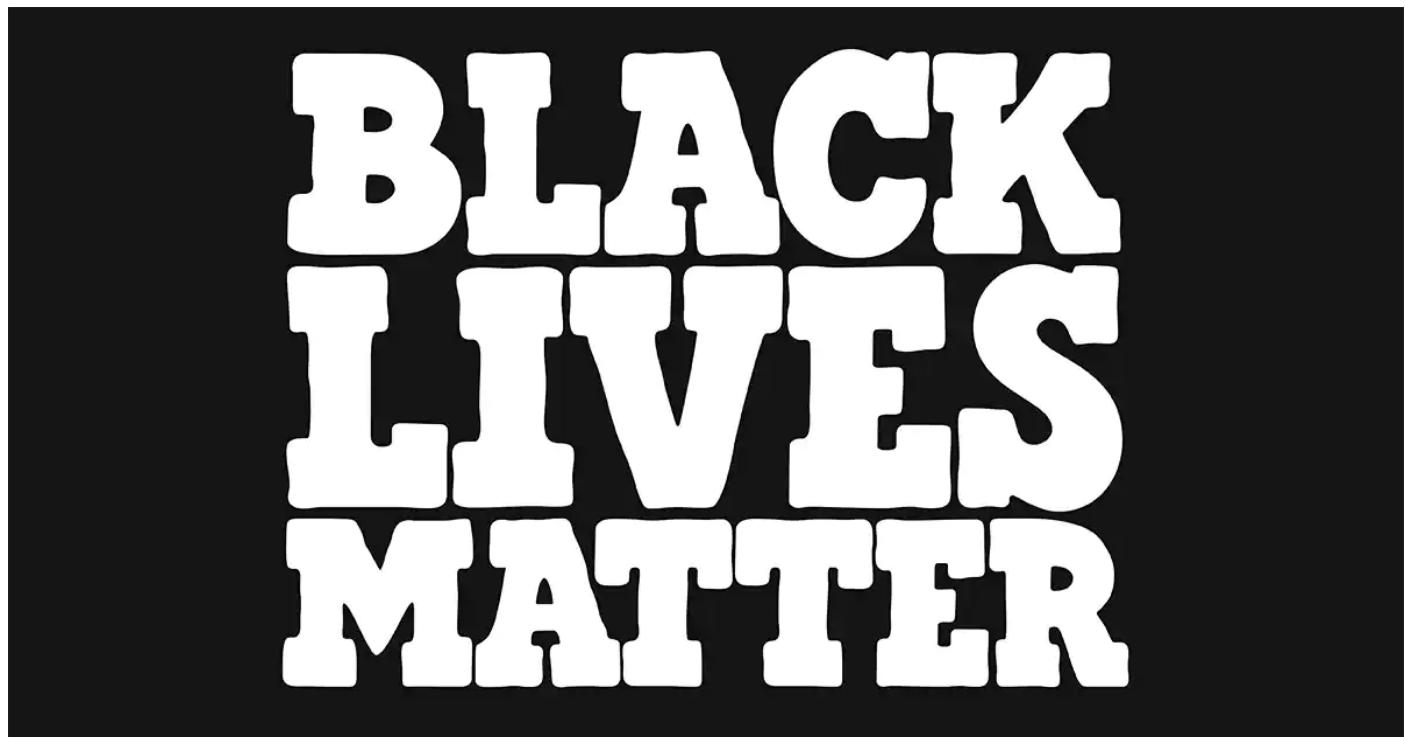


Image: Ben & Jerry's Black Lives Matter initiative

- MakerEd - An Education non-profit organization based in Berkeley, California - made a strong statement from the Executive Director in support of Black Lives and Police-Free Schools in June 2020. [This statement](#) is another strong model of what a comprehensive Black Lives Matter statement looks like.

"Power, white supremacy, and capitalism are used to actively neglect, oppress, and murder Black, Indigenous and people of color (BIPOC). I stand in solidarity with the organizers of Black Lives Matter and the Movement for Black Lives and support the direct action of revolution in the streets all around the world. The police in the United States were created to hunt down, arrest, and maintain control over formerly enslaved Black people. This legacy cannot be forgotten in the wake of the murders of Ahmaud Arbery (Georgia), Breonna Taylor (Kentucky), George Floyd (Minnesota), Tony McDade (Florida) and the countless other Black people that have been killed due to racist police violence and white vigilantism."

-Introduction Excerpt from the Maker Ed Statement on Black Lives Matter

- [Ben and Jerry's](#) has developed a strong model for what building and utilizing a comprehensive, anti-racist, anti-oppression values statement looks like. Their values statement is also clear about accountability practices, and how they hold themselves to practicing what they preach.
- Consider developing a mission and values statement that is multifaceted and covers multiple areas of the organization. For example Ben and Jerry's has a three-part mission: Economic, Social and Product.
- Clearly define social responsibility + social justice issues that your organization is committed to: this can be one issue, 2-3 issues, or, if you are a large organization, you can focus on several social justice issues at once. [Ben and Jerry's explicitly states their commitment to advocating for the following social responsibility issues:](#)
 - a. Racial Justice
 - b. Democracy
 - c. Justice ReMix'd (Criminal Justice Reform)
 - d. Supporting GMO Labeling
 - e. Fairtrade
 - f. Climate Justice
 - g. LGBTQ Equality
 - h. rBGH
 - i. Get the Dough Out of Politics
 - j. Peace Building
 - k. Refugees

- Additional resources on writing effective values statements:
 - a. The Management Center - [So you've declared that Black Lives Matter. Now what?](#)
 - b. Harvard Business Review (HBR) - [Make Your Values Mean Something](#)
 - c. Harvard Business Review (HBR) - [Do Your Employees Know Why You Believe in Racial Equity?](#)
 - d. Forbes - [Statement on Race Equality? What Will You Do Next](#)
-

5. Using Anti-Oppression-Centered (and -Directed) Language in the Workplace

Primary Authors: Carrie Miller, MNO, Rachel Kacenjar, MNO

Considerations + Values

1. Taking the term “language” at face value would have us focus on the words we use in conversation and as well as all other types of communication (internal and external). For example, “the ‘B’ in ‘Black’ should be capitalized when referring to one’s race in all internal and external written communication.” Or, “Use the term ‘BIPOC’ when referring to People of Color.”
2. The word “respectful” presented another interpretation option. Does this mean respectful to the receiver of this language or, is it focused on the intent of the speaker? One option is to create standards, like the example provided below.
3. In the end, there is so much room for interpretation and nuance when it comes to interpersonal interaction, that there needs to be discretion given to the organization and individual teammates who are affected to identify discipline and process. We did feel strongly that this was an area ripe for a restorative justice/mediated resolution process between colleagues.
4. BIPOC and individuals transitioning pronouns feel more comfortable sharing their identities if there are simple, low-friction ways to do so within the workplace.

Policy Writing Guidelines:

- This policy should be administered equally at all levels of the organization and prioritized in leadership.
- Respectful language (as outlined in this document) will be used in all internal and external communication. This includes, but is not limited to:
 - Social media

- Presentations made by the organization
 - Day-to-day office conversation and language
 - Newsletters
 - Website
 - Email and email signatures
 - Memos
 - Marketing materials (flyers, brochures, advertisements, etc.)
-
- Creating easy ways for team members to address transitioning pronouns or preference for a different term reflecting their identified race should be part of this process. Consider a simple email to HR, and then HR can disseminate information via email, or a Google Form submission to a person who can personally speak to each teammate to disseminate information. If a team member wants to make an announcement about this, they certainly should be able to, but creating a less burdensome or confrontational option for the team member should be prioritized.

Suggested Policy Guidance and/or Example

Every team member of Organization X has the right to work in a respectful workplace. In order to promote and sustain a workplace where all employees are treated with respect and dignity, regardless of their status or position, each employee is expected to abide by these values and standards of interpersonal behavior, communication and professionalism.

Respect is a demonstration of empathy. It is a mindful and proactive activity. Empathy requires intentional thinking, a recognition that other people's feelings and circumstances are separate from our own and a willingness to act appropriately in response to them. Thus, respectful language begins with intention to respond to what others actually want. Showing respect does not involve benevolence or guesswork, or giving what feels comfortable in response to a need: it is a conversation of mutual benefit.

All coworkers across the organization are responsible to uphold a respectful workplace. Everyone should be given the opportunity to identify the terms they prefer upon hire. This includes, but is not limited to terms around race and gender.

This organization has a zero-tolerance policy against:

- Use of threatening or abusive language, profanity or language that is intended to be, or is perceived by others to be, demeaning, berating, rude, threatening, intimidating, hostile or offensive;
- Engagement in bullying, collusion or hazing;

- Making threats of violence, retribution, litigation, or financial harm; shouting or engaging in other speech, conduct or mannerisms that are reasonably perceived by others to represent intimidation or harassment;
- Using racial or ethnic slurs; demonstrating racial, gender, sexual orientation, or cultural bias;
- Making or telling denigrating jokes that are intended to be, or that are perceived by others to be, crude or offensive; teasing, name calling, ridicule or making someone the brunt of pranks or practical jokes;
- Using of epithets, slurs or negative stereotyping;
- Distributing or displaying electronic or written materials or messages that are abusive, profane, threatening, defamatory or offensive material that is placed on walls or elsewhere on University premises, or is circulated in the workplace;
- Making unwanted or threatened inappropriate physical contact;
- Intentional retaliation

In addition to the terms, phrases, and grammar in this policy, the organization will follow the APA Style Bias-Free Language Guidelines found [here](#).

Our current suggested guidelines and style preferences across all methods of communication are as follows (and are subject to update at any time):

- Capitalizing the B in Black
- Capitalizing the B in Brown
- Using the term BIPOC instead of POC where appropriate
- Use of Latinx as opposed to Latino/Latina
- Using they/them pronouns in documents that encompass everyone
- Using “parental” instead of “maternity” leave
- Using the term “team member” or “coworker” instead of employee to deemphasize hierarchical oppression

As mentioned previously, identifying language is subjective, and asking folks how they identify and using the term they indicate is the best way to honor a person's identity in written communication and otherwise.

6. Engaging Employees in Ongoing Anti-Racist, Anti-Oppression Work

Primary Authors: Carrie Miller, MNO, Rachel Kacenjar, MNO

Considerations + Values

1. Focusing on anti-racist strategies and being transparent about implementation can help employees feel psychologically safer. To be anti-racist is to acknowledge racism in organizations and communities. It is to acknowledge systemic racism within the workplace (from front-line workers to C-suite employees). Leaders use this understanding to assess where in the work experience, from hiring to performance recognition, to promotions, they can actively make existing systems of oppression more equitable by opening up paths of opportunity to workers who previously did not have access to them.
2. Conversations around race and racism are critical and should not be ignored, but they should be optional for BIPOC members of your team. While there may be other effective ways to host these conversations in the workplace, best practice points to “race-based caucuses” as an extremely productive model for conversations on identifying areas of oppression and white workers working to become better allies.

It is important for team members at all levels, including leaders and the executive team, to be engaged in these conversations, so that equity leaders will have direct access to the funding and resources to examine existing problems, develop ways to address them, and actually put new systems in place.

3. Caucuses (sometimes called Affinity Group Meetings) are focused meeting times for groups of people to connect around like identities. For marginalized people, the constant theme of “unity” that traditionally characterizes conversations around race further isolates and can be akin to erasure. It is important that BIPOC are offered consistent, no-pressure invitations to the space. For white people, a caucus provides time and space to work explicitly and intentionally on understanding white culture and white privilege and puts the onus on them to teach each other instead of burdening BIPOC. Caucus spaces can allow for a centering of identity that creates a greater feeling of freedom in these conversations.

Policy Writing Guidelines

- Policy in this area should set a direction for ongoing work that captures your intention, but doesn't necessarily dictate practice, as your practices should be foundational, yet iterative based on team needs and feedback.
- Consider implementing quarterly surveys to steer anti-oppression work.

- Consider the budgetary impact of regular anti-oppression training in your organization and consider it a vital part of your work. If you do not have funds available for this work, consider putting together educational resources for your team and set aside time to review those resources together.

Suggested Practice Guidance

In caucusing/talk groups, confidentiality is key. Personal information, stories, or concerns are not shared outside the space.

It is crucial that all implemented caucuses receive equal team time and are prioritized into work schedules. There needs to be time dedicated to this work and the entire team needs to participate. (C-suite team members must be present in order to hear concerns and be able to quickly respond through policy change or mediation.)

Discussion rules should be established by the group. Best practice suggests considering steps that indicate how to proceed if things get tense or heated, with the acknowledgement that white folks should not get defensive and should be open to feeling uncomfortable. The point of conversation is to chart a course for future actions to eliminate racism from the workplace. Listen to varying perspectives and find ways to shape future actions.

Debriefing as an entire team/board after caucuses can be helpful in identifying roadblocks and being transparent about steps forward. BIPOC teammates can be invited to participate in debriefing if they'd like to, but should never be required.

Ongoing equity training for leadership of an organization and the white folks within it should be scheduled quarterly, or as frequently as possible to reinforce and update anti-oppression practices.

7. Restorative Justice and Facilitating Healing after Harm

Primary Authors: Bryce J. Celotto, MAT, Rachel Kacenjar, MNO

Considerations + Values

1. Restorative justice gives the person who was harmed the chance to meet or communicate with the person who caused harm to explain the real impact of the harm that was done. Restorative Justice empowers people who were harmed by giving them a voice. It also holds people who have perpetuated harm accountable for what they have done and helps them to take responsibility and make amends.

2. Restorative justice comes to us from Indigenous cultures all over the world. Research the methods and the origins of the methods for any tactics you decide to implement, and prioritize the leadership and voices of BIPOC folks when employing your restorative justice approach.
3. Hire outside experts to lead your restorative justice practices – especially in the beginning of your organization establishing it as a norm. Restorative justice is more than just talking in a circle about your feelings; in order for the practice to be effective you need a skilled facilitator who is rooted in the tradition, and history of the practice. Prioritize hiring BIPOC facilitators, healers and educators to lead your team through restorative justice practices.
4. Consider using a restorative justice circle as an alternative to employee discipline to repair interpersonal harms. Obviously this will work in some work environments and not be accepted at all in other current US workplaces, but we believe that it can be implemented in smaller businesses, non-profits, and groups within large organizations.
5. Ideally, a restorative justice practice is in place before any harm occurs- you shouldn't wait until one is needed to develop it.

Policy /Practice Creation Guidelines

- Restorative justice must be voluntary. Do not attempt to force either party to participate in an unwanted restorative justice process.
- Restorative justice processes are different from mediation in that these processes are better able to handle issues where there is an imbalance of power between co-workers and is specifically suited to include a variety of members of the working community who have perspectives and potential solutions to share in successfully resolving the issue.
- Restorative justice can be applied to a wide variety of conflicts, mistakes and wrongdoing, including the following:
 - Employee misconduct
 - Workplace bullying
 - Aggressive management
 - High level conflict among team members
 - Performance discussions
 - Discrimination
- Notice three big ideas:
 1. Repair: People can cause harm, and justice requires repairing that harm.

2. Encounter: The best way to determine how to do that is to have the parties decide together.
3. Transformation: This can cause fundamental changes in people, relationships and communities.

Suggested Practices Example

A workplace restorative practice process considers the needs of the harmed parties, the needs of the organization/workgroup (micro and macro communities), and the obligations created by the harmer(s) to repair the harms and meet the current and future needs. Restorative processes center on collaborative decision-making processes that build trust and encourage team engagement and development. The focus on the needs of those harmed (both individual and community) helps build positive social connections and understanding. Meeting the obligations of these needs creates personal integrity as the harmer(s) takes responsibility for their mistakes.

Outline goals of the process in advance and work backward to configure the methods you will use to plot your journey to the end goal. Some sample goals might be:

- Bring all impacted team members together to understand the impact of the incident from all points of view, rather than having to rely on office gossip for the truth.
- Create a safe(r) space where people can come together to resolve the incident as a community, rather than as fractured interest groups.
- Address not only the facts but also perceptions, feelings and emotions which are often the keys to real satisfaction.
- Hold those who have harmed accountable for their actions and give those who have been harmed a chance to be heard.
- Give those affected a voice in “making things right” rather than having to rely solely on management to deal with the issue.
- Provide conference members the responsibility for coming to a fair and just solution, ensuring ownership of any agreement by all parties.
- Review the workplace culture and processes to address any issues that might have contributed to the problem.

Resources to learn more about processes for restorative justice:

[Dissecting Whiteness](#)

[How the Circle Process Works](#)

[The Circle Process](#)

[Restorative Justice Tutorial and Intro](#)

8. Breaking Down Racial Disparities in Workplace Disciplinary Policies

Primary Author: Amy Benson-Calloway, PHR

Considerations + Values

1. Instead of rooting in “discipline” as your framework for handling infractions, root in accountability practices.
2. Disciplinary actions should be used sparingly. Supervisors and other positional leaders should start from the assumption that people are doing their best, and do not need to be punitively “motivated” to follow rules and do their jobs.
3. Conversations using the trauma-informed praxis discussed at the beginning of the guidebook should be employed to explore and assess the needs of a coworker and the desired outcomes from resolution.

Suggested Policy Guidance and/or Example

Grounding philosophy: Disciplinary practices should be used sparingly. Supervisors and other positional leaders should start from the assumption that people are doing their best, and do not need to be punitively “motivated” to follow rules and do their jobs.

Alternatives to Disciplinary Practices :

- Strong supervision including clear feedback. Investment in strong supervision and clear feedback skills is probably the biggest thing an employer can do to prevent the need for employee discipline. Supervisors should be working with their team to clarify what work needs to be accomplished, then providing resources and clearing obstacles to make that work happen. They also need to provide VERY clear feedback about how an employee is doing. Many issues that end up as “discipline” are miscommunications about how to do the work or failure to provide clear feedback that the employee is not meeting expectations. Weak supervisors reach for discipline instead of having direct conversations about work performance.

Supervisors are employees too, and strong supervision requires support and a culture of clear expectation and feedback all the way to the top.

- Flexible expectations. If an employee has an approach to doing the work that is different from the supervisor's instructions, make sure the difference truly matters to the outcome of the work, and isn't just a "this is how it's always been done" preference. Supervisors should be able to explain the negative impact of doing it differently.
- Natural consequences. Some employee behavior, such as harassing or bullying other employees, or using inappropriate language, may not have a direct impact on the person's work output, but affects the team. Direct feedback should include the impact that this behavior has on other people, and the overall work they're trying to do together.
- Lateral transfers, demotion, and firing. If an employee has been given the tools to do the job, and given clear and direct feedback about how their approach is not working, and is still not succeeding, they may not be a good match for the job. Rather than attempt to motivate them through punishment, the feedback should be provided that the performance is not satisfactory, and that the person may not be a good match for the job. It's best to have an honest and direct conversation about it, and treat the person with dignity.
- Restorative justice. See Policy Point #6 above.
- In the event that an organization chooses to use employee discipline, here are some approaches to attempt to mitigate racial bias in the application of discipline:
- Use "choice points." Ask/require people making disciplinary decisions to take a moment before making a decision to intentionally reflect on some questions. Would this discipline be the same if the employee were a different race? Would this discipline be different if the person affected by the employee were a different race?
- To make this option even stronger, ask the decision maker to reflect on those questions with their own supervisor before making any disciplinary decisions.
- Remove demographic details, including race, for the decision-maker. One person can review the events and write up a factual report of what happened, and then pass the decision off to a different HR person, who can decide the consequences.

Note: this would be challenging in a small organization with a limited HR team, and where people already generally know what's going on with other team members.

- Consider doing a "disciplinary audit" on a regular basis. Take all the disciplinary actions that have occurred over that time period and disaggregate the data. Study what kind of disciplinary measures are being taken for what reason for white employees, all POC employees, Black employees, Indigenous employees. If you notice that the consequences for the same action have a different outcome

depending on the race of the person, then you know that your disciplinary measures are being used in a racialized way.

- Consider using a multiracial panel to review disciplinary decisions on a regular basis. If such a panel does not exist (or would put undue burden on a limited number of BIPOC employees) consider including volunteers, clients, or other community members and compensating them for their time.
-

9. Sexual Harassment and Misconduct Policies

Primary Authors: Carrie Pleasants, Rachel Kacenjar, MNO

Considerations + Values

1. Grounding philosophy: aiming to foster an environment in which individuals are treated with respect and dignity. Breaches of this policy hinder the organization's mission and will not be tolerated under any circumstances.
2. Consider a policy that is inclusive of all types of harassment and assault. A clearly defined anti-harassment policy will help to create a culture of accountability and transparency. This policy should apply to all employees (full-time, part-time, seasonal), contractors, volunteers, board members, members, and service users as it directly affects organizational programming and operations. For these issues, we define these terms as follows:

Harassment: Engaging in a course of irksome comment or conduct, against an individual or organization that is known or ought reasonably to be known to be unwelcome, in the workplace, in person, or online/via text of any kind.

Sexual harassment: any conduct, comment, gesture, or contact of a sexual nature that is known or ought reasonably be known to be unwelcome and/or likely to cause offence or humiliation, or create an unsafe environment for others.

Sexual assault: any unwanted act of a sexual nature imposed by one person upon another and without consent.

Consent: is defined as the voluntary, informed, sober, and ongoing agreement to engage in the activity in question. There is no consent when a person uses a position of power, trust, or authority to obtain a sexual act of any kind.

3. Workplaces need to normalize commenting on and reporting inappropriate behavior as soon as it happens. Consider the phrase, "That remark is so inappropriate," in response to something said during a meeting. Make reporting easy, and allow its facilitation to take place via email or incident form, as many traumatized people struggle with in-person conversations after being harassed.

4. While most perpetrators of harassment identify as a man, sexual harassment happens across genders. Keeping reporting and processes the same across genders is important for equity.

Policy Writing Guidelines

- The policy on sexual harassment needs to be extremely clear and not leave room for loopholes.
- Policy needs to be applicable, static and sweeping at all levels. There should never be lesser accountability for people in power.
- Have a clearly outlined reporting process that doesn't create an undue burden for reporting, that establishes a zero tolerance for retaliation, and doesn't include threats of consequence for "unsubstantiated claims" (which perpetuate the narrative of false reporting).
- The coworker suffering the harassment should have a say in the consequences for the parties responsible for harassment, and methods of restorative justice should be offered.
- Make sure that the person who suffers the injustice of harassment knows what has happened to the harasser. Followup and follow-through is a very important element to justice.

Suggested Policy Guidance and/or Example

It is the policy of Organization X that all coworkers should be able to work in an atmosphere free from all forms of discrimination, including sexual harassment. Sexual harassment includes unwelcome sexual advances, requests for sexual acts, and other unwanted verbal, visual or physical conduct of a sexual or romantic nature.

The Organization prohibits all unwelcome flirtations, sexual or romantic advances or propositions, verbal abuse of a sexual nature, subtle pressure or requests for sexual activities, unnecessary touching of an individual, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, display in the workplace of sexually suggestive objects or pictures, sexually explicit or offensive jokes, and physical assault.

No supervisor, employee, officer or member shall threaten or insinuate, either explicitly or implicitly, that another employee's refusal to submit to sexual advances will adversely affect that person's employment, work status, evaluation, wages, advancement, assigned duties or any other condition of employment or career development. Similarly, no

1st Edition: Written + Published by Swarm Strategy x Work In Progress Consulting | © 2021 supervisor, employee, officer or member shall promise, imply or grant any preferential treatment in connection with an employee or applicant for employment engaging in sexual conduct.

In addition to sexual harassment, the Organization expressly prohibits any form of unlawful harassment based upon race, color, ethnicity, religion, national origin, gender, gender identity, age, disability, immigration status, or any other identity or protected characteristic. If an employee (or intern) believes that he or she has been the subject of such harassment, the employee shall follow the procedures set forth below.

Any employee who feels they are a victim of harassment by any supervisor, management official, employee, intern, client or third party (or who otherwise believes that harassment of an employee or intern has occurred) should report the conduct to _____. Any question about this policy or potential sexual harassment should also be addressed to _____.

The Organization will investigate all allegations of harassment. Any employee who is determined, after an investigation, to have engaged in harassment based on any protected characteristic shall be subject to discipline, up to and including termination where warranted.

Subject to the Organization's need to investigate claims of harassment, such claims will remain confidential. The Organization prohibits any form of retaliation against any employee filing a bona fide complaint under this policy or for assisting in a complaint investigation.

Each member of management is responsible for creating an atmosphere free of discrimination and harassment. Further, coworkers (and all others involved within the organization) are responsible for respecting the rights of their coworkers. It is the responsibility of each employee to report incidents of harassment, sexual or otherwise.

10. Breaking Down Racial Bias In Hiring and Retention Practices

Primary Authors: Bryce J. Celotto, MA. and Allison Vianu

Considerations + Values

1. Consider that racial bias shows up as early as figuring out what to write in your job description. Throughout the interview process and beyond, HR professionals and hiring management need to understand how, and why, racial bias affects not only hiring practices, but the foundational framework for employee development, retention, promotion, and performance.

2. Providing training for employees at all levels to learn about, understand, acknowledge, and actively avoid implicit racial and other biases is central to building an anti-racist organization.
3. Hiring, promotions, and development opportunities are the most common incidences where bias is reported.

Policy Writing Guidelines

We didn't focus on writing policy around eliminating bias, as generally, policy wouldn't traditionally dictate the elimination of bias, but practice within the workplace would. As we addressed earlier in this guide, the policy component will come into play within policies with regard to allowing microaggressions or abusive language, as well as policies regarding hiring practices outlined later in this guide. (See policy guidance point #10 for language around hiring practices.)

- Practice-wise, HR departments need to provide awareness training to all employees and especially for hiring team members to learn about, recognize, and limit implicit biases in the workplace. These trainings need to include an understanding that racial bias stems from systemic racism; systemic racism needs to be at the forefront of any praxis around bias. Being an actively anti-racist organization is a team effort, and one in which that all employees should feel encouraged to speak up and speak out against racial biases.
- From [Time's Up Foundation](#): "*Encourage and empower everyone to speak out against racist workplace practices and adopt a zero-tolerance policy for this behavior. Set up systems that enable and empower your employees to come forward if they confront racist, unsafe, or illegal practices at work. These should cover a range of behaviors, from the most egregious acts to microaggressions that deprive your teammates of the dignity they deserve at work. All of your employees, particularly women of color, must feel comfortable shining a light on workplace practices that jeopardize their safety or undermine their dignity.*"
- From [Jennifer Kim](#): "*Aim to reach a collective agreement on what to look out for and be aware of, and decide on safe ways to call each other out from a place of good intentions. You'll know you're making progress when team members start pointing out, "Hey, that sounds like it might be an unconscious bias. What are some other possible interpretations of this candidate's answer?"*

Suggested Practices Guidance

A. Hiring Practices

1. Job Postings and Resume Review

- a. Use gender-neutral language for job postings.

- b. Use a blind resume review process, to search for specific qualifications and talents and not demographic characteristics.
- c. Make sure your referral processes are robust and inclusive. Employers should look to offer internships and scholarships to minorities; attend career fairs where diverse talent is more likely found; consider job referrals from employees of different ethnicities or backgrounds; and use diverse job boards.
- d. See policy guidance #10 for inclusive and BIPOC centered language to include in both your Equal Employment Opportunity Statement and an adjunct outreach statement.

B. Interview Process

1. Implement a standardized skills test/sample work test to see how the candidate would go about a project in their position. This should be more valuable than making a degree necessary for a position, unless the position has specialized skills that can only be obtained by degree or certification.
2. Ask standardized questions in the interview for a third set of data, in addition to the resume and cover letter.
3. If you factor in likeability, or “goodness of fit,” consider it as a standardized score in your assessment of the overall candidate. It’s also recommended to take extensive notes during the interview process, so you have information not assumptions or impressions. Choose to consider cultural add instead of cultural fit in order to broaden the horizons of your organization.

Set diversity goals and track at the end of every hiring process how well hiring management met those expectations.

C. Building Intentional Mentorship Pipelines

1. HR needs to provide awareness training to all employees and especially for hiring teammates to learn about, recognize, and limit implicit biases in the workplace.
2. Affinity-Based Leadership Development Programs

ABL groups serve many purposes. Examples of these groups are LGBTQ+ or BIPOC-only groups within an organization. They serve many purposes such as providing connections and networking with “like others,” with employees at all levels, and with leaders, or making space for innovation promoted by creating opportunities for diverse and culturally sensitive ideas to develop,

and informed decision making with input from knowledgeable employees. They can also serve the purpose of supporting leadership development and career promotion opportunities or vital mentoring opportunities.

Examples of these programs:

[Multicultural Leadership Development Program at Johnson & Johnson](#)

[ADP- Advancing Diverse Talent in Leadership](#)

D. Professional Development for BIPOC and Marginalized Teammates

Professional development is vital to creating and maintaining an anti-racist organization. Offering robust development for employees not only provides leadership, resources, and guidance, but allows employees to evolve and flourish, in turn adding and investing in well-rounded, talented leaders. PD initiatives should be discussed with and supported by leadership, but directed by team members so that they have the opportunity to meet personal goals and expand their skill set outside the workplace.

11. Performance Evaluations and Raise Considerations

Primary Author: Rachel Kacenjar MNO

Considerations + Values

1. Consider adding cost of living raises each year no matter the team member's performance. Factor this into your budget planning as the cost of doing equitable business, and assume a 3% (or more) raise to all positions, full time and part time, each year to remain current and commensurate with the cost of living for your geographic area.
2. Create a culture of budget transparency in your workplace. Is your budget accessible to team members? If not, why not? If you are being equitable, you should have nothing to hide. Allow team members to give feedback and ask questions.
3. BIPOC & LGBTQ+ workers often will not ask for raises or bring pay equity to the attention of employers out of fear that they will risk their jobs by doing so.

Policy/Practice Guidelines:

- Give your team members the opportunity to self-evaluate. Ask them to complete the same evaluation form you will complete for them in advance of your meeting so that they can thoughtfully exchange feedback with you.
- Build opportunities to raise discussions into annual or bi-annual evaluations. Create the opportunity for discussion so that workers don't have to.
- Nothing should be a surprise during an evaluation if you are providing a team member with consistent feedback. If you find that a team member is shocked or offended by feedback, work together to create support around that feedback so that they don't feel anxious or worried about the security of their job going forward.
- Higher minimum wages (\$15 p/hour) still do not cover a non-poverty level cost of living in most areas. Create a liveable wage, not a minimum wage. Consider what the average rental/mortgage, transportation, food, medical, leisure, and parental or caregiver costs are in your area when considering the minimum you pay workers and whether or not this amount is liveable and comfortable. Seek to make workers comfortable. Keep in mind that many workers Gen X and younger, carry student loan debt that also accounts for a part of their expenditures.

Practice Examples/Template:

Before periods of evaluation, revisit eliminating bias in these situations. Here are some resources:

[10 performance review biases and how to avoid them](#) from Culture Amp

[4 Ways to Mitigate Bias in Performance Evaluations](#) from The Management Center

[Tools for Managers and HR: How to Interrupt Bias in Performance Evaluations](#) from Women's Leadership Edge

- Bias Interrupters – What to look for in reviewing performance evaluations
 - Anger. Is anger accepted less when a person of color shows it? (Being called an “angry Black person” typically is not a career-enhancing move for men or women.)
 - Self-promotion. One study of NFL celebration dances found Black players garnered higher yardage penalties than whites. Look for patterns that self-promotion is more accepted in men or white people than women and people of color.

- Racial comfort strategies. Look for signs that people of color need to employ “comfort” strategies to ensure that white people are comfortable in order to get ahead.
- Internal Promotions
 1. Focus on metrics and standardized objective scales of success using processes and criteria that are consistently applied.
 2. Consider a model of having a diverse group of employees from all levels provide anonymous feedback to help inform your processes and metrics by which you measure promotable qualities.

- Performance Reviews

Identify what works best for your organization. Does a yearly/quarterly/monthly review make the most sense? Or a weekly one-on-one review between supervisor and employee? Consider a feedback system that is timely and effective for all parties involved.

Consider all biases that can occur in conjunction with racial bias. How long an employee has worked for the company, first impressions, favoritism, and more can inform performance evaluations.

- Make sure the team member’s role is clear:

During an evaluation, discuss the roles and goals that are expected of the worker going forward. Roles and goals resources from The Management Center are a good place to start.

- Use an equitable and easy to understand evaluation tool.

Also from The Management Center, the tool below provides the following:

- A template for an entire performance evaluation process, which you can customize for your organization
- A suggested process to conduct evaluations
- Find the [Sample Performance Evaluation Form here.](#)

12. Equal Employment Opportunity Statements

Primary Authors: Rachel Starnik, Cultural Progress Coordinator, Rachel Kacenjar, MNO

Considerations + Values

1. In order for Equal Employment Opportunity Statements (EEOS) to be anti-racist, they should not only underpin the *value statement* of an organization, but they should essentially be the legal, actionable version of the value statement.
2. To uplift accountability to the value statement, it's important to diversify recruitment by focusing on *cultural additions* instead of the more common *cultural fit*.
3. Transparency in hiring, wage scales and salaries, creating intentional spaces for BIPOC in most functional aspects of the organization is essential for a clearly anti-racist EEOS.

Policy Writing Guidelines:

- EEOSes are most commonly attached to job descriptions. To ensure that the entirety of the job description is built in an anti-oppression framework, consider measures like listing as many job duties and expectations as accurately as possible, listing years of experience desired instead of gatekeeping positions by making college experiences or degrees a requirement for positions that do not require specialized knowledge, and making sure to list the salary, so that applicants are not wasting their time on an application process that will serve them in the end.
- A quarter of Black people in the US labor force work/ed in the health industries and another 10% each work/ed in the retail and hospitality industries. These industries are service-oriented and require, in many aspects, physical labor like standing for long periods, pivoting, carrying several pounds of weight, even accessing stock rooms only accessible by ladder and stairs.

Ableism and qualified applicants: Equal Employment Opportunity Statements can look different depending on the specificity of the job (requiring certain height, weight, ability). For example, a service industry job like wait staff/barista/ car valet may require that applicants be able to pivot, carry a certain amount of pounds per task, or to follow through on tasks with expediency. An EEOS that aims to eliminate bias and encourage diversity while also considering essential tasks to completing a job should be fully transparent. To actively keep ableism in check, the organization can be transparent in job descriptions regarding what is essential and trust that applicants will consider this. An EEOS that aims to eliminate bias and ensures

diversity while also considering essential tasks to completing a job can look like University Hospitals' statement (example below.)

- Be mindful to use language to reach out to marginalized people specifically in your statement, as this is often your first touchpoint in recruiting a diverse workforce.
- You may choose to speak to your workplace's practices or tolerance policies on issues regarding harassment or discrimination.
- Researching Equal Employment Opportunity language and vocabulary, as well as business practices, can help to inform a statement that is right for your workplace. Federal standards for this language are available at the US Equal Opportunity Commission website: <https://www.eeoc.gov>

Suggested Policy Guidance and/or Example

- University Hospitals' EEOS:

"At University Hospitals, we believe in the power and value of diversity. We take pride in the culture we're cultivating within our organization, as we celebrate the differences that bring us closer together.

"...A qualified individual with a disability will be considered for employment on the same basis as non-disabled applicants if he/she can perform the essential functions of the job sought, with or without a reasonable accommodation, and without imposing a direct threat to the health or safety of others or him/herself."

To actively keep ableism in check, the company can consider transparency about job descriptions and what is essential and trust that applicants will consider this, also.

- Chipotle's EEOS: "We hire and promote based on job-related qualifications and ability to do the work, without regard to a person's protected characteristics, including race, color, religion, national origin, gender, age, marital status, familial status, sexual orientation, gender identity, status as a domestic violence victim, disability, veteran status, genetic information, or any other characteristic protected by federal, state, provincial or local laws. We keep the workplace and our practices free from any kind of intimidation, harassment or bias, as required by these laws. We all have a responsibility to promote, and fulfill our commitment to, equal employment opportunities."

- A general example of an EEOS that encourages diversity of applicants:

Organization X is an equal opportunity employer and encourages People of Color, people with disabilities, and LGBTQ+ individuals to apply.

A Note to BIPOC Candidates:

Studies have shown that women, nonbinary folks, and People of Color are less likely to apply for jobs unless they believe they meet every single one of the qualifications as described in a job description. We are committed to building a diverse and inclusive company and we are most interested in finding the best candidate for the job. That candidate may be one who comes from a background less traditional to our field of work, and that's okay. We would strongly encourage you to apply, even if you don't believe you meet every one of the qualifications described.

Section III: How You Can Write Anti-Racist + Anti-Oppression HR Policy

Introduction

Are you interested in writing, or modifying existing, HR or organizational design policies and procedures at your workplace but need help getting started? Below we have outlined a process for writing Anti-Racist and Anti-Oppression HR policy - including what ingredients you need to be successful, project management suggestions and a process outline/framework.

The Essential Ingredients to Crafting Anti-Racist and Anti-Oppression HR Policy

Essential Ingredients to Crafting Anti-Racist HR Policy

WHAT YOU NEED TO WRITE EFFECTIVE AND INCLUSIVE POLICY!



GRAPHIC CREDIT: Bryce J. Celotto, Swarm Strategy

- 1. Leadership from BIPOC From the Inception:** BIPOC team members, and people from other historically marginalized communities have to be at the center of writing, reviewing and implementing anti-racist HR policy, practices and programs. If people from marginalized communities are not centered in this work from the beginning you cannot write truly holistic HR policies. Oftentimes BIPOC people are left out of the conversation, or brought in late at the end of a process when it is too late to truly enact any change or implement feedback. Allowing BIPOC people to lead these conversations and processes is the first step in creating equitable policies and practices. It should also be noted that BIPOC people should not be forced to do this work simply because they are BIPOC; people should be allowed to opt in to the work and should be compensated appropriately for their time, work and expertise.
- 2. Understanding of the Existing Workplace Climate + Current Events (Assessment):** Before you can write or modify HR policy you need to have a clear understanding of the current workplace culture, environment and existing HR policies. This means that you will likely have to take several steps to audit and assess your current workplace climate. These steps may include (but not be limited to):

- a. **Comprehensive Workplace Climate Survey:** Create, and distribute, a comprehensive workplace climate survey to all employees across your organization to get a better understanding of the current DEI challenges and the experiences of your employees. A comprehensive workplace climate survey is also a great tool to capture volunteer demographic data (such as race/ethnicity, gender identity/expression, sexuality, etc) to understand how different perceptions of DEIB breakdown by specific subgroups.
- b. **Internal Analysis of HR Data:** Conduct an internal data analysis of Human Resources (including demographic data, hiring, retention and promotion data, etc.) and programmatic data going back three years. Programmatic data includes:
 - i. Employment policies and procedures (e.g. standard operating procedures, employee handbook, etc.)
 - ii. Talent management data (learning and development, performance management, etc.) programs.
 - iii. Organization strategy and function/department initiatives/efforts.
- c. **Employee Focus Groups:** Host Focus Groups across your employee teams and departments to generate qualitative data that captures the voices of your employees. This process surfaces perspectives on the organizational culture and potential areas of focus with regards to diversity and inclusion. Focus groups should be kept to 8-12 participants per group, and should include employees from a variety of identities and backgrounds in order to capture the most accurate representation of employees' experiences.
- d. **Stakeholder Interviews:** Conduct stakeholder interviews with a team of executives and/or senior leaders at your organization across all functions, teams and locations in the organization. Conducting interviews with stakeholders across function areas captures areas of alignment and growth areas around diversity, equity and inclusion.
- e. **Community Feedback:** Community feedback can be a great tool for your organization to capture and utilize in the assessment phase of crafting anti-racist HR policy. This is particularly true for non-profit organizations that serve specific populations or community based organizations/companies that work with marginalized communities. Consider extending the focus groups, interviews and surveys to the people in your community you serve, invite them to provide feedback on their experiences with your organization and incorporate their feedback into your larger DEI plan.

In addition to understanding the culture and climate inside of your organization, it is critical to understand the impact of outside social and political events on your organization and its employees. Dealing with the constant racial strife and trauma of protests, the continued killings of unarmed Black people, and continued hate crimes against LGBTQ people and people from other marginalized groups takes a toll on employees and their ability to bring their best selves to the workplace. When writing, reviewing and implementing anti-racist HR policies it is critical to keep this in mind; how can you write **trauma-informed** policies that meet the needs of your team? [For more information on trauma- informed practices see the *Understanding and Utilizing Trauma Informed Principles + Practices* in the “Approach and Framework” section of this guidebook]

3. Use Equity Primes to Examine your Intent and Impact:

The DreamYard Organizational Prime For Racial Equity teaches us that Equity Primes are a set of questions intended to ensure accountability for decision making that includes but is not limited to taking on new partnerships, programming opportunities, hiring, firing, and/or promoting. It serves as a reminder that we are committed to centering BIPOC team members and explicitly addressing racial inequity.³²

- **Who is benefiting from this decision?**
 - a. What steps are we taking to try to account for impact that we might not be anticipating?
 - b. Who and how does this decision empower?
- **How are we being explicit about our commitment to racial justice?**
 - a. How does this decision challenge or change racism and other internalized messages?
- **How does this decision impact both the BIPOC on our team and the BIPOC folks we serve?**
- **What is the desired outcome of this decision and how does this outcome connect to our commitment to racial justice?**
- **Who are we excluding? How can we be more inclusive with this decision?**
 - a. How can we find ways to represent voices that are missing?

These questions should be asked when planning new policy, programs, community outreach or making decisions regarding a myriad of HR-related issues.

³² The DreamYard Organizational Prime For Racial Equity was co-created by Yesenia Macedo and Rajeyah Finnie-Myers through the support provided in the 2017-18 Race Forward Racial Equity in the Arts Innovation Lab.

4. Clear Organizational Goals, Alignment + Buy-In:

In order to create a streamlined process and write the strongest, most focused policy your organization should **clearly define 3-5 tangible, measurable goals** that you all want to achieve with the creation and implementation of your anti-racist policy/programs. These goals should be aligned with the feedback and data compiled during the assessment process (point #2 above) from the focus groups, HR data, surveys, stakeholder interviews, etc. Start with 3-5 goals, and then six months to a year after your policy implementation, reassess what you have made progress on, what still needs to be improved, and whether there is room to incorporate new goals. Starting small and focusing on only a few key areas of your workplace climate, culture and policies will help set you up for success, rather than trying to address every issue at one time.

Your organization will also need buy-in from everyone at the organization in order to be successful in writing and implementing policy. “Buy-in” means that managers, executives and company leaders are supportive of making the changes necessary to create a more equitable and sustainable workplace. These changes could include (but not be limited to): firing employees who are not on board with DEI initiatives or who contribute to a toxic workplace environment, restructuring power structures to create more equitable distribution of power, and most importantly providing adequate funding, resources and a realistic timeline for DEI work within organizations.

5. Collaborative Project Plan + Accountability Practices: A collaborative approach to writing and implementing anti-racist HR policies will help your organization create more robust policy and programs. Create a collaborative project plan at the beginning of the project with clear roles and responsibilities assigned to everyone on the team. Every team member should have a sense of what research and deliverables they are responsible for, and their role on the team. Writing out a project plan is critical to the success of any policy writing, along with building in ample opportunity for peer review, 360-degree feedback, and co-working sessions. Your project plan should also include accountability practices, meaning deadlines and a structure around internal project communication (especially if you can't make a deadline or need to adjust deadlines.)



(Image Credit: [3 ways CEOs can foster effective collaboration](#))

Process Outline + Framework: The 8 Steps to Writing Policy

On the next page, we've suggested eight-step process for writing, reviewing and implementing equitable HR policy. Each step includes a brief description of the task, and suggested deliverables for each task to help ensure a smooth, comprehensive process. These eight steps can be used as a roadmap to help lead your HR policy writing team to success.

Step #	Task	Suggested Deliverables
1	<p>Assess Your Current Policies + Workplace Climate</p> <p>What you're looking for:</p> <ul style="list-style-type: none"> • <u>Alignment</u> • <u>Buy-in</u> • <u>Consistency</u> 	<ul style="list-style-type: none"> • Organization-wide climate survey • Focus groups • Stakeholder interviews • Community feedback • Internal analysis of HR/demographic data • Policy assessment/overview, what exists, what needs to exist, etc.
2	<p>Decide Who Is Crafting Your HR Policy</p> <ul style="list-style-type: none"> • HR Team • DEI Committee and/or Employee Resource Groups (ERG) • Board or Organizational Leadership? 	<ul style="list-style-type: none"> • A list of roles and responsibilities for everyone on the team. • A transparent communications plan (internal and external) for how you are going to communicate who is doing what, and what the work looks like, expectations, etc to the rest of your organization and to your larger community/customer base.
3	<p>Establish Clear, Measured Goals</p> <ul style="list-style-type: none"> • Use a backward planning process that focuses on what you want to achieve. • Have 3-5 clear desired outcomes, this will help you hone in your process. 	<ul style="list-style-type: none"> • List of Goals/Desired Outcomes (Be as specific as possible during this stage. Take into account the data from your climate survey.)
4	<p>Establish + Document a Process Your process should include clear</p> <ul style="list-style-type: none"> • Timeline • Expectations • Deliverables • A plan for including the feedback + input from your larger team 	<ul style="list-style-type: none"> • Process plan/outline • Engagement and communications plan for larger team • Clear expectations • Realistic timeline with room for flexibility, peer review and feedback
5	<p>Feedback from Staff + Community</p> <ul style="list-style-type: none"> • Are there any additional needs that the initial analysis missed? 	<ul style="list-style-type: none"> • Feedback Survey

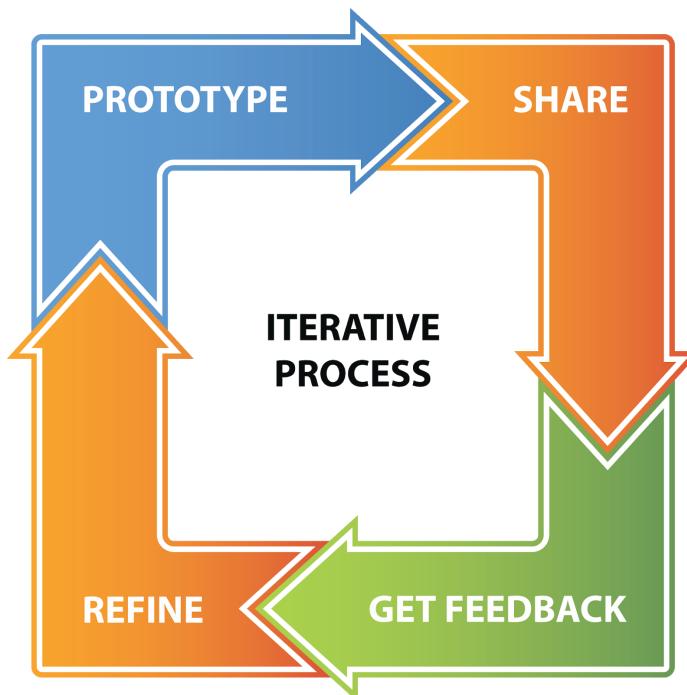
	<ul style="list-style-type: none"> • What can be improved? 	
6	<p>The First Draft</p> <ul style="list-style-type: none"> • REMEMBER: This is not your final document! Think of it more as a brainstorm document. <p>Afterward: more feedback!</p>	<ul style="list-style-type: none"> • First draft policy document
7	<p>The First Iteration</p> <ul style="list-style-type: none"> • Incorporates feedback from community/broader community • Includes edit/changes from Draft #1 • Includes additional resources 	<ul style="list-style-type: none"> • Ensure this document is accessible to everyone at the company and organization: board, staff, community members, etc. Consider making it accessible on your company's website as well.
8	<p>Implementation</p> <ul style="list-style-type: none"> • Asking yourself + leadership team: How do we make this happen in our org? • We are going to make mistakes! That's okay, it's a learning process. • This is the hard part. 	<ul style="list-style-type: none"> • Implementation goals and timeline. • Measurable benchmarks for success.

Policy Writing as an Iterative Process

“There’s never going to be a ‘final product’ as our understanding of race and racism in our specific workplaces continues to evolve; and of course as we see how the policies actually play out (versus our intentions in writing them down.)”

-Amy Benson-Calloway (She/Her) | HR professional

Writing, reviewing and implementing anti-racist policy is an ***iterative process***. The iterative process starts with requirements or assumptions that form the base of the project. In essence, you create the first product, test it, and revise for the next version. The iterative process is simply a series of steps that you repeat, tweaking and improving your product with each cycle. In practical terms, think of it as practice to make your product perfect. This approach is used by designers, developers, educators, and others to continually improve a design or product.³³



A Chart Breaking Down the Iterative Process + Cycle: Prototype, Share, Get Feedback, Refine (Image Source: [UX Basics and the Entrepreneurial - Iteration](#))

Project Planning and Management Tips

In preparation for crafting your anti-racist HR policy here are some project planning and management tips to streamline your process.

- **Assign Roles + Responsibilities using the MOCHA model from the Management Center:** Progressive organizations often place high value on involving multiple stakeholders inside or outside the organization in its work. Such widespread involvement can generate greater buy-in and better outcomes, but it can also generate confusion about who is responsible for what. The “MOCHA” model can help managers more clearly articulate who should play what role throughout the

³³ [All about the Iterative Design Process](#) (Kate Eby)

course of work and thereby generate better results.

- **MANAGER** | Assigns responsibility and holds the owner accountable. Makes suggestions, asks hard questions, reviews progress, serves as a resource, and intervenes if the work is off-track.
- **OWNER** | Has overall responsibility for the success or failure of the project. Ensures that all the work gets done (directly or with helpers) and that others are involved appropriately. There should only be one owner.
- **CONSULTED** | Should be asked for input or needs to be bought in to the project.
- **HELPER** | Assists with or does some of the work.
- **APPROVER** | Signs off on decisions before they're final. May be the manager, though might also be the executive director, external partner, or board chair.

³⁴

Additional MOCHA Resources from the Management Center

- [Sample Email to Staff to Introduce the MOCHA Model](#)
- [MOCHA: Avoid These Pitfalls!](#)

Managers can use a very simple table to make clear who is assigned to what role. Note that the same individual might be assigned to more than one box:

Project: Setting agenda for annual convention

Manager	Owner	Consulted	Helper(s)	Approver
Ruth (Dep. Director)	Carlos (Dir. of Programs)	Ray (board chair), all program team members, Alex	Alex (on logistics), Dean (for input from members)	Melissa (ED)

Example of a MOCHA Project Plan Table
(Image Source: [Assigning Responsibilities with MOCHA](#))

³⁴ [Assigning Responsibilities with MOCHA](#) - The Management Center

- **Sample Roles**

Role	Responsibilities + Tasks
Researchers (optional: add on a data analysis role)	<ul style="list-style-type: none"> ● Research existing HR policy - both inside and outside the organization. ● Research best practices + model policies for equitable HR policy. ● Can also play a data analysis role to examine existing organizational demographic data, climate survey data, etc. ● Works in close collaboration with the policy drafters and policy reviewers + editors.
Note Takers + Organizers	<ul style="list-style-type: none"> ● Takes notes during planning + collaboration meetings. ● Managing Google docs or any system you all use to track notes, data, information, etc. ● Organizes all notes from policy drafters, researchers and policy reviewers.
Policy Drafters	<ul style="list-style-type: none"> ● Holds the main responsibility of using the research and notes to draft new HR policies + organizational design for the organization. ● Will work with the policy reviewers and editors to review and revise the policy text throughout the process.
Policy Reviewers + Editors	<ul style="list-style-type: none"> ● Responsible for reviewing the draft(s) of the policy written by the drafters. ● Will provide style and content edits/suggestions/feedback. ● Edits for grammar and spelling errors.

Product Designers	<ul style="list-style-type: none">● Responsible for the creative design behind the final product that your organization creates to convey your new/updated HR policies + organizational design.● Your “final product” can be whatever suits your organizational needs: a hard copy and/or digital guidebook (similar to this one), a slide deck, a website, etc., as long as it is accessible to everyone in your organization in a transparent way.● Your product designers should have strong design skills and/or a background with programs like Canva, Photoshop, Adobe Creative, etc
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- Additional Project Planning + Management Resources
 - [Equity & Inclusion](#) - The Management Center
 - [Roles & Goals](#) - The Management Center
 - [Project Plan Template & Sample](#) - The Management Center

Section IV: Resources + Conclusion

A Call To Action: Rooting In History To Look Ahead

Rachel, myself, and the contributing team spent seven-months working on this guidebook in hopes that you would get here, seemingly to the “conclusion” section. However, my lived experiences as a Black, queer, transmasculine person who has worked somewhere between the social justice non-profit, corporate, and education + youth space, for the last ten years has shown me that there is no true destination when it comes to this work. There is no place you “arrive at” when it comes to dismantling oppressive systems, reimagining new ones, and building equitable support systems that nurture everyone.

It is these very lived experiences as a Black/queer/transmasculine person, along with my lifelong relationship to History that motivates me to do racial justice and equity work, and ultimately that led me to co-authoring this guidebook. When I think about History, I ground in my own ancestral history, professional experiences, and the history of the places I grew up in across the Southern United States. My own professional history includes successes such as serving on state-wide policy coalitions, leading trainings for thousands of people nationwide, and working with corporate leaders across business sectors to build, and

1st Edition: Written + Published by Swarm Strategy x Work In Progress Consulting | © 2021 sustain, inclusive workplaces. However, that same professional history also includes setbacks; Experiencing workplace discrimination, push-out, and harassment due to the multiple, complex marginalized identities I hold. My story facing discrimination and harrasment due to my identities is not unique for people who are Black, queer, and transgender. Transgender workers report unemployment at twice the rate of the population as a whole (14% vs. 7% at the time the workers were surveyed)³⁵. Additionally, a 2019 Report done by the *Center for American Progress* demonstrates the many systemic obstacles that disproportionately aim to prevent many Black people from obtaining secure, middle-class (and above) jobs.³⁶ These modern day statistics are rooted in engrained patterns of discrimination ranging from Jim Crow laws, to previously longstanding anti-LGBTQ employment discrimination laws – which for decades threatened LGBTQ peoples economic livelihood simply for existing in a space beyond heteronormativity.

If history has taught us anything, it is that the workplace has always been one of the front-lines in the fight for equity, Civil Rights and racial justice throughout the United States. Despite the progress we have made, there is still so much work ahead. In many ways 2020 brought us back to this principle, as white supremecist violence, political unrest and a global pandemic created space for masses of people, and companies, to finally reckon with the reality that the workplace environment can no longer be a neutral bubble of indifference.

The workplace cannot continue to operate under centuries-old conditions designed to protect people with privilege, at the expense of people from historically marginalized communities. As leaders in the workplace we have to make a conscious, deliberate decision to recognize history, and let recent momentum for justice-centered work propel us forward to create systemic transformation in the workplace.

I want to close out this space – during Black History/Black Futures month none the less – with the words of James Baldwin, an unapologitacelly Black, queer, Griot, poet and Civil Rights witness; James Baldwin wrote:

“History is not the past. It is the present. We carry our history with us. We are our history. If we pretend otherwise, we are literally criminals”

- James Baldwin

Building equitable workplaces, dismantling oppressive systems and centering the lived experience, brilliance and expertise of people from historically marginalized communities is the work of all of us, each and every day.

-Bryce J. Celotto

Black Lives Matter

³⁵ [Transgender Workers at Greater Risk for Unemployment and Poverty](#) - National LGBTQ Task Force

³⁶ [African Americans Face Systematic Obstacles to Getting Good Jobs](#) - Center for American Progress

Thank You to our Sponsors

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Resource Library: Anti-Racism, Culture + Identity, and Equitable HR Solutions

Race + Anti-Blackness

Title + Link	Author/Creator	Resource/Media Type
<u>Supporting Black Staff In Times of Crisis: What Managers and Organizational Leaders Can Do To Support Black Lives</u>	Bryce J. Celotto, MAT	Article
<u>Some Do's and Don'ts for White People Who Want to Discuss Racism at Work</u>	Dynasti Hunt	Article
<u>The Equity-Diversity-Inclusion Industrial Complex Gets a Makeover</u>	Sofia Chen	Article
<u>Their Workers Kept Being Stopped by the Police, So They Decided to Help</u>	James Estrin	Article
<u>Resources for Advancing Racial Equity in Your Workforce</u>	SurveyMonkey	Survey
<u>Humanize Diversity and Inclusion</u>	Damien Hooper-Campbell	Speech/Video
<u>George Floyd, Minneapolis Protests, Ahmaud Arbery & Amy Cooper</u>	The Daily Show	Video
<u>In Defense of Looting</u>	Vicky Osterweil	Article
<u>We Won't Let This Moment be A Trend</u>	Vanessa De Luca	Article

<u>Webinars, action items, and selected readings</u>	The Catalyst Project	Resource List
<u>So You Want to Talk About Race?</u>	Ijeoma Oluo	Book
<u>You want a Confederate Monument?</u> <u>My Body is a Confederate Monument</u>	Caroline Randall Williams	Article
<u>Research and Recommendations for Racially Equitable Communications in Workforce Development</u>	Race Forward	Research and Resources
<u>Racial Equity Resources – DreamYard</u>	DreamYard	Curriculum and Resources
<u>Being Antiracist National Museum of African American History and Culture</u>	National Museum of African American History and Culture	Resource Toolkit + Articles
<u>Anti – Racism Resources – YWCA Berkeley / Oakland</u>	YWCA of Berkeley/Oakland	Resource Toolkit
<u>How to be Anti-Racist</u>	Ibram X. Kendi	Book
<u>How to get serious about diversity and inclusion in the workplace</u>	Janet Stovall	TED Talk
<u>This Book Is Anti-Racist: 20 Lessons on How to Wake Up, Take Action, and Do The Work (Empower the Future #1)</u>	Tiffany Jewell and Aurelia Durand	Book
<u>The difference between being "not racist" and antiracist</u>	Ibram X. Kendi	TED Talk

Dismantling White Supremacy + Dissecting Whiteness

Title + Link	Author/Creator	Resource/Media Type
<u>The Characteristics of White Supremacy Culture From Dismantling Racism: A Workbook for Social Change Groups</u>	Kenneth Jones and Tema Okun (Showing Up For Racial Justice - RJ)	Article
<u>Me & White Supremacy Workbook</u>	Layla F Saad	Book
<u>Anti-racism resources for White People</u>	Multiple Authors/Creators	Resource List
<u>103 Things White People Can Do for Racial Justice</u>	Corine Shutack	Article
<u>Resources for White People to Learn and Talk About Race and Racism</u>	Nicola Carpenter	Blog Post
<u>How White Women Can Use Their Privilege to End Racism</u>	Dr. Takia Hamilton	Article
<u>Culture Add, Not Culture Fit</u>	Koya Leadership Partners	Article
<u>How to Manage When Things Are Not Okay (And Haven't Been For Centuries)</u>	The Management Center	Article
<u>Dissecting Whiteness</u>	Kussum Crimmel	Organization; resources; restorative justice services
<u>Ghosted by Allies: Why BIPOC Still Can't Trust White People With Social Justice</u>	Angie Franklin	Article
<u>How to Show White Men That Diversity and Inclusion Efforts Need Them</u>	Lily Zheng	Article

Power + Privilege

Title + Link	Author/Creator	Resource/Media Type
<u>Moving From the Mainstream to the Margins: Lessons in Culture and Power</u>	Ruby Star	Academic Journal/Article
<u>The Bias of Professionalism Standards</u>	Aysa Gray	Article
<u>Blindspot: The Hidden Biases of Good People</u>	Mahzarin R. Banaji	Book
<u>My Identity Is a Superpower</u>	America Ferrera	TED Talk/Video
<u>Office Allies Can't Cushion the Blow of Yet Another Black Murder</u>	The Only Black Guy in the Office	Article
<u>You're Not Serious About Equity if You Don't Post Salaries</u>	Amy Sample Ward	Article
<u>What is Your Anger Telling You</u>	Angela Wheeler	Article
<u>Your Corporate Feminism Needs an Intersectional Overhaul</u>	Sage Krombolz	Article

Pedagogy, Workplace Education Development, Teaching + Learning

Title + Link	Author/Creator	Resource/Media Type
<u>Teaching Tools – DreamYard</u>	DreamYard	Curriculum and Resources
<u>Anti-Racist Alliance</u>	Anti-Racist Alliance	Articles, Resources and Community

Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Topics

Title + Link	Author/Creator	Resource/Media Type
<u>What Today's Historic Supreme Court Ruling Means for Transgender People and Employers (And Why It's...)</u>	Bryce J. Celotto, MAT	Article
<u>Instead Of Saying 'Hey, Guys!' At Work, Try These Gender-Neutral Alternatives</u>	Monica Torres	Article
<u>A Workplace Divided: Understanding the Climate for LGBTQ Workers</u>	Human Rights Campaign (HRC)	Report
<u>A New LGBTQ Workforce Has Arrived—Inclusive Cultures Must Follow</u>	Pierre Dupreelle, Gabrielle Novacek, Jeff Lindquist, Nathan Micon, Simon Pellas, and Glennda Testone	Article/Report
<u>Transgender, Gender-Fluid, Nonbinary, and Gender-Nonconforming Employees Deserve Better Policies</u>	Lily Zheng	Article
<u>LGBT-Inclusive Companies Are Better at 3 Big Things</u>	Sylvia Ann Hewlett and Kenji Yoshino	Article
<u>Pronouns 101: Why They Matter and What To Do (and Not Do) If You Misgender Someone</u>	Kay Martinez	Article
<u>Workplace Resources</u>	Lambda Legal	Resource Toolkit
<u>Creating LGBTQ-Inclusive Workplace Policies</u>	SHRM	Policy Guidance

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