



## Undoing Racism Toolkit

A guide to becoming a culturally responsive organization

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## The Georgia Coalition against Domestic Violence

For 40 years, the Georgia Coalition against Domestic Violence (GCADV) has been Georgia's leading representative of domestic violence agencies, advocates, allied individuals, and survivors throughout the state. Tracing our roots back to 1980, GCADV grew out of the overwhelming need for domestic violence agencies to form a statewide network of programs to coordinate and expand the services available to victims of domestic violence in Georgia, increase public awareness, and achieve crucial legislation to protect domestic violence victims, including state-funding for domestic violence programs.

GCADV's mission is to **COLLABORATE. ADVOCATE. EDUCATE. EMPOWER.**

We empower survivors and the programs that serve them, we educate the public, and we advocate for responsive public policy. Our strength is in numbers, as we collaborate throughout Georgia to stop domestic violence.

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## Intended Audience

The toolkit was created for state-certified and community based domestic violence programs in the state of Georgia who are interested in incorporating an undoing racism perspective in their work and who are committed to undoing racism and oppression. This toolkit is not intended to be used alone, but as a road map for anti-racism work done in partnership with GCADV and while receiving support, guidance, and technical assistance from GCADV and other organizations involved in undoing racism work. Before beginning this work consider your organization’s purpose, readiness for change, and your “why”.

### Purpose of Undoing Racism (UDR) Work

Domestic violence is an issue of social injustice, rooted in oppression. To end domestic violence, active steps must be taken at individual, local, regional, and statewide levels to end all forms of oppression. More specifically, domestic violence cannot end without addressing the oppression of Women of Color (WOC).

In 2010, GCADV recognized that a critical piece of anti-oppression analysis was missing from our work, specifically in the work of undoing and ending racism. The first step was to conduct an internal evaluation of our own organization’s history of oppression and racism. With the results of the internal evaluation, GCADV made undoing racism an organizational priority. The purpose of this toolkit is to provide organizations with a guide to being culturally responsive, culturally inclusive, and to assist organizations in reducing the effects of systemic racism within and outside of their organization.

## Preparing to Implement UDR Work in Your Organization

### What is UDR Work?

- Understanding how systemic racism impacts survivors of domestic violence and their ability to successfully navigate those systems and receive services.
- Applying a lens of **intersectionality** to survivors' past experiences, behaviors, and experience of domestic violence.
- Actively incorporating strategies for supporting People of Color (POC) in leadership positions
- Adapting hiring practices to be more inclusive of POC.
- Developing a plan to hire, develop and retain POC staff.
- Designating time for Aspiring White Allies to learn, reflect, and examine the impact of their privilege.
- Creating safe spaces for People of Color to have their voices be heard and to receive professional opportunities.

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*Intersectionality: “Intersectionality is a lens through which you can see where power comes and collides, where it interlocks and intersects. It’s not simply that there’s a race problem here, a gender problem here, and a class or LGBTQ problem there. Many times that framework erases what happens to people who are subject to all of these things.*

*Women working in the field of domestic violence have sometimes reproduced the subordination and marginalization of women of color by adopting policies, priorities, or strategies of empowerment that either elide or wholly disregard the particular intersectional needs of women of color. While gender, race, and class intersect to create the particular context in which women of color experience violence, certain choices made by “allies” can reproduce intersectional subordination within the very resistance strategies designed to respond to the problem”.*

*-Kimberle’ Crenshaw*

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An organizations’ shift will require full commitment by its executives and leaders. The first step to creating an inclusive environment is for leaders to work towards developing emotional intelligence (i.e. self-awareness, self-regulation, motivation, empathy). While hiring People of Color is an important step, leaders must realize that if you hire People of Color without creating an inclusive environment in your organization, the impact of systemic racism that is already a part of your culture could lead to ineffectiveness of your UDR work.

### Establish your organization’s “Why”

In order to successfully become an organization that is fully committed to undoing racism work, it is essential to first determine why this work is necessary. Establishing your organization’s “why” will pave the way for getting buy-in and support from the Board of Directors, the community, and the staff. The “why” also lays the foundation for what the organization’s approach to undoing racism work will look like. The best way to dismantle racism and bridge the disconnect between services and survivors is to know why the work is important, and what you want your organization to look like once the undoing racism work is put into action.

To establish your “why,” think about these questions:

- Why is undoing racism work an essential part of ending domestic violence?
- How does systemic racism impact survivors of domestic violence, and what is our organization’s role in addressing and mitigating this impact?
- What would the organization look like as far as policies and procedures, staff and leadership, and client services, if we have successfully become a racially just organization?

*Elevator Speech: An elevator pitch – also known as an elevator speech – is a brief, persuasive speech that you use to spark interest in what your organization does. You can also use them to create interest in a project or idea. A good elevator pitch should last no longer than a short elevator ride of 20 to 30 seconds, hence the name.*

*They should be interesting, memorable, and succinct. They also need to explain what makes your organization unique. Create an elevator speech on the “why” your organization is engaging in undoing racism work! Learn more [here](#):*

*- Mindtools.com*

A key component in the success of an organization and its efforts with undoing racism work is having a strong culture based on an inherent set of beliefs that reflects the work and is supported by policy and procedure. When a consistent culture of inclusion is developed within an organization the following happens: Your staff will understand how leadership expects them to respond to situations regarding social justice, they will be confident that the expected response is the correct response, and they will be aware of the positive outcomes when demonstrating your organization's values surrounding undoing racism work.

## Readiness for Change

### Stability of the organization

Whether change occurs for positive reasons or negative ones, the process is often stressful to both staff and organizations. Undoing racism work requires conversations on race and racism, privilege, oppression, and microaggressions.

These conversations are challenging under the best circumstances, and in a stressed organization there can be serious consequences to starting undoing racism work – especially for People of Color on staff or receiving services. Here are some things to consider when deciding if the organization is relatively stable and ready to begin applying an undoing racism lens:

- Have there been major staff changes in the organization, especially in leadership positions?
- Has the Executive Director been with the organization for more than one year?
- Has there been recent organizational trauma such as major loss of funding/staff, domestic violence homicide/suicide in the community, natural disaster, etc.?
- What is the current culture of the organization among staff? Is there a significant amount of tension or conflict?
- What does the organization have in place currently to address staff burn-out and secondary trauma or compassion fatigue?
- Has the organization received training on trauma-informed capacity building, and applied trauma-informed practices and concepts?

The support of those in leadership roles will be vital to your organization's readiness for change, and communication is key. Each organization is unique, and there will rarely be a perfect, stress-free time to begin undoing racism work. But it is important to consider the above points and to take steps to ensure the safety of staff and clients who identify as people of color who may be negatively impacted by the work (See Appendix A). If your answers to the above questions suggest that the organization has recently experienced a lot of change or trauma, it may be best to delay implementing undoing racism work until the more immediate issues have been addressed and tended to. In the next section we will talk about how to get support and buy-in from stakeholders, to reduce the stresses that come with change and innovation.

### Getting support and buy-in

**Board of Directors:** The success of your ability to implement UDR work will rely heavily on buy-in from the organization's Board of Directors. Executives may dismiss good ideas from below if they don't view an issue as relevant to the organization's outcome or success.



Being at the top of the organization, board members and executives sometimes are far removed from many of the operational components and client issues that can hinder change efforts. This task of getting the board to buy in may be easier if efforts are made by supervisory/management staff to show the limitations presented by the biases in the existing frameworks and approaches.

**Staff/Supervisors:** Support and buy-in from staff is essential to the success of implementing undoing racism work, because the staff's approach to advocacy, capacity for self-reflection, and acknowledgment of systemic racism as a barrier to safety is the cornerstone of the organization's anti-racist policies and procedures. Getting support and buy-in can be accomplished without as much resistance, disruption, or conflict if it is approached in a gradual, trauma-informed manner.

- **Address the “human side” systematically.** Any significant transformation creates “people issues.”
- **Start at the top.** The leaders themselves must embrace the new approaches first, both to challenge and to motivate the rest of the organization.
- **Involve every layer.** Change efforts must include plans for identifying leaders throughout the organization and pushing responsibility for design and implementation down, so that change “cascades” through the organization.
- **Make the formal case.**
- **Create ownership.** Ownership is often best created by involving people in identifying problems and crafting solutions.
- **Communicate the message.** It is important to reinforce core messages through regular, timely communication that is both inspirational and practical.
- **Assess the cultural landscape.** Assessing organizational readiness for change can bring major problems to the surface, identify conflicts, and define factors that can recognize and influence sources of leadership and resistance.
- **Address culture explicitly.** Organization culture is an amalgam of shared history, explicit values and beliefs, and common attitudes and behaviors.
- **Prepare for the unexpected.** No change initiative goes completely according to plan.
- **Speak to the individual.** Individuals, or teams of individuals, need to know how their work will change, what is expected of them during and after the change is implemented, how they will be measured, and what success or failure will mean for them and those around them.

**Community:** Part of our work as domestic violence programs is to raise awareness, decrease barriers, and unravel myths surrounding domestic violence in our communities. As nonprofits, we also rely on our community's support for donations of money, goods and supplies, and volunteer time. When incorporating UDR work into your mission, it is important to plan around messaging – what and how it will be shared with your support community. We will talk more about establishing your organization's "why" in the next section. Some places to consider when creating your messaging and talking points with the community

- Organization's website
- Brochures
- Annual reports
- Grant applications
- Social media posts

## Policies and Procedures for Addressing Conflict

When proposing change, conflict is inevitable. Not everyone will welcome the idea of "undoing" something that has been done the same way for years. Initiating a change without addressing significant organizational obstacles could foster employee skepticism. Identify staff members/managers that are resistant to the change.

Change at any level will create issues with people. Undoing racism work may call for a change in job titles and may require employees to develop new skills and taking extra tasks. This type of significant change is sure to bring forth resistance and uncertainty. To be reactive to each resistant staff member will quickly lead to leadership burnout and may risk the successful implementation of new policies and procedures. A more systematic approach should be developed in the beginning stages, starting with the executives.

Work on building a civil culture within the organization. Respect and acceptance of change must start with the executives and senior management. A clear vision for the organization's goals must be a part of their vision for how they would like the organization to look after new policies and procedures surrounding undoing racism concepts are put in place. It is always more beneficial to be proactive instead of reactive. Consider who will welcome the change and who will not in the beginning. Also, consider the impact of change on policies and practices for different level of staff and leadership.

## Creating Your Unique Undoing Racism Plan

Just as each organization has its own unique dynamics, strengths, and weaknesses, so too should the path to incorporating undoing racism work be unique and designed to best fit the organization's structure. When designing your program/plan for undoing racism, a thorough assessment of the organization's history, readiness for change and capacity to change should be considered.

- One step at a time – one of the most challenging aspects of undoing racism work is having patience. For white aspiring allies, it can be especially hard to be okay with being in the process. There is typically a strong desire to have concrete goals and actions that demonstrate clearly that progress has been made and therefore we are done! This is in part because if we are doing it right then the process *should* be uncomfortable. Reflecting on, untangling, and talking about racial bias, stereotypes, microaggressions and ignorance is emotionally and physically exhausting for everyone who is truly engaged and practicing self-reflection. It is especially exhausting for People of Color who eat, sleep, and breathe these experiences on a daily basis. For all of these reasons, it is necessary for the organization to go at a reasonable pace, and to be prepared for a marathon – not a sprint. The racist social constructs that exist in the US did not manifest in a day or a week – they have been evolving, expanding, contracting, and changing for centuries. Racism will not be “undone” overnight, and for all of us who are choosing to engage this will be lifelong work.
- Determine priorities – based on the results of the organizational assessment, what aspect of undoing racism work is most important for the organization? What steps could be taken first that would address the most pertinent issues?
- Sense of urgency – while a gradual approach to change is best in managing long-term success, undoing racism is urgent work. Especially for People of Color, a lack of a sense of urgency (complacency, procrastination, nonchalance) can be re-traumatizing. It is an important part of the work to ensure that while goals are set incrementally, there is a clear message from leadership – in action and in writing – that the undoing racism goals are prioritized, and that there will be clear accountability in accomplishing those goals.

## Support and Technical Assistance from GCADV

GCADV is here to provide support and guidance for organizations who are beginning to incorporate UDR work into their programs.

- Process and prioritize results of the Organizational Assessment
- Scheduling regular check-ins – GCADV staff can provide ongoing consultation to provide feedback and guidance to organizations as they navigate their undoing racism work. Check-ins can include leadership or the entire staff
- Navigating a plan – GCADV staff can assist the organization in setting undoing racism goals and creating a plan that is realistic, manageable, and action-oriented

## Ways to Implement Undoing Racism Work

Below are listed just a few suggestions for each organization to consider for how to concretely implement UDR work. This is not a comprehensive list, of course, and each organization is encouraged to look beyond this toolkit for additional options, especially those that may be particularly relevant to the organization's local community.

- Attend GCADV internal UDR meetings
- Join GCADV UDR Leadership Group
- Establish routine UDR meetings for your organization
- Attend/send staff to UDR training
  - Women Of Color Network, Inc.  
The mission of the Women of Color Network, Inc. is to eliminate violence against ALL women and their communities by centralizing the voices and promoting the leadership of women of color across the Sovereign Nations, the United States, and U.S. Territories.
  - People's Institute  
The People's Institute for Survival and Beyond, is a national and international collective of anti-racist, multicultural community organizers and educators dedicated to building an effective movement for social transformation.

- GCADV recorded webinars
  - Undoing Racism and White Aspiring Ally-ship
  - Cultural Humility
- Invite GCADV to provide on-site training
  - Trauma-Informed Capacity Building
  - Best Practices in Serving Black and African American Survivors
  - Best Practices in Serving LGBTQ Survivors of Color
  - Don't Knock the Hustle
- Host a Community Conversation in your community
  - The purpose of Community Conversations is to gather information and identify where assistance is needed in underserved communities. These conversations should be with small community-based leaders. For example, the pastor of a local church that has established community trust. The key to successful conversations is never to assume that you know what's best. These community members can define their own self-interest. Instead ask them what they see as a problem in their community or what their community needs are. Consider holding an event in their community. Come in with no agenda, let them talk to you, and listen.

## Addressing Barriers and Challenges

It is likely that you will face barriers when conducting UDR work. White staff might be resistant because they believe that work is not the place to discuss this, or they believe racism is a problem of the past. Black, Indigenous, and other POC staff might be exhausted from discussing this with people outside the workplace or might feel put on the spot. Below is a chart that includes common deflection methods used by white people to avoid talking about race.

## Common reactions from white staff could include (DiAngelo, 2019):

Feeling singled out, attacked, silenced, shamed, guilty, accused, insulted, judged, angry, scared, and/or outraged.



These feelings may manifest by crying, denying, physically leaving, emotionally withdrawing, arguing, focusing on intentions, seeking absolution, avoiding

White staff may make claims such as "the real oppressor is (anything other than race), You are judging me, that is just your opinion, I don't feel safe, You're being racist against me, I can't say anything right, I have suffered too."

These reactions could be caused by two things: white guilt and white fragility. White guilt is either individual or collective feelings of guilt for past and/or current injustices as a result of racism and white supremacy. White fragility is a low tolerance or stamina for talking about race. White guilt can be beneficial when it drives white people into taking action. If someone expresses these feelings, it could be helpful to ask them what are some tangible things they can do with those feelings, either writing to representatives, talking with family or reading a book on undoing racism. The only way those feelings will go away is if we work to actively be anti-racist.

There may also be little to no buy-in from white staff. It may be helpful to discuss the difference between being unsafe and being uncomfortable. Having long conversations about race have made everyone uncomfortable from time to time. But this is how we learn and grow as anti-racist allies. Reminding white staff that they are feeling discomfort, but not danger. Staff who are People of Color, however, might be unsafe in that space depending on the circumstances. This is why engagement in these discussions should be on a voluntary basis for POC staff.

## Outcome Measures

Undoing racism work is constantly ongoing and evolving. There is no “end point”, no cultural competence certificate you can get. This can make measuring progress difficult as undoing racism work is often slow, difficult to measure, and in need of constant revision. With that being said, there are a few ways to gauge how your organization is progressing.

The People’s Institute for Survival and Beyond has a widely renowned Undoing Racism Workshop. Attendees are given a pre-workshop survey and a post workshop survey to determine what, if anything, they gained from the workshop. This model could be replicated at your organization at important times during the year, such as when performance evaluations are due, annual/quarterly reports, etc. (Kruger et al., 2015). See Appendix B for a sample survey.

The Handbook for Multicultural Measures has a chapter dedicated specifically to racism and prejudice related scales that can be used as an evaluation tool. The PDF version of the chapter can be found for free [here](#) (Gamst, Liang and Der-Karabetian, 2011).

Finally, leadership should keep in mind the safety and emotional labor of people of color on staff when asking for feedback on undoing racism work. People of color should never be put on the spot and asked to give feedback on undoing racism work especially in front of white staff or in a group setting. All feedback for undoing racism work should be anonymous, private, and de-identified. The same goes for feedback on undoing racism work from clients. Surveys for feedback from staff and clients can be found in Appendices D and E.

## Keeping Momentum

Undoing racism work can be difficult to start and even more difficult to maintain. Below are some ways that your organization can keep momentum and avoid burnout.

- Recognize that you are playing the long game – with undoing racism work, like all social change, the wheel turns slowly. Creating institutional change takes time. (Khanifar, 2017).
- Build structure – Movements that span decades continue to move forward because they institutionalize. They build an internal structure (i.e. officers, policies, etc.) that allows them to maintain the work and eventually grow and expand (Jagannathan, 2018).
- Find a motivating message – Creating actionable tasks that members of the organization can take on is critical. When adopting social change, the problem often seems insurmountable, leading people to become overwhelmed and to feel insignificant. Keep members motivated to continue the work. Remind them that there is something they can do about it (Jagannathan, 2018).
- Build community – Getting buy-in from staff is crucial to the sustainability of this work. It is important to create a sense of teamwork and collaboration, that we are all in this journey together, and that this work does not exist in a vacuum (Jagannathan, 2018).
- Practice self-care – This one may seem obvious, but it is not uncommon for people working for social change to become physically, mentally, or emotionally exhausted, often referred to as burnout. It is important for all members of UDR work to practice self-care, whatever that may look like for them (Jagannathan, 2018).

## Conclusion

We hope that this toolkit will provide a starting point for your organization as you begin your undoing racism work, and that it will help you to forge a path forward. Each organization's path forward will be unique. GCADV is here to support you and help to navigate through challenges and successes. Thank you for your commitment to serving all survivors of domestic violence, and for recognizing that we cannot end domestic violence without addressing all forms of oppression. Together we can push the domestic violence movement into a new era of equity, justice and compassion.

**Thank You!**



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*Women of Color Network Inc*, [wocninc.org/](http://wocninc.org/).

## Appendix A: White Culture Worksheet

**White Culture defines what is considered normal—it creates the standard for judging values.**

**For example:** Think about by whom and how these terms are defined: good parenting, stable family, well-raised child, individual self-sufficiency, and effective leadership.

In your organization, what are the characteristics of a good employee? How were you informed? If by unwritten rules, how did you learn about them?

**White culture privileges a focus on individuals (not groups).**

Independence and autonomy are valued and rewarded. An individual is in control of their environment: “You get what you deserve.”

In your organization, what is rewarded? Examples: Is there encouragement to compete? Collaborative decision-making? Decisions based on common good?

**White culture assigns a higher value to some ways of behaving than others. It often defines the “other” behaviors as dangerous and/or deviant.**

**For example:** Right to comfort. Avoid conflict and emotion. Be polite. Comfort level is defined by whites, and those that cause discomfort or are involved in conflict can be marginalized.

In your organization, what behaviors are considered uncomfortable? E.g. conflict, loud voice, crying? How does the organization’s culture respond when these behaviors happen?

**Decision-making often reflects white cultural assumptions about the primacy of Individuals, standards of behavior and the use of power “over” others.**

**For example:** Deciding and enforcing, either/or thinking, those less affected define the problem and solution.

Reflect on the different groups you belong to. Who is included in the decision-making process? What is the rationale? Is the process different on paper vs. in reality?

**White culture values certain ways of knowing and not others.**

For example: If you can't measure it, it is not of value.

In your organization, who or what informs you that a program/service is working?

How is success defined? Who decides what sufficient time is?

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***<http://www.racialequitytools.org/more-info/sample-exercises-and-resources>***

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***Transforming Institutional Values: Revisited, 2008*; Joseph Barndt,**

***Understanding and Dismantling Racism: The Twenty-First Century Challenge to White America, p. 234, 2007*; Barbara Major, Chapter 7—"How does White**

**Privilege Show Up;**

## **Appendix B: Organizational Culture**

Below are some questions to consider when looking critically at the environment of your organization.

- Is there an unspoken expectation that new people will assimilate within the current organizational culture or bring their differences? Are non-traditional holidays recognized/celebrated?
- Is the organization aware of holidays and special events celebrated by their “local” cultural communities?
- Does the organization have a certain set of holidays each year that it closes?
- Do staff members select their own holidays? Are there regular staff meetings?
- Is there shared facilitation? Is the agenda created by anyone/all?
- Does the artwork, food, etc. around the office reflect other cultures?
- Is training/development for staff supported (financially, time with pay?)
- Are staff, board and volunteers valued as members of their communities (families, neighborhood, and cultures) and not only as individuals?
- Do people in leadership positions participate in and support discussion of power and oppression issues?
- Are there People of Color or Native people who consistently do not participate in meetings and discussion?
- If so, is there active reflection on why, and how to encourage more balanced participation? Are there white people who consistently dominate meetings and discussion?
- Is there active reflection on how to encourage more balanced participation?

## **Appendix C: Decision Making**

Below are some questions to consider about how decisions are made at your organization.

- Is anti-racism/oppression reflected in organizational decision making at all levels?
- Are People of Color involved in decision-making?
- Are People of Color generally excluded?
- Is there a transparent and consistent practice in decision making?
- When the budget or fundraising plans reflect work to be done in support of people of color and Native communities, do they have input on where the money comes from and how it will be spent?
- Are there opportunities within the organization to discuss upcoming decisions?
- Is there a plan to develop the leadership of People of Color and Native people to share decision-making authority?
- Are the budget and fundraising plans shared with everyone at all levels of the organization?
- Is the organization accountable to People of Color communities and organizations who are affected by decisions but not part of the coalition?

## Appendix D: Undoing Racism Staff Survey

### Instructions for Administering Staff Survey

When administering the survivor survey, there are a few key things to remember.

1. The survey is voluntary. Staff should not be required to take the survey.
2. Have a drop box where the staff person can anonymously submit the survey.

1. My workplace has made progress to undo individual racism.

Strongly Disagree          Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

2. My workplace has made progress to undo interpersonal racism.

Strongly Disagree          Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

3. My workplace has made progress to undo organizational racism.

Strongly Disagree          Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

4. I know the definition of racism.

Strongly Disagree          Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

5. I have learned more about racism through this organization.

Strongly Disagree          Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

6. I find undoing racism work valuable and essential to my work.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

8. I want to establish/continue doing undoing racism work.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

9. I can identify action steps to undo racism.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

10. I will take action to undo racism.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

## **Appendix E: Undoing Racism Survivor Survey**

### **Instructions for Administering Survivor Survey**

When administering the survivor survey, there are a few key things to remember.

3. The survey is voluntary. The survivor can refuse to take the survey.
4. Give the survivor the survey AFTER any and all advocacy has been concluded. This will contribute to the accuracy of survey responses.
5. Take the survivor to a private area/room to complete the survey.
6. Have a drop box where the client can anonymously submit the survey.

### **Survey**

1. I felt safe in this program.

Strongly Disagree                  Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

2. There are staff in the program who look like me.

Strongly Disagree                  Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

3. The staff recognizes that my racial identity effects my experience.

Strongly Disagree                  Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

4. There are staff that speak the same language as me.

Strongly Disagree                  Disagree          Neither Agree nor Disagree          Agree  
Strongly Agree

\*Continue on back...



5. I am able to practice my culture in this program.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

6. The program has space or opportunity for my cultural practices.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

7. Staff had an empathetic and helpful attitude towards me.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

8. The program staff took my emotions into account.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

9. The program staff took my wishes into account.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

10. The program took my safety into account.

Strongly Disagree      Disagree      Neither Agree nor Disagree      Agree  
Strongly Agree

## Appendix F: Distancing Behaviors

Many of us use distancing behaviors- things that separate us from the issues at hand, in an effort to avoid dealing with a very painful subject such as racism. This sheet includes some of those behaviors that we often use against each other to the detriment of dealing with racism.

1. **Definitions Game:** Requests for clear, absolute definitions of racism or related terms. Usually leads to involved discussion. Not to be confused with actual need to clarify differences among concepts like racism, discrimination, prejudice, etc.
2. **Where are the People of Color:** Assuming/insisting that in order to make progress combating personal racism we must be in a discussion with People of Color. Combined with this is the idea that when there are no or few third world people in a given community, that racism isn't a problem. (In fact, racism may be such a great problem that few Third World people can stand to live there.)
3. **Racism isn't the only problem:** Assuming/insisting that racism is only a facet of a larger problem, or that we can't just deal with it, we have to talk about how we are hurt too etc. While it is true that there are other oppressions, this is often a resistance to dealing with and focusing on racism.
4. **Being an Expert:** Being an expert on the experience of another race or culture and on how to deal with racism, the "I'm the okay white person in the group" distinction. This leads to intellectualizing and not dealing with the ongoing need to change.
5. **Instant solutions:** Oversimplification by choosing and pushing single solutions to racism may be a kind of avoidance and might, even if sincere, be unproductive, because it is not looking deep enough.
6. **Find the Racist:** Rather than acknowledge that we all are racist by socialization and all white people benefit from racism, including oneself, it can be easy to focus on the person in the group who may be more open

about her racism, or have thought the least about it. Regardless of how much we have done, we still have more to learn.

7. **After I...:** Focusing on all things that prevent oneself from acting right now to challenge racism. It will be done when... (some magic occurrence).
8. **Geography:** Focusing on places with the reputation for racism, rather than looking to discover how racism is affecting your own community. For instance, in the sixties, everyone thought that racism only existed in the South, now many of us think that it only exists in Boston or in a place where there is a visible third world presence. This is not necessarily true. In a white dominated society, there is racism everywhere.
9. **You've come a long way...:** Focusing on what changes have or may have occurred since people of color began the recent struggle for civil rights then liberation, as though to suggest that they should be satisfied. Though we should acknowledge victories have been won, it is important not to discount what is left to be done.

From "Distancing Behaviors Among White Groups Dealing with Racism," Jim Elder and Bruce Irons.

Tri-County Domestic & Sexual Violence Intervention Network Anti-Oppression Training for Trainers Created by Carol Cheney, Jeannie LaFrance and Terrie Quinteros, 2006. 503.287.9628 ext. 2. [www.actforaction.org](http://www.actforaction.org)

## Appendix G: Individual Resources

Below is a list of resources that individuals can use to educate themselves on racism and white supremacy.

### Books

- *How to Be Anti-Racist*, by Ibram X. Kendi
  - “Ibram X. Kendi's concept of antiracism reenergizes and reshapes the conversation about racial justice in America--but even more fundamentally, points us toward liberating new ways of thinking about ourselves and each other. Instead of working with the policies and system we have in place, Kendi asks us to think about what an antiracist society might look like, and how we can play an active role in building it.” - <https://www.ibramxkendi.com/>
  
- *Me and White Supremacy*, by Layla Saad
  - “[This book] leads readers through a journey of understanding their white privilege and participation in white supremacy, so that they can stop (often unconsciously) inflicting damage on black, indigenous and people of color, and in turn, help other white people do better, too.” - <https://www.meandwhitesupremacybook.com/>
  
- *White Fragility*, by Robin DiAngelo
  - “White people in North America live in a social environment that protects and insulates them from race-based stress. This insulated environment of racial protection builds white expectations for racial comfort while at the same time lowering the ability to tolerate racial stress.” - <https://robindiangelo.com/publications/>
  
- *Just Mercy* by Bryan Stevenson
  - “Bryan Stevenson was a young lawyer when he founded the Equal Justice Initiative, a nonprofit law office in Montgomery, Alabama, dedicated to defending the poor, the incarcerated, and the wrongly condemned...One of EJI’s first clients was Walter McMillian, a young black man who was sentenced to die for the murder of a young white woman that he didn’t commit.” - <https://justmercy.eji.org/>

- *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*, by Michelle Alexander
  - “The New Jim Crow is a stunning account of the rebirth of a caste-like system in the United States, one that has resulted in millions of African Americans locked behind bars and then relegated to a permanent second-class status—denied the very rights supposedly won in the Civil Rights Movement.” - <https://newjimcrow.com/>
- *Between the World and Me*, by Ta-Nehisi Coates
  - “In a profound work that pivots from the biggest questions about American history and ideals to the most intimate concerns of a father for his son, Ta-Nehisi Coates offers a powerful new framework for understanding our nation’s history and current crisis.” - <https://ta-nehisicoates.com/>

### **Websites and Article**

- National Museum of African American History and Culture’s Talking about Race Web Portal, <https://nmaahc.si.edu/learn/talking-about-race>
  - “Talking about race, although hard, is necessary. We are here to provide tools and guidance to empower your journey and inspire conversation.”
- Institutionalized Racism: A Syllabus, from JSTOR Daily, <https://daily.jstor.org/institutionalized-racism-a-syllabus/>
  - “Educators everywhere are asking how can we help students understand that this was not an isolated, tragic incident perpetrated by a few bad individuals, but part of a broader pattern of institutionalized racism...The following articles, published over the course of JSTOR Daily’s five years try to provide such context.”
- Harvard Implicit Bias Test, <https://implicit.harvard.edu/implicit/takeatest.html>
  - “The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about.”

- The 1619 Project, *The New York Times*, <https://nyti.ms/37JLWkZ>
  - “In August of 1619, a ship appeared on this horizon, near Point Comfort, a coastal port in the English colony of Virginia. It carried more than 20 enslaved Africans, who were sold to the colonists. No aspect of the country that would be formed here has been untouched by the years of slavery that followed. On the 400th anniversary of this fateful moment, it is finally time to tell our story truthfully.”

## Movies

- *13<sup>th</sup>*, directed by Ava Duvernay
  - “In this thought provoking documentary, scholars, activists, and politicians analyze the criminalization of African Americans and the U.S. prison boom” – netflix.com
- *When They See Us*, produced by Ava Duvernay
  - “Five teens from Harlem become trapped in a nightmare when they're falsely accused of a brutal attack in Central Park. Based on the true story.” – netflix.com
- *The Hate U Give*, directed by George Tillman Jr.
  - “The Hate U Give tells the story of Starr Carter, who lives in two worlds: the poor, black neighborhood where she resides and the mostly white prep school she attends. This uneasy balance is shattered when she witnesses the fatal shooting of her childhood friend by a policeman. Facing pressures from all sides, Starr must find her voice and stand up for what’s right.” - <https://www.20thcenturystudios.com/movies/the-hate-u-give>
- *Just Mercy*, directed by Destin Daniel Cretton (based on the book by Bryan Stevenson)
  - “Just Mercy” is based on the powerful and thought-provoking true story of young lawyer Bryan Stevenson and his history-making battle for justice. After graduating from Harvard, Bryan had his pick of lucrative jobs. Instead, he heads to Alabama to defend those wrongly condemned or who were not afforded proper representation, with

the support of local advocate Eva Ansley.” -  
<https://www.justmercyfilm.com/>

## **Podcasts**

- *Code Switch*, produced by NPR,
  - “What's CODE SWITCH? It's the fearless conversations about race that you've been waiting for! Hosted by journalists of color, our podcast tackles the subject of race head-on. We explore how it impacts every part of society — from politics and pop culture to history, sports and everything in between. This podcast makes ALL OF US part of the conversation — because we're all part of the story.” - <https://www.npr.org/podcasts/510312/codeswitch>
  
- *The 1619 Project*, produced by The New York Times
  - “An audio series on how slavery has transformed America, connecting past and present through the oldest form of storytelling.” - <https://www.nytimes.com/2020/01/23/podcasts/1619-podcast.html>
  
- *Pod Save the People*, hosted by DeRay McKesson, produced by Crooked Media
  - “DeRay Mckesson explores news, culture, social justice, and politics with Sam Sinyangwe, Kaya Henderson and De’Ara Balenger. They offer a unique take on the news, with a special focus on overlooked stories and topics that often impact people of color.” - <https://crooked.com/podcast-series/pod-save-the-people/>
  
- *The Kinswomen*, hosted by Hannah Pechter and Yseult Polfliet
  - “A series of candid conversations on race, racism, and allyship between women” - <https://podcasts.apple.com/us/podcast/kinswomen/id1483403304>