

Policy/Procedure/Practice

A Comprehensive Equity Analysis Tool

"[Antiracism](#) is the commitment to fight racism wherever you find it, including within yourself" – Ijeoma Oluo

Antiracism can be conceptualized as a lens, framework, and intentional action to dismantle systems of oppression. The difference between antiracism and diversity, equity, inclusion, belonging, or the countless list of acronyms that can be added to this list is that all these efforts, although critical to forwarding progress, do not seek to address injustices deeply rooted in our systems.

Organizations are racialized and draw on the Country's founding history and societal hierarchies, reproducing inequities that naturally uphold white supremacy's power. We cannot erase the past; however, we are responsible for changing the trajectory for future generations. This requires unlearning, deconstruction, and demolition of policies, procedures, and norms that perpetuate the pervasive nature of racism. This means taking bold action to build inclusion through accessibility, language justice, critical thinking, checking our bias, addressing gatekeepers, empowering human agency, challenging the status quo, removal of physical/mental obstacles, ensuring equitable implementation practices, scrutinizing discretionary conduct, questioning the lack of unwritten policy/procedure, challenging complacency, and giving credit to whom it's due. It's about minimizing excessive burdens and rethinking organizational structures or practices that appear "neutral." Antiracism requires the courage to challenge and critique the reinventive nature of racism in all its creative forms and to be an active part of the change!

Direct racism: treating someone less favorably than others based on someone's racial identity

Indirect racism: equal application of a norm, policy, practice, or program that people of a particular racial group cannot comply with, putting them at a disadvantage.

Institutional racism: the collective failure of an organization to provide quality service to people because of their racial identity, culture, or ethnic origin resulting in prejudice, ignorance, thoughtlessness, and racist stereotyping, which disadvantage racially minoritized groups.

Structural barriers- are physical, tangible, intangible, psychological, and dynamic actions and governing expectations that hinder organizational justice and anti-racism progress. Administrative burdens include established norms, policies and procedures, design methods, attitudes, territorialism, implementation, practices, and unchecked discretionary conduct. Additionally, gatekeeping, rigid thinking, inadequate auditing, actions, behaviors, futile data, organizational rules, resource allocation and distribution, procedural application, ineffective communication, social closure, positional segregation, lack of acknowledgment and credit, and unreasonable expectations that intentionally or unintentionally place an inequitable burden or harms members of a marginalized group.

Most impactful to engage a set of diverse stakeholders as you thoughtfully discuss these questions.

1. **BE CLEAR** about the difference between [Policy and Procedure](#)
2. **IDENTIFYING STAKEHOLDERS** – Which minoritized/marginalized groups may be most affected by and concerned with the issues related to this proposal?
3. **ENGAGING STAKEHOLDERS** – Have stakeholders from different racial/ethnic groups — especially those who may be adversely affected— been informed, meaningfully involved, and authentically represented in the development of this proposal? Who's missing, and how can they be engaged?
4. **CREATE SUSTAINABILITY**- Is the innovation funded appropriately? Have adequate data collection methods been identified, established reporting/progress communication plan, and public accountability sponsorship?
5. **IDENTIFYING SUCCESSES**- What are the success indicators and progress benchmarks? How will impacts and outcomes be measured, documented, communicated, evaluated, and addressed?
6. **Implementation** - Consider how will the policy/procedures be implemented? Training, refreshers, awareness and visibility etc. How will you measure successful comprehension and practice of the policy?

Alignment

How does this program/policy/practices align with the institution's mission, vision, and values?	
What is the intended outcome of this change?	
List any competing priorities that could be interconnected or threaten to undermine progress with the change being considered.	
Can you align the current change with existing organizational initiatives to better coordinate and operationalize the change?	
List any policies that the change could impact.	

What organizational justice principles (i.e., distributive, procedural, interactional, interpersonal/communication) require addressing to enhance successful implementation? (Sustainability)	
People	
How are marginalized populations across the organization/institution (e.g., BIPOC, lower socio-economic status, positional, women, LGBTQ+, etc.) impacted by the change? List known root causes of any identified inequities.	
What opportunities exist to include the voice of those impacted by the change (data, survey, in-person invitation, virtual, call, etc.)?	
What will be done to mitigate barriers so voices are heard and have real influence concerning the change?	
How might the change affect agency for historically marginalized groups?	
What positive and/or negative impact(s) does any discretion concerning this change have on the application for all groups?	

<p>Suppose external resources are needed, and financial expenditure will occur. What opportunities might there be to invest in services/businesses from socially disadvantaged groups (e.g., women-owned businesses, minority-owned businesses, etc.)?</p>	
Resources	
<p>What research exists about implementing this change that can be leveraged (data, people)?</p>	
<p>What existing stakeholder groups (committees, advisory boards, etc.) may be leveraged for perspective?</p>	
<p>List the resources the change will require (training, funding, staff capacity/schedules).</p>	
<p>What skill refreshers might be needed to mitigate complacency (e.g., after critical incidents, as an annual accountability expectation)</p>	

Fidelity	
What accessibility mechanisms will be considered to support equitable access and informed understanding of this change (e.g., communication plan, language justice, plain language, visual/auditory, neurodiverse.)	
What accountability measures will be implemented to mitigate manipulation of the change as intended (e.g., internal compliance auditing, survey)?	
What consequences will be put in place for intentional violation of the quality application of the change, and how will this be communicated/reinforced?	
How often is your organization committed to a quality assurance review (1-2 years), and how will you ensure this process is objective?	
Make sure your change is free from biased language .	
What opportunity is there to consult with an ADEI expert as an additional layer of accountability?	

References

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