

INSTITUTIONAL RACISM: LEVELS IN AN INSTITUTION

LEVEL	EXPLANATION	EXAMPLES
PERSONNEL	<ul style="list-style-type: none"> • Those who are authorized to speak, act, and implement programs in institution's name • Act as gatekeepers of constituency and general public • Qualifications, actions and behavior defined by policies • Personnel and personnel accountability derive from the identity documents and are defined by leadership within the structure 	<ul style="list-style-type: none"> • Inequality in numbers, positions, and salary levels • Ineffective training on racism and race relations • Inadequate supervision • Grievance procedures, or conflict resolution • Lack of mutual community and trust
POLICY PRACTICE PROGRAMS	<ul style="list-style-type: none"> • Institutional polities prescribe practice re: personnel, finance, programs, facilities, etc., • Institutional practice does not always reflect institutional policies • Programs exist to serve the institution's constituency • Policies and programs derive from the identity documents and are defined by leadership within the structure 	<ul style="list-style-type: none"> • Policies regarding racism and race relations in personnel, finances, facility use, programs, etc., are absent, inadequate or un-enforced • Programs are not designed to reflect commitments of institution regarding racism and race relations
CONSTITUENCY	<ul style="list-style-type: none"> • Constituency is defined by an institution's identity documents, along with its role in decision making. • Constituency may include more than official members (e.g. potential members, client lists, product users, etc.) • Every decision and action of an institution is taken in the name of and on behalf of the constituency 	<ul style="list-style-type: none"> • Constituency is not representative of community of color • People of color constituency not adequately or equally served • Inadequate communication to constituency on racial issues • Outreach to new constituency does not reflect commitments of institution regarding racial issues
ORGANIZATIONAL STRUCTURE	<ul style="list-style-type: none"> • Organizational structures, boundaries, product and services are derived from identity documents • Institutional leadership implement issues of control and access as defined by identity documents and institutional practices (finances, policies, programs, constituency, etc.) • Accountability of leadership to the constituency is defined by identity documents and historical precedent. 	<ul style="list-style-type: none"> • Geographic or organizational boundaries that are exclusionary or ineffectively represent people of color • Anti-racist commitments are not reflected in institutional goals and strategies, resource distribution, or in structures of leadership, power and accountability
MISSION PURPOSE IDENTITY	<p>The Institution, as described by:</p> <ul style="list-style-type: none"> • Its identity documents (constitution, bylaws, etc.) • Its ideology, belief system, world view, assumptions (statement of principles, etc.) • Its mission statement and goals • Its history and tradition 	<ul style="list-style-type: none"> • Institution does not have an analysis of racism or an anti-racist identity and commitment • The constitution, belief system, mission statement, and other identity documents reflect the institution's inherited white world view, assumptions, values and principles

TRANSACTIONAL CHANGE

TRANSFORMATIONAL CHANGE