



Part Two: Practice Equity Daily > 2. Nurture a diverse, equity-minded workforce.

SAMPLE STAFF CORE COMPETENCIES

Creating a shared set of expectations is a useful step toward creating a diverse, equity-minded workforce. This Staff Competencies matrix was developed by the Center for the Study of Social Policy for its own staff. It describes competencies for all staff roles. It is an example of the kind of matrix you could create for your United Way. Consider beginning with a set of core competencies for all staff and then add specific competencies related to specific roles within your organization. You'll also want to develop or identify professional development resources to support staff in gaining the competencies.

CSSP STAFF CORE COMPETENCIES FOR WORKING TO ACHIEVE RACIAL EQUITY

DOMAIN: KNOWLEDGE

Sub-Domain	Competency
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Foundational Knowledge and Core Skills

- Understanding why racial equity is a part of CSSP's Theory of Change (TOC) and the rationale for CSSP's desired racial equity outcomes
- Understanding CSSP's analytical and action framework for working to achieve racial equity.
- Understanding core constructs such as structural racism, equity, justice, White privilege, internalized oppression, antiracism, etc.
- Understanding how race-based privilege and power has contributed to "the range of barriers to equal opportunity and the depth of embedded racial inequities"—how they were created, are currently reinforced and maintained, and can be removed.
- Understanding relevant amendments, laws, regulations, and policies (e.g., 14th amendment, Federal Indian Policy, immigration policies).
- Examining relevant "real-time" issues (e.g., stereotype threat and the murder of African Americans; debate regarding immigration policies).
- Understanding what a reduction in institutional and structural racism look like (i.e., outcomes).
- Understanding the specific areas of racial disparity of focus for the organization.
- Understanding and practicing the organization's values.

Data

- Knowing basic data/metrics about the scope, extent of, and the economic and human costs of racial inequities, with particular attention to the communities of focus.
- Understanding how racial equity is a core objective in one's area of work.
- Understanding within one's area of work how race-based privilege and power has contributed to "the range of barriers to equal opportunity and the depth of embedded racial inequities"—how they were created, are currently reinforced and maintained, and can be removed.
- Understanding the specific areas of racial disparity of focus for the respective work team.
- Understanding what racial equity will "look like" with respect to the work team's areas of focus.



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SAMPLE STAFF CORE COMPETENCIES, CONT.

DOMAIN: SKILLS

Sub-Domain	Competency
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Analytical

- Critically examining social issues and messages for racial biases and inequities and their impact on oneself and others’ thinking, emotions, and behaviors.
- Developing strategies for working to achieve racial equity through one’s work.
- Disaggregating data by race in all analyses.
- Identifying areas in work where a racial equity analysis could/should be applied to advance the work to eliminate racial disparities and inequities.
- Including in written materials relevant issues about barriers to opportunity and embedded racial inequities

Practice

- Applying a racial equity lens in policy issues.
- Applying a racial equity lens in practice issues.

Facilitation

- Facilitating discussions about racial equity (difficult issues involving race).
- Learning how to create a “safe space” that encourages people to open up and feel comfortable enough to discuss difficult issues.

Communication

- Communicating effectively with colleagues and refining interpersonal communication skills, in general.
- Communicating effectively about issues related to racial equity.
- Developing non-violent communication skills (e.g., empathy and compassion movement).
- Developing active listening skills



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SAMPLE STAFF CORE COMPETENCIES, CONT.

DOMAIN: ATTITUDES

Sub-Domain

Competency

Self-Reflection

- Appreciating the need to practice cultural humility in one's life and work. That is, careful consideration of one's own assumptions, beliefs, emotions, and behaviors that are embedded in one's understandings and goals when interacting with individuals of different races or cultures.
- Examining and reflecting on one's own racial/ethnic biases/prejudices that may impact one's work.
- Acknowledging one's racial or cultural "blind spots" and working to address them.
- Feeling comfortable and competent to express racial equity and race inequity opinions even if they differ from the majority.
- Disagreeing regarding racial equity issues and their intersections without being defensive and criticizing others' point of view.
- Thinking/talking about individual issues in being self-aware/mindful about racial equity issues.

Notes