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GOVERNMENT ALLIANCE ON
RACE & EQUITY

Racial Equity Core Teams

The Engines of Institutional Change

by Terry Keleher

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RACE & EQUITY

This guide is published by the Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all.

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ABOVE: Racial Equity Core Team, New York City Department of Public Health and Mental Hygiene.

WHAT IS A RACIAL EQUITY CORE TEAM?

A Racial Equity Core Team is a primary leadership team, including both formal and informal leaders, responsible for designing, coordinating, and organizing racial equity plans and activities across a government jurisdiction or institution that is committed to equitable systems change. The Core Team is often situated within a broader Racial Equity Initiative or framework adopted by a jurisdiction, and is officially authorized to play a leading role in operationalizing the commitment to equity in all dimensions of the institution. The Core Team often serves as the engine for change, leading the way, pulling others along, chugging through sometimes challenging terrain, keeping things on track, moving a diverse community of people in a common direction, and building the movement and momentum to arrive at the destination of equitable outcomes.

WHAT IS RACIAL EQUITY?

Racial equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

The jurisdiction may be a county, city, individual department, public utility, public school district, public library, park district, or other public institution. The Core Team may go by different names in different organizations. For example, it may be called an Equity Core Team, a City or County-wide Racial Equity Team, an Inter-Branch Team on Equity and Social Justice, Racial Equity Steering Committee, or a Cross-Department Equity Change Team. The names of the Initiatives or policies which the Core Teams are part of also vary, such as a Race and Social Justice Initiative or Equity and Social Justice Initiative.

WHAT ARE THE KEY FUNCTIONS OF A RACIAL EQUITY CORE TEAM?

Core Teams can have a variety of roles and functions, which may vary in different jurisdictions. Common functions can be summarized in the following seven "C"s:

√ **Catalyzing** equitable systems change in government and in the community

√ **Coordinating** the design and implementation of an action plan—often called a Racial Equity Action Plan, Equity Strategic Plan, or Annual Racial Equity Work Plan.

√ **Cultivating** and developing new racial equity leadership and active community engagement

√ **Capacity-building** to disseminate learning, skills, and tools for operationalizing equity

√ **Communicating** about racial equity across departments and management levels

√ **Collecting** and analyzing data for documenting, measuring, and evaluating progress

√ **Championing** racial and social justice and celebrating and sustaining success

WHAT IS THE IDEAL COMPOSITION OF A CORE TEAM?

The number of Core Team members will vary, depending on the size of your jurisdiction or department. The Core Team needs to be representative of many different facets of the institution. But it also needs to be manageable in size to work productively and efficiently.

Here are some considerations for achieving a representative Core Team:

• Diversity across race, ethnicity, gender, ability, sexual orientation and other important characteristics.

• Diversity across departments, branches, agencies or other key units of government.

• Diversity in leadership, both emerging and experienced, including those who display non-traditional leadership qualities and those who don't usually get the opportunity to share their voice in this way, including long-term employees and more recent hires.

• Diversity across work levels, functions and authority, including supervisors, administrative staff, frontline staff directly delivering services, those working on policy, program and/or data collection, and staff working in different locations.

WHAT ARE THE DESIRED CHARACTERISTICS OF INDIVIDUAL CORE TEAM MEMBERS?

- **Commitment** to racial and social justice, with passion and energy to motivate others;
- **Knowledge** of equity and race issues, with analytical skills for systems thinking;
- **Collaborative** in working across differences and organizing for collective results;
- **Leadership** experiences and ability to be a visible and vocal champion for equity;
- **Communication** skills to be a liaison and ambassador with a variety of audiences;
- **Creativity** to think outside the box to craft forward-thinking, innovative strategies;
- **Facilitation** and training skills to engage in conversations about race;
- **Flexibility** to work across departmental barriers and roles and to seize opportunities;
- **Humility** and curiosity to continually learn and engage in self-reflection;
- **Relationships**, internally and externally, that can be leveraged to expand engagement;
- **Resilience** to engage in deep, challenging, and long-term work.

BELOW: Equity Core Team, City of Asheville, NC.



WHAT ARE THE DUTIES AND EXPECTATIONS OF CORE TEAM MEMBERS?

The specific expectations of Core Team members will vary from jurisdiction to jurisdiction. It helps to delineate and clarify these at the outset of a new member's tenure on the Core Team so that all members, and their supervisors, are aware of the commitment involved. It helps if members receive management approval for a designated number of dedicated hours per year or quarter for training and supporting racial equity activities.

Example expectations include:

- Champion and advocate for racial justice and model the organizational values
- Represent agencies or departments at leadership meetings and communicate messages from the Core Team to your own agency or department
- Participate in all Core Team meetings and activities, as well as committees, work teams or caucuses
- Provide leadership, facilitation, coaching, and technical assistance to internal departmental equity teams to figure out openings to pilot activities, develop goals and plans, and implement strategies for achieving results
- Coordinate, track, and report agency/department racial equity action plans, successes and improvements
- Continually learn and support agency/department learning
- Meet with employees, especially those whose voices may not be considered, and encourage employee-generated ideas and solutions
- An opportunity to inform and implement strategy and plans to advance racial equity and social justice across all areas of work within a department or jurisdiction
- An opportunity to collaborate and build relationships with staff across Divisions, and leverage internal expertise to advance the goals of the effort
- An opportunity to build personal and professional knowledge and skills, including: Strategic planning, effective communications, complex problem solving, application of racial equity assessment tools for planning and decision-making, and in-depth analysis of racism and racial justice

HOW DO YOU CREATE A CORE TEAM AND GET STARTED?

When a jurisdiction is ready to make a serious commitment to, and investment in, the work of racial equity and social justice, you need some critical infrastructure to move from lofty ideals to concrete actions. Equity needs to be thought of as both an aspirational and operational framework—a process and a destination. Creating a Core Team will help anchor, drive, and center the work.

There are different ways to create a Core Team. The top management of a jurisdiction can designate an appointed team of leaders to coordinate the initiative, which may even include members of the management team. While this approach is more top-down than other approaches, it can also help ensure that the management has deep investment, direct access, and high confidence in, those they've chosen to lead.

Another approach is to have each department/agency or unit director select one or two representatives to be on the Core Team. This will ensure broad and equal representation across the jurisdiction. But a drawback can be that the full Core Team may not end up with an ideal mix of diversity by race, gender, experience level, and other important characteristics. In this case, it is important for the appointing authority to analyze overall demographics and skills of potential members to make any adjustments needed.

A third approach is to put out an invitation to all employees to nominate themselves or others to serve on the Core Team. You can create a Core Team Recruitment or Nomination Letter from the Director of Equity and Inclusion or the Mayor/County Executive (see Appendix A for a sample). Once you receive the nominations, you can screen and interview candidates to arrive at a desired diverse balance of participants for the full Core Team. With this approach, you may get some unlikely or surprising candidates, which can be an asset. They may be colleagues who have a real passion for racial equity and are ready to step up. This more bottom-up approach may yield a very dedicated, diverse, and perhaps even younger, group of new equity leaders, even though they may not have as much positional power and influence as those who would typically be selected from the top.

There are different trade-offs with each approach, but all of them can work. You'll need to select the approach you think will work best since each jurisdiction has its own unique history, structure, and power dynamics that need to be considered and navigated.

Once the Racial Equity Core Team is established, initial activities often include some community building, visioning, and training. Then the group is ready to embark upon developing priorities and plans. Initial plans may include activities such as collecting baseline data, and surveying employees to assess interest and needs. The Government Alliance on Race and Equity (GARE) has a template for an Employee Equity Survey, as well as Racial Equity Action Plans, so Core Teams can use or modify these tested resources, rather than have to start from scratch when getting started.

WHO LEADS THE CORE TEAM?

Leadership must often be built in stages. For larger jurisdictions, they may have a full-time Racial Equity Director (or some comparable position) who can provide the initial leadership for creating and coordinating the Racial Equity Core Team. Some may even have a Racial Equity Office or a Center for Racial Equity with full-time staff, situated within their organizational structure. Smaller jurisdictions—or those who have recently adopted or launched a new equity framework or initiative—may have to bring together some staff who can dedicate a portion of their time to equity, until the resources and political will are in place to create full-time positions.

Once a Core Team is in place, leaders can be selected to assume different roles—such as planning and leading meetings, heading up workgroups, or facilitating internal or external events. Initially, you'll have to work with your team and the resources you have, then build out from there by working to secure the ongoing resources and staffing needed to expand your reach and impact. Some Core Teams create a planning or leadership team—a sub-group of leaders who plan the Core Team meetings and other needed activities between meetings.

We have learned from social justice movements in the community that "leader-full" movements often have more diversity and sustainability than those with just one or a few main leaders. Spreading out the leadership—and continually cultivating and developing new leadership—is critical for growing and sustaining the equity work. Having leadership continuity is important. Because the pursuit of racial justice is long-term work, having seasoned leaders who have worked together over time and weathered storms together, can be a real asset. Some jurisdictions choose to not have term limits for their Core Team members. Others may have term limits in order to encourage new leadership, turnover, and fresh perspectives. Being thoughtful about planning leadership transitions can be critical for ensuring continuity, cohesiveness, and shared culture.

HOW DOES THE CORE TEAM INTERACT WITH OTHERS IN THE JURISDICTION?

Each jurisdiction has its own structure, including where the Core Team is situated within the organization. For this too, there can be many variations. The closer the Core Team is structurally situated to the top executive or the senior management or Cabinet, the more access, authority, and ability it will have to make things happen. The work of the Core Team must be aligned with the strategic plans and priorities of the overall jurisdiction, and fully accountable to its leadership, with direct lines of communication.

A Director of Racial Equity (or some comparable position) may have a seat on the Cabinet. Or Cabinet members may serve on the Core Team. If the connection is less close and clear, it will be important for the Core Team to develop other formal and informal channels of vertical communication and authority with senior management. If the Core Team is made up of representatives of various departments/agencies of units of government, each of those entities may have their own Equity Teams. The Core Team representatives then act as liaisons between the Core Team and their departmental Change Teams to ensuring horizontal communication.

Core Teams not only interact, internally, with others across their jurisdiction, but also externally, with community leaders and organizations. Developing ways to directly interact with different communities—whether through public forums and events, community learning opportunities, community advisory committees, etc.—can ensure that equity goals and plans are in sync with changing community interests and needs, especially from communities of color and under-served communities.

HOW CAN CORE TEAMS BUILD COMMUNITY AND LEARNING?

Before you delve into the work of advancing equity, it's important to take some time to get to know each other and build relationships within your Core Team. When people know and understand each other, it can help get you though some of the difficult conversations and challenges that are an inevitable part of doing racial equity work. Sharing stories, sharing a meal, and building in some social and festive time together can go a long way towards humanizing each other, breaking down stereotypes, and building cohesion.

Building in ongoing training and learning together is also key. Don't assume people are on the same page when it comes to understanding racial equity and social justice. Everyone has a unique identity, history and perspective. Some foundational training together—where you learn basic concepts, definitions, tools, and strategies for addressing equity—will help you have more constructive and productive conversations.

HOW CAN YOUR CORE TEAM HAVE THE MOST IMPACT?

Core Teams can help move things from talk to action, from problems to solutions and from episodic reactive responses to well-coordinated systemic strategies. By developing concrete goals and priorities, along with doable plans, with delineated and delegated tasks and timetables, aspirations can become realities. By modeling the design and implementation of effective and accountable work, the Core Team can help other Equity Change Teams and leaders to do the same. A Core Team that authentically represents the diversity of its overall jurisdiction is well positioned to develop a Racial Equity Action Plan that includes measurable benchmarks and meaningful results.

By tracking your progress, you can hold yourselves accountable and keep yourselves focused on meeting your goals. Periodically share with your colleagues and community what you are achieving and learning. In the process, you can create a community and culture of learning and action, with your eyes on the prize of racial equity.

HOW CAN YOUR CORE TEAM SUSTAIN MOMENTUM?

Since wide-scale systemic change will not be achieved overnight, Core Teams must prepare to do long-haul work. Be sure to make the work manageable, to avoid burnout. Go for the low-hanging fruit before you take on the entire orchard. Find the "three-pound weights" before the heavy lifts. Once you build your equity muscles, individually and collectively, you'll be able to take on bigger challenges. Instead of dwelling on all the obstacles, be sure to look for and seize the opportunities. Take time for self-care, individually and collectively.

Build in support and incentives for your Core Team and others to succeed. And be sure to celebrate successes—even, and especially, the small ones. Turn the successes into stories you can document and widely share so people can learn about the tangible benefits of the work—and see the difference it makes in real people's lives. Use the GARE blog site as a place to share your Core Team's successes, along with GARE membership meetings and subject area groups as places to strategize about challenges. As your institution and community experiences and recognizes the value of this work, it's important to incrementally build the infrastructure needed to sustain and expand it. This may mean new or modified staffing and structural arrangements to make it work. The investment is well worth it as your institution moves into closer alignment with its values.

WHAT'S THE SECRET SAUCE FOR SUCCESS?

Each jurisdiction is uniquely situated and has to find it's own way to be the engine and driver of success. In summary, some of the key ingredients include:

- A diverse, representative, passionate and visionary team leading the way forward.
- Well-coordinated work tied to an action plan that "keeps all the trains running on time."
- Authority and accountability to navigate through the obstacles to keep the work on track.
- Incremental infrastructure development to fuel sustained and scaled success.
- Continually bringing more people aboard and moving towards a common destination.
- Ongoing learning and evaluation to continually improve the journey and expand impact.

Ultimately, the goal of the Core Team is to reach and engage all units and levels of an institution—and every employee—in using a racial equity framework (analysis, tools and strategies) in their daily work and routine decisions. The work of racial equity is critical to the mission of any government jurisdiction that truly wishes to engage and serve all of its constituents fully and fairly. By doing so, jurisdictions can move from being passively part of the problem to actively part of the solution. When the Core Team increasingly and continually embeds the vision and values of equity in all facets of governance, an inclusive democracy and an equitable community become possible.



LEFT: The Inter Branch Team, King County, WA.

SPOTLIGHT ON

ASHEVILLE, NORTH CAROLINA

When the City of Asheville hired its first Equity & Inclusion Manager in August 2017, one of the first actions of the new Manager was to create a Racial Equity Core Team. Ten days after starting her new job, Kimberlee Archie held a series of one-on-one meetings with department directors explaining the purpose of the Core Team and enlisting their help in identifying ideal candidates to serve on the Team. This led to the creation of a Core Team made up of at least one representative from each of the City's 14 major departments.

The new Equity Core Team began meeting twice per month for two hours at a time. Early on, the team participated in a series of trainings led by the Government Alliance on Race and Equity (GARE). Through this training process, the Core Team developed a Racial Equity Action Plan and identified four areas where they could have citywide impact. These included workforce equity, community engagement, contracting and purchasing and redevelopment and gentrification. For each area, the Core Team created pilot projects and project teams. These pilot project teams, in turn, met with subject matter experts within the City to develop their projects.

The pilot project teams "learned by doing"—by actually using a Racial Equity Tool. The Core Team worked with the pilot project teams to collect baseline data to track movement, drive the action, and deliver on outcomes. Helpful community-level data was drawn from "The State of Black Asheville." The Core Team worked on building needed infrastructure to hold and coordinate all the new equity work, with plans to begin staffing up the Office of Equity and Inclusion, The Team has also been working in step with the City Manager and City Council to connect racial equity to the City's overall vision and strategic goals in health, education, housing and economic mobility.

In hindsight, one insight would be to build more time and flexibility into the process of creating the Equity Core Team. The department directors had the biggest role in selecting its members, by each recommending departmental representatives. Perhaps more demographic and experiential diversity could have been achieved by interviewing and screening the candidates, individually and collectively. But even without a more optimal start-up timeframe, the City still created a highly passionate and productive Core Team.

Another insight has been learning to pace things in order to build the needed infrastructure to effectively support growth and success. Within its first year of existence, the Equity Core Team and its pilot project teams had already generated an impressive and growing body of engaged participants and active work on many fronts. The Equity & Inclusion Manager characterized the rapid growth as an "aim-fire-ready" approach. But future growth will need to be more incremental to ensure sufficient capacity to sustain the gains.

To Learn More:

Kimberlee Archie, City of Asheville Equity and Inclusion Office
http://www.ashevillenc.gov/departments/comm_public/projects_n_initiatives/equity_manager.htm

SPOTLIGHT ON

KING COUNTY, WASHINGTON

With a decade of experience embedding and expanding its model for governing with a racial equity and social justice framework, King County provides an excellent illustration of a core team's central role in the context of a highly evolved and large-scale initiative. King County's Equity and Social Justice (ESJ) Initiative, launched in 2008 and codified by ordinance two years later, is anchored by the ESJ Office and the Inter Branch Team (IBT). The IBT's mission is to be "a catalyst for change in county government and the community by increasing focus on the determinants of equity and intentionally embedding an equity lens in the county's policies and decision-making, organizational practices, and community engagement and communications."

The IBT is composed of the directors or their designees—nearly 40 representatives in total-- from all branches, departments, agencies and offices of the county government of 14,000 employees. Most departments and agencies have their own equity and social justice teams, so the Inter Branch Team operates as a leadership hub, with direct lines of communication, access, and authority. The Office of Equity and Social Justice is housed in the Office of the King County Executive and its Director is a member of the Cabinet, along with other department directors.

The IBT's many functions include coordination and the facilitation of accountability across all branches of government in implementing the "fair and just" principle of the countywide strategic plan, developing and supporting the use of equity impact analytical tools, supporting equity and social justice trainings, developing guidelines for community engagement, supporting mechanisms to improve fairness in government organizational practices, supporting the development of annual department and agency workplans that incorporate equity and social justice practices, providing a forum for the exchange of ideas and information, and compilation of an annual report on equity trends and results.

The team has been instrumental in developing the county's equity and social justice strategic plan and ensuring system-wide coordination and accountability so that the plan gets implemented at all levels of government. The IBT meets monthly for two hours and also caucuses by race. Notably, the team also meets with Operations Cabinet (deputy directors) to make sure the ESJ Strategic Plan is effectively implemented.

Matías Valenzuela, Director of the Office of Equity and Social Justice says that a key to the IBT's success is having "the positional authority to do this work," officially recognized and sanctioned, and structurally situated with direct access to directors and top management. "There's direct contact with people implementing and operationalizing everything in the departments. Having our equity people connected at the hip is extremely important."

To Learn More:

Matías Valenzuela, Director, Office of Equity and Social Justice
www.kingcounty.gov/equity

SPOTLIGHT ON

SAINT PAUL, MINNESOTA

The City of Saint Paul began its Racial Equity Initiative in 2013. By 2015, every city department had a Racial Equity Change Team and an annual Racial Equity Plan. By the end of 2017, over 3000 city employees had participated in a full-day racial equity training, including over 600 sworn officers who participated in three days of training. Since the beginning of the Initiative, the City's workforce shifted from 17% to 24% people of color (Saint Paul's overall population is 46% people of color).

The City's core team has evolved and is now known as the Equity Executive Steering Committee. This high-level body is composed of 11 people, including the Deputy Mayor, Chief Equity Officer, Chief Innovation Officer, Fire Chief, and other Department Directors. The Steering Committee meets monthly and has created a new framework for its future work. This includes understanding existing gaps in equity, expanding their notion of equity beyond race to include other dynamics that contribute to inequity, aligning departmental goals and plans with the City's vision, developing 3-4 citywide projects that everyone can work on, and implementing a new multi-year strategic plan that begins in 2019.

The Equity Executive Steering Committee has created, and works in tandem with, the Citywide Equity Change Team, which meets quarterly and is made up of 80-100 people active in departmental change teams. Together they engage in problem solving and sharing new ideas. The Steering Committee also collects all of the department work plans, compiles them on a dashboard on a quarterly basis, and shares them with the mayor's office.

"The equity work is not just an initiative. It's embedded in our culture," observed Jessi Kingston, Director of Human Rights & Equal Economic Opportunity. "We've focused a lot on changing how we operate and less on 'you may be a racist, so change.' We're not trying to change minds. When you come to work and you wear a city uniform, these are our expectations. This will all happen with a racial equity lens and here are some tools."

In addition to the internal bumps to navigate, the external context also shapes the work. Saint Paul, as the state capitol, is often affected by events happening around the state. The 2015 Black Lives Matter demonstrations that resulted in the shutdown of the Mall of America and an airport terminal, and the protests that followed the 2016 police shooting of Philando Castile, stirred up raw emotions. On one occasion, an Executive Committee member, a male of color, was pulled over by an off-duty police officer when he had car trouble. Processing these highly charged events, sometimes with police officers at the table, has been especially challenging, while also trying to keep the equity work going. "We had lots of knee-to-knee conversations, where one person talks while the other listens and asks questions, then they reverse roles," said Kingston. "The Executive Committee was incredibly instrumental in holding everyone together."

To Learn More:

Toni Newborn, Chief Equity Officer, Office of Mayor Melvin Carter, Saint Paul

SPOTLIGHT ON

NEW YORK CITY DEPARTMENT OF PUBLIC HEALTH AND MENTAL HYGIENE

In 2014, the New York City Department of Public Health and Mental Hygiene, under the leadership of Dr. Mary Travis Bassett, cast a vision for long-term institutional transformation towards racial equity. The Department set out to "become a racial justice, multi-cultural organization that has the systems and capacity to achieve measurable reductions in health inequities." One of the first steps towards this aspiration was to create a leadership cohort to help guide the work, develop internal capacity to hold and move the work to ensure its sustainability, and to develop a short and long-term plan of implementation of a shared equity vision.

The Department's Center for Health Equity, assigned to manage the process, took on the task of selecting a cross-division leadership cohort to shape and drive the strategic direction of the effort. In order to attract the best leadership possible, they developed an application questionnaire and a rubric of selection criteria. They received over 100 applications, from which they selected two representatives from each of 12 divisions, plus a representative each from the offices of the commissioner and deputy commissioner.

The new Core Team underwent an intensive process of training, staff engagement, and action planning to spearhead an internal reform process called "Race to Justice." They developed action plans and workgroups around four cross cutting areas—communications, community engagement, workforce equity, and finance. An open recruitment process for the workgroups attracted even more staff from each division. The divisions, in turn, created their own Action Teams to implement workgroup recommendations. Some workgroup leaders became lead organizers for their own division's action plans. And, division Action Teams have also become a pipeline of talent for future Core Team leadership.

A key success in their process was the thoughtful way they recruited and expanded their leadership. "This team of folks is incredibly diverse—a diagonal group across the hierarchy," said Rebekah Gowler, Director of Health Equity Capacity Development at the Department's Center for Health Equity. They have a clear and demonstrated commitment to racial justice and "push against the status quo," she added.

One caution has been the intensity of the work and workload. Also, some colleagues would come to individual Core Team members with grievances about racist practices or policies. This became emotionally taxing for Core Team members, many of whom are women of color who bear the burden of holding these spaces. It has been important to pay attention to these dynamics to make the work more sustainable. The hard work the Department and its leaders has paid off, playing an instrumental role in getting the entire New York City government to join GARE and adopt an inclusive equity framework.

To Learn More:

Rebekah Gowler, Center for Health Equity,
New York Department of Health and Mental Hygiene
https://www1.nyc.gov/site/doh/health/neighborhood-health/race-to-justice.page

APPENDIX A: **CORE TEAM NOMINATION FORM**

RACE & SOCIAL JUSTICE CORE TEAM II NOMINATION FORM (CITY OF SEATTLE)

Candidate's Name: _____ Last _____ First

Department _____ Division _____ Phone _____ Mail Stop _____

Job Title _____ Years with City _____ Supervisor's name _____

These are the qualifications desired of a Core Team participant:

- Positive expectations for the City of Seattle and the Race and Social Justice Initiative
- Two or more years working for the City of Seattle
- Training/experience facilitating difficult conversations and/or doing antiracism work (Change Teams, CityTalks, Undoing Institutional Racism, National Coalition Building Institute, It's Time to Talk or other racial justice capacity building efforts)
- Ability to work across racial groups
- Communication skills – willing / able to speak in front of groups
- High motivation and ability to motivate others
- Management approval for 90 hrs./year time commitment to training and 120 hrs./year supporting Initiative activities

After reviewing the qualifications listed above, I recommend this candidate for the Race & Social Justice Core Team Program.

Print Nominator's Name _____ Nominator's Signature _____

Department _____ Phone _____

CONTINUED ON FOLLOWING PAGE.

These are the expectations of Core Team participants:

- Attend approximately 90 hours of training activities between 6/07 and 10/07.
- Commit 120 hours per year for two years to the Core Team (in addition to training time)
- Provide facilitation and organizational support to the Race and Social Justice Initiative
- Participate in Core Team meetings/activities (Core team members are expected to attend all Core Team meetings and activities.)
- Commit to model RSJI Core Team organizational values
- Continue to learn and share information
- Build on and add to the work of Core Team I
- After reviewing the expectations of participants, I agree to fulfill them if selected for the program.

_____

Candidate's Signature

PLEASE COMPLETE THE BACKGROUND QUESTIONNAIRE BELOW.

CANDIDATE SECTION

1. Please describe your training and experience related to facilitating difficult conversations and / or doing anti-racism work.
2. What do you like about working for the City of Seattle?
3. In what way(s) do you see the Race and Social Justice Initiative as relevant work for the City of Seattle?
4. What do you see as the greatest personal challenge to leading Race and Social Justice work in the City of Seattle?
5. What do you see as the greatest institutional challenge to leading Race and Social Justice work in the City of Seattle?
6. Describe your familiarity with the Race and Social Justice Initiative and the work of the Core Team. Why are you interested in serving on the Core Team?

SUPERVISOR SECTION

- ○ **I approve the core team member nomination** (Core team members are expected to attend all Core Team meetings and activities)
- ○ **I would like to discuss details with SOCR and employee**

_____

_____

_____

_____

- ○ **I do not approve of this nomination**

_____

Supervisor's Signature

Return this nomination form by March 30, 2007 to Julie Nelson, Office for Civil Rights, 810 Third Avenue, Seattle, WA 98104; Mail Stop CB-07-50. For more information call 233-7822.