



Over the course of a year, BIPOC (Black, Indigenous, People of Colour) leaders and staff from TNC member agencies collaborated on the following list of recommendations to help organizations advance their equity and belonging work.

BIPOC Recommendations for Actions

(from the BIPOC Affinity Group & Senior Leaders BIPOC Affinity Group)

1. BIPOC leaders who have experienced and overcome oppression should have opportunities to provide mentorship and support.
2. Create processes that are open for hiring and promotion of BIPOC employees.
3. Open communication, feedback and transparency in processes regarding equity and belonging work happening at agencies.
4. Create networking structures to support the mobility of aspiring BIPOC leaders.
5. Set specific targets to assess an organization's current situation regarding diversity and inclusion work, and then create an assessment tool to collect data to monitor movement and change.
6. Provide opportunities and trainings to help leaders check their privilege.
7. Create space within organizations to confront bias and exclusion without repercussions.
8. Support trainings to build awareness and meaningful understanding of historical and current Indigenous Context, Anti-Black Racism and Unconscious Bias.
9. Assess board composition for equity.
10. Develop an Organizational Audit Tool for Equity as a resource to develop inclusive organizations. The audit tool would provide quick and easy suggestions to support tangible accountabilities that can be integrated throughout the organization.
11. Address current organizational culture and the realities of people's real experiences with microaggression to help build understanding and empathy.

12. Create a space and mechanism that is facilitated for the release of trauma and for understanding our lifelong journey through trauma into organizational leadership. This differs from the mainstream paths and qualities often listed as needed to succeed in leadership.
13. Measure our success and how we are doing as a network. Have a shared tool to look at equity using the same language.
14. Organizations need to have coaching and support for aspiring BIPOC leaders. And the path to leadership development needs to include voices of aspiring BIPOC leaders because their experiences are different than the people who are in leadership now. We need to hear what they need so organizations can adapt to address those needs.
15. Organizations need to have board support for the equity agenda.
16. Succession planning. One important thing to consider in succession planning is how the organization's mission and vision are not being realized amongst the staff. We work towards equity in the community but there is no mechanism to address equity for staff in our organizations. As a result, aspiring leaders don't find leadership attractive.
17. Assessing what types of HR policies support healthy workplaces and can facilitate support for BIPOC and all staff. For example: Flex time.
18. Create a leadership position, like a Manager of Equity and Inclusion, to ensure that there's a context of equity inclusion throughout programs, policies and structures of the organization. It is important that this be a leadership position.
19. Organizations should get together and develop a roster of diverse facilitators, trainers, advisors and consultants so that we are ensuring that there is equity in perspectives and experiences when we have gatherings, events, workshops, trainings, etc.
20. We need to change the culture not just create policies. We need to ensure our existing policies are updated and being utilized and enforced. Enforcement and utilization of existing policies is a way to move beyond writing things down to behaving and enacting the policies. Our efforts must be about changing attitudes and behaviours. One can have the best policies in the world, but if one doesn't use lenses of equity, rather than equality, the policies are useless.

