

Righting Systemic Wrongs: A Self-Reflection Tool

This tool is designed to support reflection and action relating to the strategies offered in our brief, [Evaluation is So White: Systemic Wrongs Reinforced by Common Practices and How to Start Righting Them](#), which is part of the [Funder & Evaluator Affinity Network Call to Action Series](#). The brief is designed to be a starting point, as there is still much to learn and understand about the barriers evaluators of color face. Similarly, this tool is not comprehensive of all that is needed to ensure evaluators of color flourish. The overarching purpose is to spark conversation, engage in reflection, identify areas for learning, and ultimately to change behavior and practice.

Intended Audience

Page 1: Funders of Evaluation

Page 2: Evaluators and Evaluation Firms*

Tips for Using this Tool

- Include multiple perspectives in the reflection process, especially the voices of people who are not or rarely engaged. Colleagues within your organization may have different perspectives on where your organization stands – these differences are fodder for rich discussion.
- Acknowledge the emotional burden and risk-taking that your colleagues of color take on when engaging on this topic. It can surface personal trauma and pain, and yet it is worthwhile in working toward shared understanding and solidarity.
- Use this tool to gauge your organization's current status, consider ideas for places to start, and uncover opportunities to deepen your work. It is not a diagnostic assessment of how your organization is doing, rather a reflection of where your organization is in its journey.
- After completing the tool, take time to self-reflect and engage in conversation. Change can be uncomfortable and is necessary for growth. Here are some guiding questions to get started:
 - Where do we see similarities and differences in ratings across colleagues? What do the similarities and differences mean for how we might move forward?
 - What are the 1-2 places where we can make meaningful change quickly?
 - What are potential challenges or barriers that we might encounter? How might we plan for them?
 - How do we track our progress over time?
- For resources to support efforts within your organization, please see our brief: [Evaluation is So White: Systemic Wrongs Reinforced by Common Practices and How to Start Righting Them](#).

Response Categories

The self-assessment uses the following response categories:

- **Not started:** My organization has not started working on this.
- **Early stage:** My organization has started working on this but has made little progress to date.
- **Progressing:** My organization is making progress on this, but has more to do.
- **Advanced stage:** My organization has made significant progress on this.

Below are two sets of reflection questions: one set for funders of evaluation and another for evaluation firms.

* While the tool was designed for small to mid-size evaluation firms in mind, it may also apply to larger academic institutions and research centers.

● Self-Reflection for Funders of Evaluation

Read each statement and select the stage that you think your organization is in.

Attracting evaluators of color as learning and evaluation partners. Foster an equitable and inclusive recruitment process.		Stage:
1. My organization uses alternative formats (Requests for Information, Requests for Qualifications, or exploratory conversations) whenever a formal proposal is not necessary.		
2. My organization engages prospective consultants in a two-way conversation in advance of a full proposal.		
3. My organization is intentional and persistent about designing proposal processes that are attainable for smaller-sized firms (e.g., considers level of burden in proposal development, compensation for evaluation design).		
4. My organization is intentional and persistent about reaching out to evaluators of color and/or evaluation firms led by people of color when looking for learning and evaluation consultants.		
Valuing cultural relevancy* as expertise. Articulating why cultural relevancy matters and resourcing what it takes for a field to build that capacity.		Stage:
5. My organization clearly articulates the need for cultural relevancy in addition to asking for diversity in the proposed project team.		
6. My organization inquires about the proposed project team's expertise and approach to engaging grantees and community members.		
7. My organization prioritizes evaluators and evaluation approaches that value cultural relevancy and lived experience as expertise (e.g., inclusion of community experts or advisory groups).		
8. My organization acknowledges cultural relevancy as an area of expertise and ongoing learning by resourcing evaluators' efforts to build capacity in this area.		
Valuing inclusion, development, and mentorship. Being open to, and acknowledging, the leadership that the evaluation team brings at all levels.		Stage:
9. My organization sets evaluation project budgets that allow for greater inclusion, development, and mentorship of emerging evaluators.		
10. My organization values evaluation teams that create leadership opportunities for emerging evaluators (e.g., opportunities to present, facilitate, or take lead).		
11. My organization regularly acknowledges the leadership and contributions of all members of the project team, not just the project lead.		
12. My organization creates a culture of inclusion and sense of belonging that welcomes engagement from all members of the evaluation project team.		
Ensuring people of color flourish in philanthropy. Growing the diversity of the field requires an intentional reflection, conversation, and investment in people of color.		Stage:
13. My organization regularly solicits confidential feedback and input from its employees, with attention to the experiences of people of color.		
14. My organization regularly solicits confidential feedback and input from its grantees and external partners, with attention to the experiences of people of color.		
15. My organization intentionally creates spaces for conversations about race and racism in the workplace.		
16. My organization has the tools and know-how to create authentic connections and conversations about the burdens of race and racism in our work.		
17. My organization openly acknowledges the role and challenges of white-dominant** notions of leadership and expertise.		
18. My organization is actively working to dismantle of white-dominant** notions of leadership.		

* Cultural Relevancy: Effectively reaching and engaging communities in a manner that is consistent with the cultural context and values of that community while effectively addressing the disparities of diversity and inclusion within a system or organization. (Adapted from an articulation by Youth Outside)

** White-Dominant Culture: The norms and characteristics of white-dominant culture are deeply ingrained in the evaluation and philanthropic sectors. They include an emphasis on perfectionism, sense of urgency, worship of the written word, paternalism, and right to comfort (avoidance of discomfort). White-dominant culture is so normalized and so invisible that many evaluators of color become convinced that following these norms is the only way to be successful. (Okun, T. (n.d.). White Supremacy Culture. Dismantling Racism Works.).

● Self-Reflection for Evaluation Firms

Read each statement and select the stage that you think your organization is in.

Attracting and recruiting evaluators of color. Foster an equitable and inclusive recruitment process.		Stage:
1. My organization creates job postings that lead with our organization’s values of diversity, inclusion, and equity.		
2. My organization specifies experience with diversity, inclusion, equity, and populations of focus in job qualifications.		
3. My organization disseminates job postings through intentional outreach to non-traditional networks (e.g., minority-serving institutions, professional orgs that support underrepresented communities) to reach evaluators of color.		
Hiring evaluators of color. Organizations create processes that acknowledge and mitigate biases in the hiring process.		Stage:
4. My organization creates a search or review committee that includes diverse perspectives and experiences.		
5. My organization discusses diversity, inclusion, and equity with our hiring team.		
6. My organization addresses burdensome hiring processes and standardizes the hiring process to reduce biases in hiring decisions.		
Engaging in bold conversations. Working toward inclusion and equity requires intentionality, time, and bold conversations.		Stage:
7. My organization intentionally create spaces for conversations about race and racism in the workplace.		
8. My organization has the tools and know-how to create authentic connections and conversations about the burdens of race and racism in our work.		
9. My organization openly acknowledges the role and challenges of white-dominant* notions of leadership and expertise.		
10. My organization is actively working to dismantle white-dominant* notions of leadership.		
Valuing inclusion, development, and mentorship. Being open to, and acknowledging, the leadership that a team brings at all levels.		Stage:
11. My organization sets evaluation project budgets that allow for greater inclusion, development, and mentorship of emerging evaluators.		
12. My organization invites more junior team members to present and interact directly with clients.		
13. My organization acknowledges and values the contributions of individual staff members as a standard practice.		
Ensuring evaluators of color are flourishing. Growing the diversity of the field requires an intentional investment in emerging evaluators of color.		Stage:
14. My organization regularly solicits confidential feedback and input from its employees, with attention to the experiences of people of color.		
15. My organization regularly checks in with evaluators of color to see how they are connected to the support they need, including peer connections and mentorship.		
16. My organization regularly tracks and assesses potential disparities in pay and benefits.		
17. My organization regularly tracks and assesses potential disparities to high-visibility project work.		
18. My organization regularly tracks and assesses potential disparities in professional development and advancement.		

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