



Advancing Racial Equity in the Workplace: A Practical Guide

Using the Video:

**“Preparing for Change: A Journey in Racial
Equity Capacity Building”**

https://youtu.be/5jR_I2Pa3kg



**PUBLIC HEALTH INSTITUTE
OF WESTERN MASSACHUSETTS**
PARTNERS FOR HEALTH EQUITY



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INTRODUCTION

Welcome to the Facilitator Guidebook on Understanding Racial Inequity in the Workplace. This guidebook is designed to assist individuals, teams, and organizations in addressing and overcoming racial inequities within their work environments. The guidebook is meant to accompany the video, “*Preparing for Change: A Journey in Racial Equity Capacity Building*” but can be used independently for facilitating discussions on racial equity. To access the video, go to: (https://youtu.be/5jR_l2Pa3kg)

OBJECTIVES

The purpose of this guidebook is to provide a comprehensive exploration of racial inequity in the workplace and offer practical strategies for addressing these issues. By engaging with this guidebook, you will gain a deeper understanding of the complexities surrounding racial inequity and acquire actionable tools to promote racial equity within your organization. Our goal is to empower you to create a more inclusive and equitable work environment where all individuals can have the opportunity to thrive and contribute meaningfully.

ABOUT THE CONTRIBUTORS

This guidebook and its accompanying video were developed by the Women of Color Health Equity Collective and the Public Health Institute of Western Mass as part of a project funded by the Mass Department of Public Health and the Center for Disease Control under a Massachusetts Tobacco Prevention and Cessation Program funded grant.

Participants in the video included members of the project in addition to members of the Western Mass community. For a detailed list of participants refer to the credits at the end of this manual.

HOW TO USE THIS GUIDE

This guidebook is designed to support a series of facilitated conversations using the video as a tool to engage in a thoughtful process of racial equity capacity building. It is divided into sections that correspond to the sections of the video: the Introduction, 3 Scenarios and, the Conclusion. Each section of the guidebook offers an overview of what you’ll see in the video, relevant information about the topic and facilitator notes with resources, exercises and/or examples. *Facilitator notes appear in italics. Resources, exercises and examples are written in green.*

If using the guidebook without the video, relevant case studies can be used in place of the scenarios presented in the video.

PART ONE: VIDEO INTRODUCTION https://youtu.be/5jR_l2Pa3kg

VIDEO OVERVIEW

In the opening of the video, you will hear individuals define racial equity capacity building and what it means to them.

After showing this portion of the video, engaging in the following activities will help to create an environment where everyone feels comfortable enough to participate in conversation.

CONTAINER SETTING (Setting the Stage for Productive Conversations)

Setting the environment before engaging in tough conversations about racial inequity is crucial for building trust and creating a brave or courageous space for participants. Establishing ground rules or "container setting" helps ensure that discussions are respectful, inclusive, and constructive, allowing individuals to express their thoughts and emotions openly. This foundational step fosters an atmosphere of mutual respect and vulnerability, which is essential for meaningful learning and effective problem-solving. By creating this supportive environment, participants are more likely to engage fully and contribute to positive change.

To set the container effectively for tough conversations, follow these key steps:

1. Define Ground Rules:

Establish clear ground rules that promote respect, active listening, and constructive dialogue. Ask participants what will make them most comfortable, what values are most important to them in this space.

Examples: Speak from personal experience using "I" statements.

Listen to understand, not to respond.

Maintain confidentiality

2. Clarify Objectives:

Clearly outline the goals of the discussion, emphasizing the purpose of addressing racial inequity and the desired outcomes. This helps participants understand the importance of the conversation and stay focused.

3. Create a Brave/Courageous Space:

Ensure that the environment encourages bravery and courage in sharing and listening. Arrange seating to promote openness and equality and reassure participants that all viewpoints are valued and will be handled with sensitivity. Emphasize that stepping into this space requires courage and that everyone's contributions are essential.

4. Encourage Openness and Vulnerability:

Invite participants to share their perspectives honestly and be open to learning from others. Emphasize the importance of being vulnerable and respectful in order to foster genuine dialogue.

5. Manage Emotional Reactions:

Prepare to handle emotional responses with empathy and care. Provide support and acknowledgment of feelings and use techniques such as grounding exercises or breaks if needed to maintain a balanced environment.

6. Set Up Communication Norms:

Encourage the use of “I” statements and personal experiences to avoid generalizations and ensure that discussions remain focused on individual perspectives rather than assumptions about others.

7. Monitor Dynamics:

Observe group dynamics and be prepared to intervene if necessary to address any disruptions or imbalances in participation. Ensure that everyone has an opportunity to contribute and that dominant voices do not overshadow others.

**“My Humanity is Bound Up with Yours, For We Can
Only Be Human Together”**

- Desmond Tutu



DEFINITION AND CONTEXT SETTING (Understanding Racial Inequity in the Workplace)

Defining, conceptualizing, and operationalizing racial equity is crucial for both individuals and organizations to effectively address and advance racial justice. For individuals, defining racial equity involves understanding what equity means in personal terms, which helps in recognizing one's role in addressing racial disparities and fostering a commitment to fairness. This personal definition guides actions and decisions, ensuring that equity is embedded in everyday practices. Conceptualizing racial equity requires a deeper understanding of the systemic factors and personal biases that contribute to inequities, allowing individuals to take more informed and thoughtful actions towards justice.

For organizations, defining racial equity provides a shared understanding and common language that aligns all members in their goals and strategies for creating an inclusive environment. Conceptualizing racial equity within an organization means integrating the concept into core values and practices, thereby establishing a framework for addressing systemic inequities and fostering a culture of inclusion. Operationalizing racial equity involves translating these definitions and concepts into concrete actions. This includes embedding equity principles into policies, practices, and processes, developing actionable strategies, setting measurable goals, and monitoring progress to ensure that efforts to address racial inequities are effective and sustained. By following these steps, both individuals and organizations can create a clear and actionable roadmap for advancing racial justice and making meaningful, lasting change.

Consider defining the following key concepts to ensure participants have a shared understanding:

Racial inequity refers to disparities in opportunities, treatment, and outcomes based on race. In the workplace, racial inequity manifests in various forms, including hiring bias, wage gaps, and lack of representation in leadership positions.

PolicyLink defines equity as "just and fair inclusion into a society in which all can participate, prosper, and reach their full potential." Building upon this, **racial equity** ensures that one's racial identity no longer predicts, in a statistical sense, how one fares in society. It involves the systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for everyone. Achieving racial equity requires addressing root causes of disparities, eliminating discriminatory practices, and creating inclusive structures that allow all individuals, regardless of race, to thrive and reach their full potential.

Capacity building in racial equity is the process of strengthening the knowledge, skills, policies, and structures needed to advance racial justice and dismantle systemic inequities. It goes beyond one-time training by fostering long-term change through education, leadership development, community engagement, and organizational transformation. Key elements include embedding racial equity into policies, ensuring those most impacted have decision-making power, using data to track progress, and fostering cross-sector collaboration. Ultimately, capacity building equips individuals and institutions with the tools to create sustainable, equity-driven change.

The **Racial Equity Continuum** is a framework that illustrates the ongoing progression of racial equity, recognizing that it is not a fixed state but a spectrum of experiences and outcomes. Rather than viewing equity as something an organization or system either has or does not have, the continuum acknowledges a range of racial equity conditions — from the most inequitable and discriminatory to the most equitable and just. This model allows individuals, institutions, and policies to be positioned at different points along the spectrum, reflecting both progress and setbacks. By offering a dynamic, visual representation of change, the racial equity continuum serves as a valuable tool for assessing, guiding, and strengthening commitments to racial justice in policies, practices, and societal structures.

“How wonderful it is that nobody need wait a single moment
before starting to improve the world.”

-Anne Frank



PART TWO: THE SCENARIOS (Skill Development)

https://youtu.be/5jR_I2Pa3kg

VIDEO OVERVIEW

There are three scenarios presented. Each one represents a common occurrence experienced by organizations and individuals in the workplace. Throughout each scenario you will hear commentary about the situation presented.

RECOGNIZING RACIAL INEQUITY AND ITS IMPACT

Recognizing and addressing racial inequity is essential for fostering an inclusive and equitable workplace culture. Failure to address racial inequity not only harms marginalized individuals but also undermines organizational effectiveness and reputation. Here are three key skills for identifying racial inequities that can be effectively learned and practiced in a workshop setting. This is not an exhaustive list and other skills should be considered.

Discuss each skill with the group. Ask if there are other skills to consider.

1. Cultural Context

Understanding Cultural Contexts: Learn to recognize and appreciate the diverse cultural backgrounds and experiences of various racial groups. This includes gaining insights into historical and systemic factors that contribute to racial inequities.

EXAMPLE: A workplace enforcing a strict "professional appearance" dress code may deem natural hairstyles like afros, locs, or headwraps as unprofessional, ignoring their cultural and historical significance. For example, a Black employee, is told her headwrap doesn't fit the company image, reinforcing Eurocentric beauty standards. An equitable workplace would examine biases in dress codes, educate leadership on cultural context, and adopt inclusive policies that respect diverse racial and cultural expressions.

2. Data Analysis

Interpreting and Benchmarking Data: Develop skills to analyze data for disparities and compare it against industry standards. This involves identifying patterns that indicate racial inequities in areas such as hiring, pay, and promotion.

EXAMPLE: A company reviewing salary data may find that Latina employees consistently earn less than their peers in similar roles, despite comparable experience and performance. Without interpreting and benchmarking data through an equity lens, these disparities might be overlooked or misattributed. An equitable workplace would analyze pay gaps, compare findings to industry standards, and implement policies to ensure fair compensation and advancement opportunities for all employees.

3. Empathy and Sensitivity

Listening Actively and Validating Experiences: Practice active listening to understand and validate the experiences of individuals from various racial backgrounds. This skill helps in recognizing and addressing concerns about racial inequities in various settings.

EXAMPLE: An Indigenous employee shares concerns about feeling overlooked for leadership opportunities, yet their manager dismisses it as a personal perception rather than a systemic issue. Without active listening and validation, concerns about racial inequities go unaddressed, leading to disengagement and mistrust. An equitable workplace would listen with empathy, acknowledge lived experiences, and take action to ensure all employees feel heard, valued, and supported in their career growth.

Racial inequity negatively impacts individuals by perpetuating stereotypes, limiting career advancement opportunities, and fostering a hostile work environment. Organizations suffer from decreased productivity, employee disengagement, and reputational damage.

Recognizing the impact of racial inequities is essential for understanding and improving workplace culture. Racial inequities can deeply affect an organization's environment by perpetuating disparities in opportunities, treatment, and outcomes, which in turn influences employee morale and engagement. When these inequities are acknowledged, organizations can address systemic issues that lead to decreased productivity, increased turnover, and a lack of trust among employees. By confronting and addressing racial inequities, organizations can foster a more inclusive and equitable culture, where all employees feel valued and have equal opportunities to succeed. This recognition not only enhances workplace harmony and collaboration but also contributes to overall organizational effectiveness and reputation. Ultimately, addressing racial inequities helps create a healthier work environment where diversity is embraced and everyone can contribute to their fullest potential.

SKILL DEVELOPMENT

This framework for identifying, understanding and addressing workplace inequities provides a structured process for guiding participants in examining workplace issues through case studies; helping them recognize racial inequities, assess their impact, and develop actionable solutions. Participants will apply this framework to three real-world scenarios focused on Cultural Context, Data Analysis, and Empathy & Sensitivity to deepen their understanding and problem-solving skills. By practicing this process, participants will:

1. Develop critical thinking skills for identifying workplace inequities
2. Gain tools for assessing impact and making data-driven equity decisions
3. Build confidence in proposing and implementing solutions that foster a more inclusive work environment

Introduce the Workplace Equity Analysis Process, using the examples provided:

Step 1: Analytical Reflection (Understanding the Problem)

Scenario Analysis

- Read and analyze the case study carefully.
- Identify the key contextual elements, including who is impacted, the workplace policies at play, and underlying systemic issues contributing to the inequity.

Identifying Mitigation Strategies

- Ask: What could have been done differently to prevent or address this issue?
- Reflect on policies, leadership actions, or organizational norms that contributed to the problem.
- Consider alternative approaches that would have led to a more equitable outcome.

Example Application:

A strict dress code policy labels natural hairstyles as unprofessional, disproportionately affecting Black employees. How could leadership have prevented this? What policy changes are needed?

Step 2: Impact Recognition (Assessing the Effects)

Understanding the Human and Organizational Impact

- Evaluate how the inequity affects individuals (employees and leadership), teams, and overall workplace culture.
- Consider both emotional and practical consequences (e.g., employee morale, trust, turnover, or disengagement).

Evaluating Consequences

- Identify broader organizational consequences such as:
 - o Lower employee satisfaction and retention
 - o Productivity losses and decreased innovation
 - o Legal risks and reputational damage
- Discuss how the issue aligns (or fails to align) with the organization's stated values and commitment to diversity, equity, and inclusion (DEI).

Example Application:

Salary data reveals that Latina employees earn significantly less than their peers. How does this affect retention, motivation, and trust in leadership? What are the risks of ignoring this data?

Step 3: Solution Development (Creating Equitable Change)

Brainstorming Initiatives

- Develop creative, practical solutions to address the inequity.
- Consider policy changes, leadership training, accountability measures, or structural reforms that could prevent similar issues in the future.
- Prioritize inclusive and systemic solutions rather than one-time fixes.

Action Planning

- Translate ideas into a concrete plan of action with:
 - Step-by-step implementation strategies
 - Measurable goals and success indicators
 - A framework for accountability and monitoring progress

Example Application:

A company reviewing salary data finds racial pay disparities. Solutions could include conducting regular pay audits, increasing salary transparency, and creating equitable promotion pathways.

Introduce the Workplace Equity Analysis Process, explaining that participants will engage in three key steps: (1) Analytical Reflection, where they examine the scenario and identify systemic factors contributing to inequities; (2) Impact Recognition, where they assess the effects of the inequity on employees and the organization; and (3) Solution Development, where they brainstorm practical interventions to address the issue. Emphasize that this exercise is about developing critical thinking skills to recognize and dismantle workplace inequities in a structured and solutions-focused way.

EXERCISE: USING THE SCENARIOS

Participants will examine each scenario using the Workplace Equity Analysis Process. This exercise can be done in small groups, assigning each group one scenario or as a full-group discussing each scenario one at a time. For each scenario, walk through the three steps. Encourage discussion with questions like:

EXAMPLES

- What are the core issues?
- Who is impacted and in what ways?
- What systemic factors contribute to the problem?
- What are the broader consequences if left unaddressed?
- What solutions would create lasting change?

If conducting this as a full-group exercise, facilitate a collective discussion, allowing participants to build on each other's insights and solutions.

Encourage participants to focus on root causes rather than symptoms and to consider both immediate and long-term actions for change.

If conducting in small groups, reconvene as a full group and invite each team to share their insights and proposed solutions. Facilitate a brief reflection by asking:

- *What patterns did you notice across the different scenarios?*
- *How do these issues show up in your own workplace experiences?*
- *What challenges might arise when implementing these solutions, and how can they be addressed?*

Close by reinforcing the importance of proactively identifying workplace inequities, listening to affected individuals, and implementing systemic solutions that lead to a more inclusive and equitable work environment. Encourage participants to apply this framework in their own professional settings to foster lasting change.

"Life Offers Neither Problems nor Challenges, Only Opportunities"

-Attributed to Albert Einstein



Preparing for Change: A Journey in Racial Equity Capacity Building :

https://youtu.be/5jR_I2Pa3kg

Scenario 1: A Single Mother is Repeatedly Late for Work

Scenario Analysis: The mother is repeatedly late due to taking public transportation; the manager shows concern for being on time but not for the mother, indicated by him not pronouncing the mother's name correctly even after being corrected; there is a presumed start time for employees; The mother cannot take an earlier bus because she has to get her son to his school bus at a certain time; The mother is a hard-working, productive employee.

Impact Recognition: The mother is likely to be stressed, knowing she is late and it is out of her control; if reprimanded, the mother's productivity could likely be affected; trust between the manager and the supervisor could be damaged; trust between the supervisor and mother could be damaged; reputation of the company could be damaged over time.

Solution Development: Flexible work hours; employee car-pooling; meet and greets with management for new employees

Scenario 2: Team Members React to Receiving DEI Training

Scenario Analysis: White employees express not wanting to participate in DEI training while employees of color express their anger and frustration at their co-workers' reactions; the manager seems to be ill-equipped to handle the situation; only a few employees attend the training

Impact Recognition: Employees of color feel the training puts them in a vulnerable position; resentment and division among the employees; unclear expectations;

Solution Development: Clear communication of expectations; leadership through demonstration; affinity groups;

Scenario 3: Community Input Regarding a Community Center is Ignored by the Developers

Scenario Analysis: Planning committee disregards community input;

Impact Recognition: Community feels used, disregarded; community withdrawal; lack of use could lead to loss of money; community needs remain unmet

Solution Development: Community involvement from beginning to end; clear expectations; engage community in problem-solving

“Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen.”

-Winston Churchill



PART THREE: THE CONCLUSION https://youtu.be/5jR_l2Pa3kg

VIDEO OVERVIEW

At the conclusion of the video, individuals share their deeply personal reasons for engaging in racial equity work, highlighting the ways it impacts their lives, their communities, and the broader society. Some may speak about lived experiences with racism and oppression, while others may reflect on the transformative power of racial justice in creating inclusive, fair, and thriving communities. They may discuss the responsibility they feel to dismantle systemic barriers, the desire to honor their ancestors' struggles, or their commitment to ensuring future generations experience a more just world.

Preparing for Change: Personal and Organizational Commitment to Racial Equity

FACILITATING THE CONVERSATION

As participants begin identifying their motivations and envisioning actionable steps, your role as facilitator is to hold space for thoughtful, honest dialogue. Encourage participants to reflect deeply, share openly when they feel ready, and listen actively to others' perspectives. Create a supportive environment that acknowledges everyone is at a different point in their racial equity journey. Ground the conversation in curiosity, respect, and the collective goal of advancing equity through both personal and organizational action.

EXERCISE: What Is Your Why? (Personal Reflection)

Guide participants in reflecting on their personal motivation for engaging in racial equity work. Reference the video, where individuals shared their reasons — whether lived experiences, a commitment to justice, or honoring the struggles of those before them. Ask participants:

- *What drives you to engage in racial equity work?*
- *How do your personal experiences, values, and commitments shape your approach?*
- *What impact do you hope to make within your profession or community?*

Allow participants a few minutes for silent reflection or journaling before inviting those who feel comfortable to share. Sharing can be done in pairs, small groups, or as a full-group discussion, depending on time and comfort levels.

EXERCISE: The Organization's Why (or Why Not)

Understanding your organization's commitment - or lack of commitment - to racial equity is key to knowing where and how you fit in and how you can participate in change.

Facilitate a discussion on ways in which you can understand a company's commitment or lack thereof to racial equity.

EXAMPLES:

- Inclusion in the Mission Statement
- A statement in the Employee Handbook
- Company demographics
- Hiring practices
- Responsiveness to complaints
- Community perception

Expand the discussion to organizational change, asking participants to consider what systemic improvements are needed in their workplaces. Key areas to explore include policy development, equitable hiring and pay practices, anti-discrimination measures, and ongoing education on racial equity and bias. Encourage them to think about support systems within their organizations, such as employee resource groups and leadership accountability structures that sustain long-term change.

ACTION PLANNING

Once participants have identified their why, shift the discussion toward action planning at both the individual and organizational levels. Encourage them to first reflect on personal accountability, considering how their values align with racial equity efforts. Have them identify specific, actionable steps they can take, such as:

EXAMPLES:

- Advocating for inclusive workplace policies.
- Engaging in conversations about racial inequity.
- Participating in diversity training or mentorship programs.

1. Personal Importance

- Self-Reflection: Consider why addressing racial inequity is meaningful on a personal level. Reflect on how personal values, experiences, and aspirations align with promoting fairness and inclusion.
- Motivation: Identify the intrinsic and extrinsic motivations driving the commitment to equity, such as personal growth, moral responsibility, or the desire to contribute to a more just society.

2. Individual Commitment

- Self-Assessment: Reflect on personal behaviors, biases, and areas for growth in relation to racial equity.

- **Action Planning:** Commit to specific, actionable steps such as advocating for inclusive practices, participating in diversity training, and engaging in open conversations about racial inequity.
- **Accountability:** Set measurable goals and seek feedback from peers or mentors to track progress and maintain commitment.

3. Organizational Action Plan: Initiatives and Policies

- **Policy Development:** Formulate and implement policies that promote diversity, equity, and inclusion within the organization. This might include recruitment practices, pay equity, and anti-discrimination measures.
- **Training and Education:** Establish ongoing training programs to educate employees on racial equity, unconscious bias, and inclusive practices.
- **Support Systems:** Create support structures such as employee resource groups, mentorship programs, and feedback mechanisms to address and resolve issues related to racial inequity.

4. Improving and Enhancing Workplace Culture

- **Inclusive Environment:** Foster a workplace culture where all employees feel valued, respected, and empowered to contribute. This leads to increased job satisfaction, retention, and overall engagement.
- **Enhanced Collaboration:** Promote a culture of openness and collaboration by encouraging diverse perspectives and inclusive decision-making processes.
- **Organizational Reputation:** Strengthen the organization's reputation as a leader in equity and inclusion, which can attract diverse talent, improve client relations, and positively impact business performance.

Encouraging continued learning and action is crucial for building capacity for racial equity because it fosters an ongoing commitment to understanding and addressing the complexities of inequity in the workplace. Racial equity is not a static goal but a dynamic and evolving process that requires sustained effort and adaptation. By promoting continuous learning, individuals and organizations stay informed about best practices, emerging research, and new strategies for fostering inclusivity. This ongoing education helps to challenge and refine existing approaches, ensuring that efforts remain relevant and effective. Furthermore, sustained action demonstrates a genuine commitment to equity, driving meaningful change and progress. It also creates a culture where equity is integrated into everyday practices and decision-making, leading to more inclusive and equitable workplace environments.

WHAT IS STOPPING YOU?

Engaging in racial equity work requires intentional action, yet many face personal and systemic barriers that make it challenging to fully commit. As you reflect on your own journey, consider what obstacles may be preventing you from taking meaningful steps toward equity and inclusion.

- What challenges or fears make it difficult for you to engage in racial equity work?
- Are there personal, workplace, or societal factors that create hesitation or uncertainty?
- How do these barriers impact your ability to advocate for change in your community or profession?

Take a moment to reflect, and if comfortable, share what is stopping you with others. Recognizing and naming these barriers is the first step in overcoming them. By identifying what holds us back, we can begin to strategize solutions, seek support, and move forward with intention.

“When we’re talking about diversity, it is not a box to check. It is a reality that should be deeply felt and held and valued by all of us.”

- Ava DuVernay



SUMMARY OF KEY INSIGHTS AND LEARNINGS

Here are key insights on understanding and addressing racial inequity in the workplace:

1. Importance of Setting the Environment:

Establishing ground rules and creating a brave/courageous space fosters trust and openness, allowing participants to engage in sensitive discussions about racial inequity with respect and vulnerability.

2. Understanding Racial Inequity:

Defining and conceptualizing racial equity helps individuals and organizations recognize disparities and understand their impact on workplace culture and dynamics. This foundational understanding is crucial for effective action and change.

3. Analyzing Real-life Scenarios:

Using real-life case studies helps participants identify instances of racial inequity, understand the underlying factors, and develop practical solutions. This hands-on approach enhances the ability to recognize and address inequities in various contexts.

4. Recognizing the Impact of Inequities:

Acknowledging the effects of racial inequities on individuals and organizational culture is essential for understanding their broader consequences, including impacts on employee morale, productivity, and organizational reputation.

5. Developing Actionable Solutions:

Effective problem-solving involves generating and implementing actionable strategies and recommendations to address identified inequities. This includes creating inclusive policies, practices, and behaviors that promote equity and foster a positive workplace environment.

6. Skill Development:

Key skills for addressing racial inequity include cultural understanding and responsiveness, data analysis, and empathy. These skills enable participants to critically analyze inequities, recognize their impact, and devise effective solutions.

7. Continuous Learning and Adaptation:

Ongoing reflection and adaptation are necessary for sustaining efforts to address racial inequity. Organizations should continuously evaluate and refine their approaches based on feedback and evolving understanding.

VIDEO CREDITS

The video, “[Preparing for Change: A Journey in Racial Equity Capacity Building](#)”, was written and produced by **LegacySounds, LLC**. The design of the video, including the scenarios, included members of the Public Health Institute of Western Mass and The Women of Color Health Equity Collective. Participants in the video are listed in the order in which they appear.

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Thank you for using this facilitator guide to build capacity for racial equity within your organization. Your commitment to creating a more inclusive and equitable workplace is truly commendable. By engaging in these activities and applying the insights gained, you are taking meaningful steps towards fostering a culture of equity and respect. We appreciate your dedication to this important work and look forward to the positive impact your efforts will have on both individuals and the organization. Thank you for your invaluable contribution to advancing racial equity.

For more information and additional resources please visit our websites.

Women Of Color Health Equity Collective

<https://wohec.org/>



Public Health Institute of Western Massachusetts

<https://www.publichealthwm.org/race-health-equity-resource-guide.>



Department of Public Health

<https://www.mass.gov/orgs/office-of-the-assistant-commissioner-for-health-equity>



We'd love to hear from you! If you have questions or feedback, email us at guidebookhelp@wohec.org