W.K. KELLOGG FOUNDATION®

HR Toolkit for Racial Equity

Recommended Ideas & Actions from the W.K. Kellogg Foundation's
Racial Equity, Diversity & Inclusion Journey

What is the HR Toolkit?

The W.K. Kellogg Foundation's (WKKF) organizational commitment to advancing racial equity, diversity and inclusion has been a multi-decade journey. One area of significant progress is in our human resources (HR) policies and practices. Over the years, leaders and organizations have sought out our HR team to ask about our internal strategies – what we've tried, what we've learned and what actions we are taking as a result of our commitments. WKKF created this toolkit to share our experiences, lessons and recommended tools and resources for implementing racial equity strategies as part of a human resources function. The toolkit complements the foundation's **"ONE Journey" publication**, which shares the foundation's larger racial equity, diversity and inclusion (REDI) efforts more fully.

Who should use the toolkit?

This resource will be most valuable to human resources and diversity, equity and inclusion (DEI) professionals. It may also be useful to any leader doing internal organizational transformation work. When planning and implementing internal REDI strategies, WKKF recommends engaging a variety of key partners early and often, particularly senior leaders, people leaders, and colleagues from communications and change management.

How to use the toolkit?

The toolkit is organized into the 10 topic areas listed below and can be used in its entirety or as individual, topical tip sheets.

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W. K. KELLOGG FOUNDATION

The W.K. Kellogg Foundation, founded in 1930 as an independent, private foundation by breakfast cereal innovator and entrepreneur Will Keith Kellogg, is among the largest philanthropic foundations in the United States. Guided by the belief that all children should have an equal opportunity to thrive, WKKF works with communities to create conditions for vulnerable children so they can realize their full potential in school, work and life. For more information, visit www.wkkf.org.

Disclaimer: *WKKF is a nonprofit, private philanthropic organization with fewer than 250 employees. Our racial equity strategies and tools reflect this. Implementing initiatives related to racial equity, diversity and inclusion are context-specific to each organization and can raise various legal compliance considerations. The information and examples in this toolkit are for informational purposes only, and nothing in this toolkit should be construed as legal advice.* **Users should seek advice from legal counsel in their relevant jurisdictions before implementing any initiatives or otherwise acting based on the information in this toolkit.**

W.K. KELLOGG FOUNDATION®

Racial Equity Organizational Standards, Principles and Approaches

What is it?

Organizational standards, principles and approaches **outline your organization's commitment** to racial equity and provide an **aspirational guide for employee behaviors and interactions.**

What Value Will It Add?

- **Grounds** the organization's racial equity efforts and provides a **common language**.

- Signals and reinforces the organization's **commitment**, provides **clarity** and helps build an internal **community of practice**.

- Defines what racial equity means to the organization and **provides a framework** for desired behaviors for staff to engage with one another, both internally and externally.

How Do I Get Started?

Typically developed by HR and/or DEI teams, using a **human-centered design approach** to ensure a sense of ownership and incorporation of diverse perspectives.

- Engage employees through surveys, focus groups, interviews.

- Involve employees in the development of marketing materials.

- Develop an organization statement on racial equity and post it publicly.

- Explore how White-dominant culture may be showing up within your organization and aim to create an inclusive environment where everyone can thrive.

Other Resources

- **Luma Institute**, courses in human-centered design

- **White Supremacy Culture,** Tema Okun

"For WKKF, we consider racial equity as part of our essential DNA or the way that we work together internally, with our partners and within communities; it is embedded in everything we do."

– Dianna Langenburg, vice president for Talent & Human Resources, WKKF

Implementation Tips

1 Identify a set of **standards, principles and approaches** that align with your organization's "why" for racial equity efforts.

- Analyze data from employee feedback to build a framework of definitions, guidelines and aspirations around racial equity.

- Engage senior leadership and people leaders in the design process. Their involvement is key to standardizing and embedding racial equity throughout the organization.

- Share drafts with employees to test your thinking and affirm authenticity.

2 Determine the appropriate **methods and modes to communicate.**

- What communication methods best align with your organization's culture and style, e.g. written materials, videos, testimonials?

- Work with your communications/marketing team to produce materials and share them through the appropriate channels based on your target audience (e.g., company intranet for employees, onboarding process for new employees, written materials to share with external partners, etc.)

3 Ensure senior leaders and people managers **model the standards, principles and approaches.**

- Ensure leaders within your organization understand and can speak to your racial equity commitment.

- Hold leaders accountable through performance processes.

4 **Recognize and reward** employees.

- Update performance and recognition processes to include demonstration of racial equity standards and principles as rationale for recognition and rewards.

WKKF Sample: Organizational Statement, Approach, Standards and Principles on Racial Equity, Diversity & Inclusion

Racial Equity, Diversity and Inclusion

The W.K. Kellogg Foundation has a long-standing and ongoing commitment to racial equity, diversity and inclusion – both internally through our work environment, and externally through our programming. Under our strategic framework we have identified the active pursuit of racial equity, by embracing healing efforts and eradicating structural racism, as an explicit approach of our programming. We value differences among individuals across multiple dimensions including, but not limited to, race, ethnicity, age, gender, sexual orientation, gender identity and expression, physical ability, religion and socioeconomic status. We believe that bringing together staff and other partners with differing backgrounds and life experiences will enhance our ability to increase opportunities for all families and children to succeed. Building an inclusionary organizational culture means that not only do we count people, but that people count. And building a culture of equitable relationships means not only do people count, people feel like they belong. This is the aspiration of the W.K. Kellogg Foundation.

Approach

Racial Equity is an **aspirational pursuit insisting** that all people, regardless of their racial and ethnic group identification, skin color or physical traits, will have equal opportunity to experience well-being in a just society. The social construct of race has been used to sustain a false hierarchy of human value that favors some racial groups over others (privileging "whiteness") and determines access to resources and opportunities. Achieving racial equity means that an individual's identity would not be predictive of their day-to-day experiences or their life outcomes.

Racial equity is a two-strand approach that focuses on systems transformation and racial healing.

Racial equity work describes actions designed to:

- Challenge and dismantle racism
- Promote racial healing
- Identify and address historic oppression and "privilege"
- Remove present day barriers to equal opportunities
- Interrupt the racialization process in which people and institutions exist

Racial Healing is a process that **restores individuals and communities** to wholeness, **repairs the damage** caused by racism and **transforms societal structures** into ones that affirm the inherent value of **all** people. This process provides an opportunity to acknowledge and speak the truth about past wrongs created by individual and systemic racism and address present-day consequences for people, communities and institutions.

Racial healing benefits all people because, regardless of background, we are all living in and impacted by the narratives and conditions present throughout this increasingly interconnected and racialized world.

To appreciate our shared humanity, we need to build authentic relationships that are capable of transforming communities and institutions while achieving justice and well-being for children.

Racial healing on **internal, intragroup and intergroups levels** are supported through:

- Respectful dialogue
- Recognition and affirmation of people and their experiences
- Connectedness to one's cultural ways and practices
- The sense of agency nurtured through racial justice activism and organizing.

Racial Equity Standards

EQUITY IN ACTION → Ensure that policies, procedures and processes are administered fairly, consistently and equitably. If you ask something of one staff member, vendor or grantee, are you asking it of others?

EVERYBODY COUNTS → Always seek to disaggregate demographic data by race and ethnicity, even when it's less convenient. There are no "others."

DIVERSIFY CANDIDATE POOL → When hiring staff or contracting vendors, a viable pool of candidates is a racially diverse pool of candidates. Period.

INFLUENCE & SUPPORT → Encourage grantees, vendors and partners to better understand how they can advance racial equity. Support them in developing strategies and plans for doing so.

SEE ME → Ensures that presentations, pictures, stories and examples appropriately represent, recognize and honor people and their cultural way as assets.

WORDS MATTER → Recognize that language is racialized (e.g., politics is tribal, crack the whip, time Nazi, gypped, things going South, having a pow wow, slave driver, being Jewed, etc.). Seek to open your heart and mind to learning ways of speaking that acknowledges historical context and affirms people's identities.

HONOR ALL CULTURES → Appreciate different rituals, foods, holidays, ways of dress and experiences as a way to deepen relationships and trust.

WKKF Sample - *continued*

Racial Equity Principles

When focused on how to share power, honor voice and leadership at all levels, and move to upend the narratives that undergird racial hierarchy. Racial equity principles lend themselves to a set of practices that are foundational for racial healing and systems transformation (racial equity).

We offer these principles to be used in our daily activities, across roles, including reflections upon interactions, strategy development, how we show up in internal and external partnerships.

Yield power - Be humble

Amplify community voice and wisdom
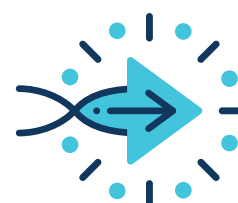
Embrace change and explore creative possibilities
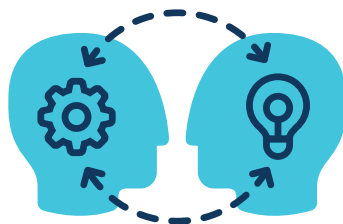
Reflect on our own biases and learn together

Challenge structural racism and support racial healing

> **HR TOOLKIT FOR RACIAL EQUITY:**

Employee Value Proposition

What is it?

An employee value proposition (EVP) helps job seekers understand **what makes your company unique and what it offers to employees.**

What value will it add?

- Used as a tool for both **attraction** of skilled talent and **retention** of top performers.
- Speaks to **workplace culture** and enables job seekers and employees to assess organizational fit and values alignment.
- **Creates the foundation** on which to build your internal and external employer brand messaging.

How Do I Get Started?

Typically developed by HR or Culture teams, assisted by Communications/Marketing teams using a **human-centered design approach** to ensure it is **reflective of the employee experience.**

- Engage employees through surveys, focus groups, interviews.
- Involve employees in the development of marketing materials.

Other Resources

- **How the Best Global Employers Convince Workers to Join and Stay**, Harvard Business Review

"It is critical to ensure the EVP is an authentic reflection of what employees really value about the organization; not what we think they value."
– Diane Smith, director of Culture and Experience, WKKF

Implementation Tips

1 Identify a set of **attributes and qualities** that make your organization distinctive.

- Analyze data from employee feedback to build the story of what is valued by the organization and what employees can expect to experience.
- Share drafts with employees to test your thinking and ensure authenticity.

2 Determine the appropriate **methods and modes to communicate** the EVP.

- What communication methods best align with your organization's culture and style, e.g. written materials, videos, testimonials?
- Work with your communications/marketing team to produce materials and share them to the appropriate channels based on your target audience.

3 Prepare internal **brand ambassadors** to champion your EVP.

- Ensure leaders within your organization understand and can speak to your EVP to others.

4 Share your EVP with **recruitment partners.**

- Provide your recruitment partners with talking points and materials to share your organizational culture and EVP with prospective candidates.

Note: *Your company's EVP **may change over time** as your culture evolves. Regularly revisit it using an employee experience lens, e.g. employee climate surveys.*

At the W.K. Kellogg Foundation, you join a collaborative team committed to children. Together, we contribute to creating a world where all children can thrive.

We Value Different Perspectives

We affirm one another's humanity. We respect, leverage and celebrate the diverse perspectives of people.

We Adapt Continuously

We strive for improvement, foster a flexible and agile culture that values team results, and places high emphasis on providing great service to our grantees, vendors and to one another.

We Invest in People

We develop the skills and capabilities needed to create leaders at every level of our organization and we place decision-making authority to those closest to the work.

We Commit to Racial Equity

We infuse racial equity, community engagement and leadership into all of our work and we partner with organizations and communities working to create equitable opportunities for the families and communities we serve.

> **HR TOOLKIT FOR RACIAL EQUITY:**

Employee Resource Groups

What is it?

Racial/ethnic employee resource groups or affinity groups provide **opportunities for employees to come together** to network, develop, celebrate, educate and contribute.

What Value Will It Add?

- Leads to **increased employee engagement** by contributing to a workplace culture of **inclusion and belonging.**

- Informs **strategic innovation and connection** with diverse customers and stakeholders.

- Serves to **advance and inform** the organization's diversity efforts through partnership and collaboration with DEI/HR/Culture teams.

How Do I Get Started?

Typically led by **HR, DEI and/or Culture teams**

- Make the business case from both an employee and an organizational value perspective.

- Secure support from senior leadership.

- Solicit staff feedback to identify areas of interest.

- Reach out to potential group initiators/leaders to provide encouragement and support.

- Appoint a centralized function to provide overall coordination and management.

Other Resources

- **Global ERG Network**, formerly Association of ERGs and Councils

- **Toolkit for establishing and maintaining successful Employee Resource Groups, Viscardi Center**, National Business Disability Council and the National Employer Technical Assistance Center

- **Understanding Employee Resource Groups: A guide for Organizations**, Sarah Cordivano

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"At WKKF, employee driven affinity groups create a safe space for truth telling about our histories and our lived experiences. They serve as a unique and genuine platform for individual leadership and learning for all."

– Lara Das, director of compensation, benefits and HRIS, WKKF

Implementation Tips

1 Identify a structure and set of guidelines that provide **clarity, consistency and collaboration**.

- Work with leaders and DEI/Culture teams to align around purpose, leadership, budgets, etc.

- If you are a larger organization with multiple locations, determine how you will ensure opportunity for all staff to participate in groups that are of interest to them.

- Create opportunities for collaboration among ERG's to align and coordinate efforts.

2 Determine the appropriate **methods and modes to communicate** about the groups.

- Share guidelines with staff and provide space for employees to self-organize into groups that are meaningful for them.

- Work with your communications/marketing team to produce materials and share them to the appropriate channels based on your intended audience. Consider allowing groups to have dedicated space on your company's intranet for marketing and sharing materials.

3 Promote **opportunities to highlight and celebrate** groups.

- Ensure dedicated time during all staff meetings and team meetings for groups to highlight their work, including educational sessions.

- Implement rewards strategies for group leadership.

Note: *If your organization has too few employees to create viable employee resource groups, consider a diversity council or advisory group instead.*

WKKF Affinity Groups Sample

The Purpose of Employee Resource Groups / Affinity Groups Is To Create an Organizational Resource

Building on the foundation's DNA*, our mission is to promote and honor the assets, experiences, and histories of the W.K. Kellogg Foundation's diverse workforce while catalyzing individual and collective transformation.

A Supportive Resource

- Support the W.K. Kellogg Foundation's commitment to integrating the organization's DNA into its operations and grantmaking practices.
- Create and maintain safe and encouraging spaces for W.K. Kellogg Foundation staff to make sense of the lived experience of race, racism, ethnicity and culture .
- Develop related collective learning opportunities for W.K. Kellogg Foundation staff and contractors, in alignment with the organization's investment priorities and strategic plan.
- Celebrate the rich history and culture of various racial and ethnic group communities represented within the foundation, with a focus on the meaning and significance of these histories and traditions for children, families and communities, as well as the systems and institutions that support them.
- Identify potential relevant learning and leadership development opportunities for staff, to be explored further during the development of an individual's talent development profiles.

Value to Staff

- Enhances the learning and leadership journey of staff and contractors
- Deepens the DNA learning journey while facilitating camaraderie and connection to the organization
- Provides informal networking and mentoring experiences, including opportunities for informal 'reverse mentoring' where cultural wisdom sharing occurs independent of years of professional experience
- Provides opportunities for increased self-awareness, and to influence the positive growth and development of colleagues and the larger foundation
- Exposes staff to potential learning and leadership development experiences, anchored in a racial equity lens, in the field of philanthropy as well as in fields reflecting one's area of technical skill and expertise

   Note: Affinity group budgets may not be used to cover individual learning and development opportunities. Additionally, individual staff learning experiences must be approved by the nearest leader or chapter leader as appropriate, and expenses covered by an individual's home team or chapter.

*Embedded within all WKKF does are commitments to advancing racial equity and racial healing, to developing leaders and to engaging communities in solving their own problems. WKKF calls these approaches our DNA.

WKKF Affinity Groups Sample - *continued*

Value to the Foundation

- Aligns with and supports the accomplishment of our Ends
- Supports greater alignment of our DNA throughout the organization
- Contributes to our effort to become the best foundation to work for and with

- Promotes a culture of inclusion where all staff and contractors can thrive
- Models and facilitates respectful exchange of diverse ideas and perspectives
- Provides guidance on strategies for becoming a more diverse and inclusive workplace and investment partner
- Enhances our organizational recruitment, staff development and retention efforts

WKKF Affinity Group Strategies

We: Cultural Knowledge and Social Understanding

- Cultural Learning Opportunities (CLO)
- Organization Awareness and Knowledge Building
- Heritage Month Events
- Activities that support cross-cultural appreciation and mutuality

Me: Leadership Development & Opportunities for Advancements

- Onboarding & Peer Monitoring
- Recognitions & Celebrations
- Skill Building & Professional Development opportunities
- Self-Reflection and Emotional Intelligence

Us: Community Participation and Presence for Equity

- Internal WKKF
- Local Partnerships
- Alliance-building across communities

DNA
(Racial Equity, Community Engagement and Leadership)

WKKF Affinity Groups Sample - *continued*

Existing Groups

Participation

- Participation is entirely voluntary and without pressure.
- Participation is non-discriminatory and open to all staff and contractors
- Participation is frequently guided by personal identity affiliation and/or general personal interest.
- It is requested that all interested staff consult with their nearest leader and chapter leader about an appropriate level of participation, in ways consistent with the organization's decision rights structure, and to support optimal balance with an individual's broader work commitments and responsibilities.
- For any interested staff and contractors, participation should be encouraged to the extent that it enhances an individual's overall work experience, learning journey and quality of contribution to organizational effectiveness and productivity.

WKKF Affinity Groups Sample - *continued*

Management Structure

- Guidance and coordination for affinity groups is provided by the DNA Core Team. The VP sponsor for affinity groups will be the VP for Talent & Human Resources. Any changes to this designation will be communicated to staff and people leaders directly.

- Each affinity group will have designated co-coordinators, selected by affinity group members (Affinity Group Coordinators). Affinity Group Coordinators organize affinity group meetings, monitor learning activity planning efforts, and track affinity group budgets relative to their respective group's approved learning curriculum. Coordinators are also responsible for submitting and obtaining aproval of DNA-aligned annual affinity group proposed plans and budgets in advance of any activities and expenses.

- Affinity Group Coordinators meet quarterly with the DNA lead, and otherwise as needed, with a focus on updates and information sharing, group finances, effective coordination, and continuous alignment to DNA targets and goals. Two meetings will focus explicitly on annual curriculum and budget approval, as well as year-end review and forecasting.

- Affinity group meetings and related learning activities are generally considered work time for staff and contractors. Participation will be discussed with nearest leaders in the context of workload, timelines, work deliverables, etc.

Supervision

- Day-to-day guidance and supervision for affinity groups is provided by the DNA Core Team Affinity Groups Leader, in close partnership with the Talent and Human Resources Core Team.

- DNA Core Team works in close partnership with Financial Services Core Team to monitor affinity group expenses in alignment with DNA targets and goals.

- Affinity group learning curriculum proposals must be submitted for review and subsequent approval by September 1st of each year, with approvals provided no later than September 30th.

- A year-end summary of affinity group activities and related expenses must be submitted to the DNA Core Team Affinity Groups Leader by June 30th, in alignment with the organization's planning cycle.

- The DNA Core Team Affinity Group Leader, in coordination with the Talent and Human Resources Core Team, will provide an annual (and otherwise as requested) comprehensive summary of affinity group learning activities and corresponding budget updates to the Executive Council and SteerCo.

WKKF Affinity Groups Sample - *continued*

Annual Budgets

- Annual budgets must be aligned to an approved affinity group annual plan (jointly approved by DNA Core Team and Talent and Human Resources).

- Allowable expenses include those related to organizational learning activities aligned with the organization's DNA and related affinity group planning and operational expenses; does *not* include individual staff learning opportunities.

- No more than 10% of affinity group annual budgets can be used for related promotional items and materials ("swag").

- Affinity Group Coordinators will track and monitor budgets and expenses for discussion during bi-monthly coordinator meetings.

Expense Approvals

- All planned affinity group activities and expenses must be aligned with the respective group's annual plan, must align with the organization's annual DNA targets and goals, and must be pre-approved by designated lead for the DNA Core Team.

- All expenses and related receipts must be submitted for signature approval on the appropriate form to the designated lead for the DNA Core Team.

- Actual expenses should be reported/submitted via Concur expense reporting process with receipts and accompanying form signed by the designated lead for the DNA Core Team.

- For tracking purposes, all expenses must include the Cost Center and corresponding affinity group Internal Order number.

- No expenses related to individual learning experiences will be approved, as all affinity group expenses are for the explicit purpose of group/organizational learning.

THIS IS OUR DNA

Racial Equity Employee Experiential Learning Opportunities

What is it?

Opportunities for engaging employees in experiential activities to advance their personal racial equity journeys.

What value will it add?

- Signals the organization's **commitment to employee learning and development** around racial equity.

- Raises employees' awareness of **additional perspectives**, provides insights into their own **cultural identities**, and introduces **racial equity topics**.

- Allows the organization to **track progress** on employee cultural competence.

How Do I Get Started?

- Typically led by **HR, DEI and/or talent development teams**.

- Ensure alignment with the organization's racial equity **values and objectives**.

- Engage organizational senior leadership and people leaders in **modeling vulnerability and learning behaviors**.

- **Offer flexibility** in how employees engage with learning content and experiential activities.

- Ensure all employees have **equitable opportunities to access** learning resources.

Other Resources

- **Racial Equity Learning Modules and Transforming White Privilege Curriculum**, racialequitytools.org

- **Racial Healing Conversation Guide**, healourcommunities.org

- **L&D Has a Racial Inequity Problem**, Chief Learning Officer article

"Including racial equity in our employee development and performance management programs provides a strong incentive for employees to continuously learn and grow their cultural competency."

- Carlos Lopez, director of talent acquisition and development, WKKF

Implementation Tips

1 Identify development **offerings** and create/enhance talent development **processes**.

- Research potential partners, products, courses and additional learning opportunities, ensuring a variety of options.

- Identify appropriate group activities and exercises to share in all-staff and/or team settings.

- Put a process in place for assisting staff members with creating a learning plan and identifying appropriate opportunities.

- Determine the approval process for employee participation in external opportunities.

- Implement new or leverage existing employee resource or affinity groups as a way for employees to engage with other colleagues around common learning opportunities.

- Recognize and respect that everyone is at a different place on their racial equity journey – meet people where they are at.

2 Create and implement an **employee engagement and communications plan**.

- Work closely with your leaders, change management team and communications team to prepare employees for racial equity and racial healing learning opportunities, helping employees understand the organization's "why."

- Create and promote a racial equity onboarding course to ground employees in the organization's history and commitment to racial equity.

- Regularly share key organizational metrics and progress.

Note: *Racial equity learning and racial healing activities can evoke strong emotional responses. Ensure you provide time, space and tools to prepare employees and to support them throughout their learning journeys.*

The W.K. Kellogg Foundation has used , among others, the following resources to support our organizational and individual employee racial equity, diversity and inclusion learning journeys.

Intercultural Development Inventory

The Intercultural Development Inventory (IDI) is a statistically reliable, cross-culturally valid measure of intercultural competence. It is grounded in the well-established Developmental Model of Intercultural Sensitivity (DMIS) and was created as a framework to explain the reactions of people to cultural difference. The IDI instrument is a 50-item, theory-based assessment tool that is easy to complete. It generates a graphic profile of an individual's or group's predominant stage of intercultural development and suggests interventions to assist individuals and groups to move towards their next stage of development. WKKF used the IDI organizationally, at the team level and for individual employees. Each staff member completes an IDI as part of their onboarding, and results are shared by an experienced IDI coach duing a 30-minute individual coaching session. Learn more: **https://idiinventory.com/**

White Men as Full Diversity Partners (WMFDP) Experiential Learning Labs

Engaging White men alongside their colleagues from different backgrounds is essential for advancing racial equity, diversity and inclusion efforts. WMFDP provides opportunities for experiential learning that equips participants to work effectively across cultural differences. WKKF offers employees the opportunity to attend WMFDP-hosted learning labs. Initially, WKKF's senior leaders attended the labs and over time people leaders and all employees were encouraged and supported to attend. Debrief sessions are held following each lab to collect feedback on the experience and to provide participants the space to reflect upon, process and apply lessons learned together. Learn more: **https://wmfdp.com/**

National Equity Project

The National Equity Project is a leadership and systems change organization committed to increasing the capacity of people to achieve thriving, self-determining, educated, and just communities.

Their mission is to transform the experiences, outcomes, and life options for children and families who have been historically underserved by our institutions and systems.

The National Equity Project supports leaders to transform their systems into equitable, resilient, and liberating environments.

They provide consulting and coaching to help leaders and teams make informed decisions and take more effective action. They design and facilitate professional learning experiences for educators and other leaders to reimagine and redesign their systems for equity.

Their services build culture, conditions, and competencies for excellence and equity in districts, organizations, foundations, and communities. **https://nationalequityproject.org**.

Internal Racial Equity Learning Sessions

Based on the W.K. Kellogg Foundation's DNA approaches (Racial Equity, Community Engagement and Leadership Development), we developed an internal learning series to assist staff with becoming contributors and leaders that build the type of world in which we mutually want to live … the type of sustainable world we want to pass on to future generations where everyone belongs. Building an organization that centers racial equity in its work requires transformative learning experiences that unearth our most deeply embedded assumptions, so that we may envision and access harmonious and productive lives for ourselves and one another. The work of racial equity requires internal growth and change.

WKKF developed a series of racial equity learning modules that are designed to help staff build an effective practice for learning about racial equity and how to apply it within our work and within our relationships in the workplace. The racial equity learning modules provide a comprehensive understanding of the system of racism and how it not only manifests in our systems and structures, but also in our relationships. The learning series helps participants go from the challenges associated with racism, to visualizing how we can live amongst each other more effectively, and in ways that honor our shared humanity. The foundation designed the internal staff learning series as a form of long-term, regular engagement with staff, to better equip them in understanding the concepts or race, racism, and racial equity. The purpose is to create a series of experiences to allow staff show up powerfully with one another and provide a safe and brave space to advance racial equity internally and externally. The internal learning journey at the foundation helps us to look at and understand the world as infinitely more nuanced … a world we did not create, but one we will steward more thoughtfully by embedding racial equity into all that we do.

Racial Healing

Racism affects all of us and our ability to know, relate to and value one another – even in our workplaces. Racial healing is a process for restoring individuals and communities to wholeness. WKKF worked with more than 60 skilled healing practitioners from different backgrounds, disciplines and cultural practices to co-develop approaches and practices for racial healing in communities. And, since workplaces are communities, the practices used in community-based settings can also be used to build trust, deepen relationships and create a culture of belonging among employees, ultimately improving overall organizational health. WKKF uses practices like racial healing circles and a practice called Conocimiento with our employees as ways to build connections and understanding of one another's stories and identities so that stronger, healthier, authentic relationships can develop within teams. A set of resources and toolkits to support leaders and organizations interested in doing similar work are available as part of WKKF's National Day of Racial Healing.
Learn more: **https://healourcommunities.org/day-of-racial-healing/**.

> **HR TOOLKIT FOR RACIAL EQUITY:**

Recruitment Partner Talking Points for Racial Equity

What is it?

Talking points for sharing your organization's racial equity commitment and expectations for talent pools.

What Value Will It Add?

- Ensure that all recruitment partners, including search firms, contingency staffing agencies, hiring managers, etc. are on the same page in **understanding the importance of racial equity** to the organization.

- Used as a tool for staffing conversations in **outlining expectations for well-qualified, diverse pools** of candidates for open positions.

- Reinforces the **parameters and protocols** the organization will follow in recruitment and hiring practices.

How Do I Get Started?

- Typically developed by HR and DEI teams, and informed by the organization's current / desired employee demographics and **racial equity strategies and goals.**

  - Openly share your organization's "why" behind racial equity.

  - Be transparent about your current reality and desired future.

Other Resources

- **Without Excuses: Unleash the Power of Diversity to Build Your Business**, Joe Watson

- **If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired**, Harvard Business Review

"A commitment to racial equity is so important in the work we do at all levels and areas of our organization and when you bring external partners along in the process, the outcomes are amazing. I have seen with my own eyes when someone 'gets it' and it is a very special moment."
– Sarah J. Smith, senior generalist, Talent & Human Resources, WKKF

Implementation Tips

1 Conversations should occur **prior to initiating the recruitment process.**

- Schedule dedicated time to ensure conversations occur as an intentional part of the staffing process.

2 Set the expectation with HR staff, senior leaders and hiring managers that they will use specific talking points in **all staffing-related conversations.**

- Offer training/practice sessions so leaders become comfortable sharing expectations and addressing follow-up questions from partners.

- Ensure talking points are easy to access and reinforced consistently throughout the recruitment process.

3 Be prepared to **follow through** on the organization's commitment.

- External partnerships may need to be revisited if current partners are unable to meet expectations.

- Require diverse candidate pools even if it slows down the recruitment process.

- Find ways to recognize and reward hiring managers who hold recruitment partners accountable.

WKKF Sample: Racial Equity Conversations with Recruitment Partners

For All Partners

- As a mission-driven organization, everything we do must be rooted in and aligned with our mission, vision and core values.

- At the W.K. Kellogg Foundation, we care about children.

- WKKF knows that children live in families and families live in communities. If we want children to thrive, their families need to be able to support themselves and their communities need to be equitable places of opportunity.

- The foundation is committed to ensuring all children, families and communities – regardless of race or income – have opportunities to reach their full potential.

- Achieving strong outcomes for children happens by connecting what families need – at home in childcare settings, at school, at work and in communities. As a foundation, we use a variety of change-making tools – grantmaking, impact investing, networking and convening to support organizations in making measurable improvements in children's lives.

- Embedded within all we do are commitments to advancing racial equity and racial healing, to developing leaders and to engaging communities in solving their own problems. We call these three approaches our DNA and believe they are essential to creating the conditions that propel vulnerable children to achieve success.

- As part of this commitment, we believe we can be most effective in our work when we have a racially and ethnically diverse staff, at all levels of the organization, that reflects the communities we seek to serve.

- To this end, we require a diverse, well-qualified candidate pool for every open position at WKKF. We define "diverse" as reflective of the diversity of the communities served by the organization.

# Additional Points for External Partners

- We require aggregated data disclosure regarding the overall diversity of candidate pools at all stages of the recruitment process by race/ethnicity, to ensure we are maintaining our commitment to well-qualified diverse pools.

- We expect our recruitment partners will provide a diverse team of professionals to assist with WKKF searches.

- We may require expansion of the pool of candidates at any point in the recruitment process if the pool does not meet our diversity requirements.

Additional Points for Internal Partners

- Hiring leads play an important leadership role and are expected to model WKKF's commitment to racial equity by ensuring compliance with all expectations and requirements of the recruitment and hiring process for all WKKF positions.

- We may require expansion of the pool of candidates at any point in the recruitment process if the pool does not meet our qualification and diversity requirements. This may impact the search timeline.

- We expect that hiring leads will include a diverse panel of interviewers at all stages of the search process and ensure members of the panel understand and comply with expectations regarding WKKF's racial equity commitment.

- We encourage hiring leads to review implicit bias tools and resources prior to making any decisions related to the search process.

- Hiring leads are required to ensure diversity/racial equity questions are included and candidates are asked the same questions consistently in all interviews.

> **HR TOOLKIT FOR RACIAL EQUITY:**

Racial Equity Interview Questions
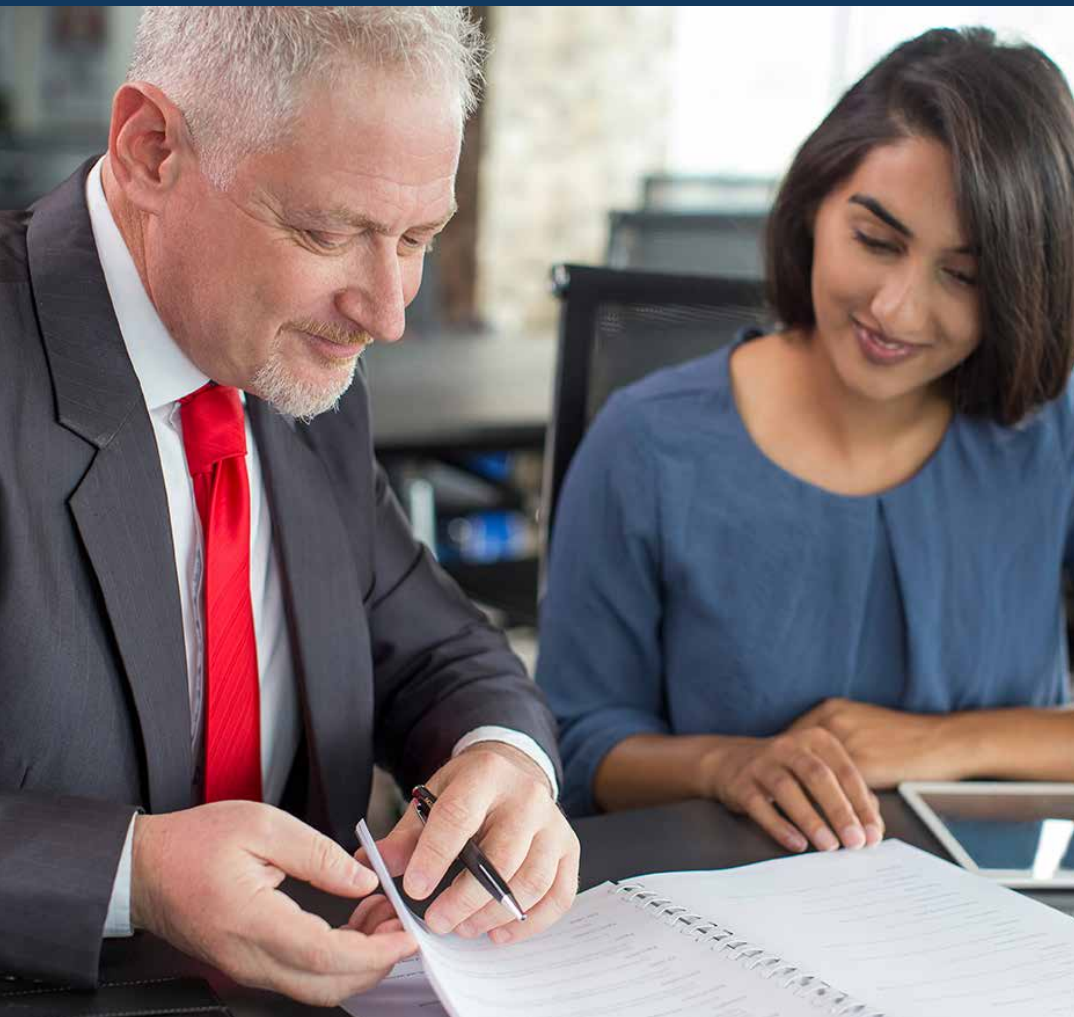
What is it?

A set of **questions related to diversity/ racial equity** for hiring leads and interviewers to use when **interviewing candidates.**

What Value Will It Add?

- Helps **explore candidates'** racial equity personal and professional experiences and values.

- Creates **consistency in the interview process** around racial equity conversations.

- Reinforces the organization's **racial equity commitment** with hiring managers and prospective candidates.

How Do I Get Started?

- Typically developed by HR working closely with DEI teams and/or senior leaders.

- Develop a set of **attributes and qualities** that align with your organization's commitment to racial equity.

- Review the organization's performance and behavioral expectations related to racial equity, diversity and inclusion (if your organization has not identified performance expectations, meet with senior leaders and DEI staff to identify them – see the HR Toolkit topic on **performance indicators**).

Other Resources

- **Three Ways to Test for Racial Equity and Inclusion Competency**, The Management Center

"There are no right or wrong answers to these questions. They serve to start a conversation and provide an opportunity for self-reflection and exploration of one's own personal racial equity journey."
–Deborah Green, talent officer, WKKF

Implementation Tips

1 **Create interview questions that** align with your racial equity, diversity and inclusion attributes and qualities:

- Questions should be open-ended and focused on behaviors.

- Ensure that all questions are compliant with federal and state laws.

2 **Update the organization's interview process.**

- Determine who will be responsible for asking diversity/racial equity questions, e.g., hiring manager, human resources, other interviewers.

- Ensure interviewers understand the organization's commitment to racial equity and are prepared to answer candidate questions.

- Communicate the expectation that racial equity questions will be asked in all interviews.

- Embed diversity/racial equity questions into standardized interview materials for all positions.

- Require interviewers to attend implicit bias training.

3 **Incorporate relevant questions into other talent practices**

- Consider using select questions to guide conversations related to performance, goal setting, and talent development.

WKKF Sample Racial Equity Interview Questions (1/2)

Attribute: Valuing Diversity and Commitment to Inclusiveness

Demonstrates a commitment to promoting, enhancing and valuing diversity and a culture of inclusiveness.

Key Actions & Behaviors

- **Adjusts approach to ensure respectfulness of others' cultures and backgrounds.**
- **Demonstrates sensitivity to issues of diversity.**
- **Creates an environment that values and respects diversity.**
- **Promotes learning about other cultures.**
- **Seeks out and values differing opinions and points of view.**

Questions

- What does it mean for you to value diversity? How have you demonstrated valuing diversity?
- Describe the climate for diversity at your present organization. What impact have you had on that climate?
- What efforts have you made, or been involved with, to foster multicultural understanding and cultural competence?
- Tell me about a time that you adapted your work style in order to work effectively with those who were different from you.
- Can you recall a time when you gave feedback to a co-worker who was not accepting of others?

- How have you taken responsibility/accountability for an action that may have been offensive to a co-worker?
- What have you done to further your knowledge/understanding about diversity? How have you demonstrated your learning?
- Tell me about a time when you had to adapt to a wide variety of people by accepting/understanding their perspectives.
- What measures have you taken to make someone feel comfortable in an environment that was obviously uncomfortable with their presence?
- Tell me how you work with people to create or foster diversity in the workplace.
- In what ways have you integrated multicultural issues as part of your professional development?
- Describe a specific situation in which you worked with a diverse group of people over a period of time. Based on this experience, what did you learn?
- Tell me about a time when you had to resolve a difference of opinion with a co-worker/customer/supervisor. How do you feel you showed respect?
- Describe the way you handled a specific problem involving others with differing values, ideas and beliefs in your current/previous job.
- What have you discovered about your biases and hot buttons? How do they show up in the work environment? What is the impact of these thoughts, actions, behaviors, values, words?
- Tell me about a time that you successfully adapted to a culturally different environment.
- How have you reacted to conversations between co-workers that were clearly offensive to non-participants?
- Tell me about a time that you evaluated your own beliefs or opinions around issues of difference.
- Give me an example of a situation when you demonstrated sensitivity to diversity issues.

Attribute: Addressing Racial Inequity/ Structural Racism

Demonstrates an awareness, understanding and commitment to addressing racial inequities and structural racism.

Key Actions & Behaviors

- **Speaks from a place of knowledge with regard to the history and contributing factors that continue to perpetuate racial inequities and structural racism.**

- **Demonstrates sensitivity to people who are at different levels of understanding and awareness.**

- **Creates an environment that encourages open, honest and respectful dialogue about issues of race and racism.**

- **Seeks out opportunities to actualize a commitment to addressing racial inequities and structural racism.**

Questions

Preface questions in this section with the following statement: "The (organization) has an explicit commitment to addressing racial inequities and structural racism."

- What experiences and learnings have influenced your thinking around issues of race and racial inequities/ disparities?

- What efforts have you made, or been involved with, to foster dialogue around issues of race, racial inequities, or structural racism?

- How have you adjusted your approach in communicating with individuals or groups who are at differing places in their understanding of racial issues?

- What unique skills and abilities will you bring to advance the racial equity work of the foundation?

- What thoughts and ideas do you have around eliminating disparities and removing barriers to opportunities for people of color?

- What do you see as the most challenging aspect of racial equity work?

- Give me an example of a success you have had in racial equity work? A failure? What contributed to the success or failure? What would you do differently next time?

> **HR TOOLKIT FOR RACIAL EQUITY:**

Racial Equity Recruitment Tracking Mechanisms

What is it?

Tools for **gathering and summarizing gender and race/ ethnicity information** as part of the recruitment process.

What value will it add?

- Provides a **consistent methodology** for collecting and analyzing gender and race/ethnicity information from candidates.
- Allows the organization to **track progress** on the diversity of candidate pools.
- Ensures **compliance with federal laws** related to demographic data gathering.

How Do I Get Started?

- Typically developed by HR, working with DEI teams and internal or external **legal counsel**.
- Establish clarity around the organization's candidate pool diversity goals (e.g., certain percentage of diverse candidates, or candidate pools that reflect customer or location demographics).

Other Resources

- **Should all employers collect demographic data on applicants and employees? If so, when?**, Society for Human Resource Management
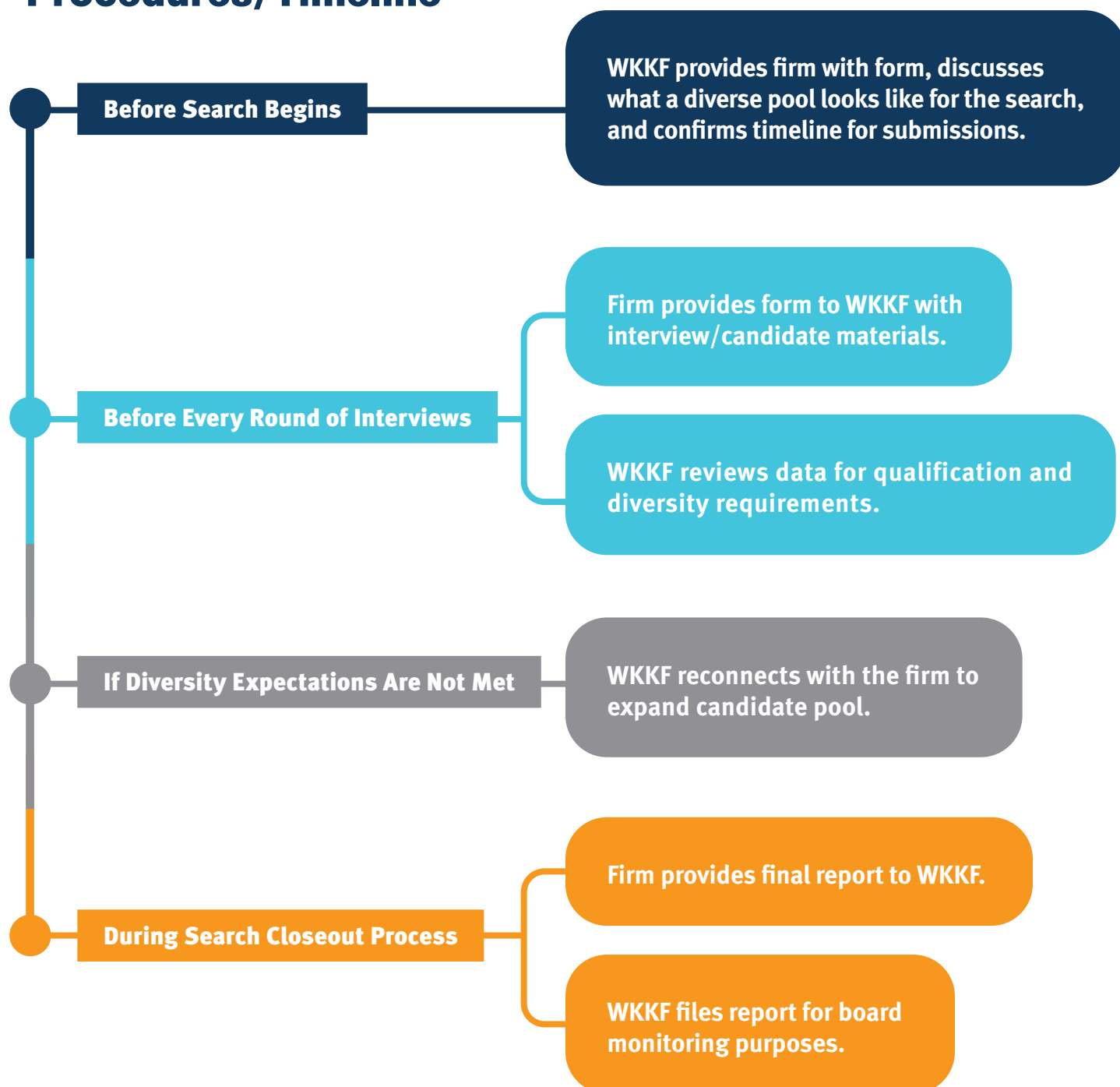
Implementation Tips

1 **Create forms/processes** to gather demographic data in alignment with candidate diversity goals.

- Determine what data you need to gather (gender, race/ethnicity).
- Develop a method for applicants to self-identify demographic information.
- The disclosure must be voluntary and not a required part of the application process.
- Work with your legal counsel to identify the categories you will use for gathering data (e.g., EEO categories, Census categories, etc.)
- Communicate to candidates why you are gathering the data and how it will and will not be used.
- If working with an external partner, ensure they are aware of the data you are requiring them to collect and how you want them to provide it.
- Ensure the demographic data is kept separate from candidate materials, is not used as a factor in the hiring decision and is reported in the aggregate.

2 Develop a **format for analyzing and reporting the data.**

- Use a spreadsheet, your HRIS, applicant tracking system, or other data analysis tools to summarize and analyze your data.
- Determine thresholds for when you will require an expansion of the candidate pool.
- Create reports that clearly communicate the demographic data.

Note: *If your company is required to have an Affirmative Action Plan, or is a global employer, work with your internal or external legal counsel to ensure compliance with applicable laws, regulations and requirements.*

WKKF Sample Racial Equity Recruitment Tracking Mechanisms

Data Collection Procedures/Timeline

Before Search Begins

WKKF provides firm with form, discusses what a diverse pool looks like for the search, and confirms timeline for submissions.

Before Every Round of Interviews

Firm provides form to WKKF with interview/candidate materials.

WKKF reviews data for qualification and diversity requirements.

If Diversity Expectations Are Not Met

WKKF reconnects with the firm to expand candidate pool.

During Search Closeout Process

Firm provides final report to WKKF.

WKKF files report for board monitoring purposes.

The collection and analysis of data can be done in a simple Excel spreadsheet as shown in the representative sample below. This example uses gender and race/ethnicity categories as defined by the Equal Employment Opportunity Commission and align with the categories required in the EEO-1 annual reporting process. We recommend working with your legal counsel to determine the categories you choose to use for your analysis and tracking purposes.

Confidential Search Statistics Report

Search Title:

Search Status:

Notes:

Summary

# of Individuals Reached Out to:	# of Individuals Reached:	# of Direct Applicants:

Initial Interviews with Hiring Manager:

	#	%
Total		
Female		
Male		
Non-binary		
American Indian or Alaskan Native		
Asian		
Black or African American		
Hispanic or Latino		
Native Hawaiian or Other Pacific Islander		
White (non-Hispanic)		
Two or More Races		

*Round Two Interviews:

Total	#	%
Female		
Male		
Non-binary		
American Indian or Alaskan Native		
Asian		
Black or African American		
Hispanic or Latino		
Native Hawaiian or Other Pacific Islander		
White (non-Hispanic)		
Two or More Races		

Hire:
(place X by appropriate category)

Total	
Female	
Male	
Non-binary	
American Indian or Alaskan Native	
Asian	
Black or African American	
Hispanic or Latino	
Native Hawaiian or Other Pacific Islander	
White (non-Hispanic)	
Two or More Races	

Repeat this table as needed to accommodate all interview rounds

Voluntary Candidate Disclosure Form:

Voluntary Information - Not Required

The W.K. Kellogg Foundation strives to provide a diverse applicant pool of well qualified candidates for all open positions. To assist in this effort, we are requesting that you anonymously submit the following information. This information *will not* jeopardize consideration for this or any other position.

This information is confidential and restricted for Executive Staff and Human Resources use for statistical reporting purposes only. It will not be connected with you in any way, nor will it be used in employment decisions. The W.K. Kellogg Foundation is an Equal Opportunity Employer. All applicants and employees are considered for hire, promotion, and job status without regard to race, creed, color, national origin, age, gender, handicap, height, weight, marital status or any other legally protected status under federal, state, or local law.

Position/Title

Gender

○ Male   ○ Female   ○ Non-Binary

Race/Ethnicity*

○ White (not Hispanic or Latino)

○ Black or African American (not Hispanic or Latino)

○ Hispanic or Latino

○ Asian (not Hispanic or Latino)

○ Native Hawaiian or Other Pacific Islander (not Hispanic or Latino)

○ American Indian or Alaskan Native (not Hispanic or Latino)

○ Two or More Races (not Hispanic or Latino)

*WKKF currently uses the race/ethnic categories required for reporting on the EEOC's annual EEO-1 report. Expanded options are currently being considered so that employees can fully self-identify beyond these race/ethnic designations.

Racial Equity Performance Indicators

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What is it?

Description of desired results and behaviors that demonstrate a commitment to a culture of diversity, inclusion, belonging and racial equity.

What Value Will It Add?

- Helps employees understand **what is expected** of them related to DEI/racial equity.

- Provides guidance and standards to people leaders in **coaching employees**.

- Identifies examples and helps ensure consistency for **assessing employee performance**.

- **Reinforces the importance** of racial equity to the organization.

How Do I Get Started?

Typically **developed by HR** in partnership with the **DEI function** and with input from **people leaders**.

- Ensure alignment with the organization's DEI/racial equity values.

- Engage cultural-based employee resource groups to ensure voices of color are reflected.

- Consider consistency across the entire employee career cycle, including recruitment/selection criteria and processes, rewards systems, talent development offerings and succession planning processes.

Other Resources

- **Identifying Choice Points: The Bias Check**, The Management Center

- **Bias Interrupters, The Center for WorkLife Law**, UC Hastings College of the Law.

"By determining key performance indicators and goals that match our racial equity vision, we can constantly monitor our progress and adapt our practices to the needs of our organization and society as a whole."
- Carlos Lopez, director of talent acquisition and development, WKKF

Implementation Tips

1 Identify a set of **attributes, qualities and examples** that embody and reflect your organization's commitment to DEI/racial equity.

- Convene people leaders to ensure consensus on desired inclusion, belonging and racial equity results and behaviors and what distinguishes top performance.

- Differentiate by role, as needed. For example, you may set different expectations for people leaders, frontline employees, salesforce, etc.

2 **Communicate expectations** to employees:

- Ensure employees can easily access the performance dimensions. Post them on your company intranet, include them in new employee orientation, highlight them in meetings, etc.

- Provide people leaders with frameworks for regular communication with employees, reinforcing DEI/racial equity expectations, setting goals, offering opportunities for learning and awareness, etc. (See **Racial Equity Employee Experiential Learning Opportunities Tip Sheet**)

3 **Reinforce links** between behaviors and rewards:

- Ensure that DEI/racial equity behaviors are weighted heavily in the assessment process, indicating their importance and correlating rewards with demonstration. (See Rewards and Recognition Tip Sheet)

- Review implicit bias materials with people leaders before making performance or reward decisions.

Note: *WKKF has expanded its performance management model to include bi-weekly check-in conversations between employees and their leaders to build relationships and ensure timely feedback and coaching.*

Racial Equity

The extent to which the employee shows commitment to understanding and applying concepts of racial equity and diversity / inclusion, including conflict management and working with others from diverse backgrounds.

Skills/Attributes

- Commitment to personal growth and development on issues of racial equity and diversity and to eliminating all racism
- Understanding and appreciation of own cultural identity
- Courage and Perseverance
- Conflict Management
- Commitment to racial equity outcomes
- Active Listening/Positive Interpersonal Skills

Behaviors

- Understands and appreciates own cultural identity. Understands racial inequities.
- Participates in open and respectful dialogue on issues of race.
- Remains committed to respecting all points of view, perspectives and personal realities.
- Actively seeks to identify and works to eliminate racism in all its forms in the organization and externally.
- Solicits and considers differing opinions, ideas, and perspectives, and ensures that they are reflected in decision-making.
- Demonstrates commitment to WKKF's racial equity outcomes (e.g. acts as an advocate for and ally in advancing racial equity work).

Implicit Bias

We all have biases, some explicit (preference for raspberries over blueberries) and some implicit (the order in which we get dressed). Some implicit biases have developed over time by how we are socialized. To ensure that these biases do not negatively impact our decision-making, we must work to mitigate their effects. All leaders are expected to review the following information before engaging in any decision-making process.
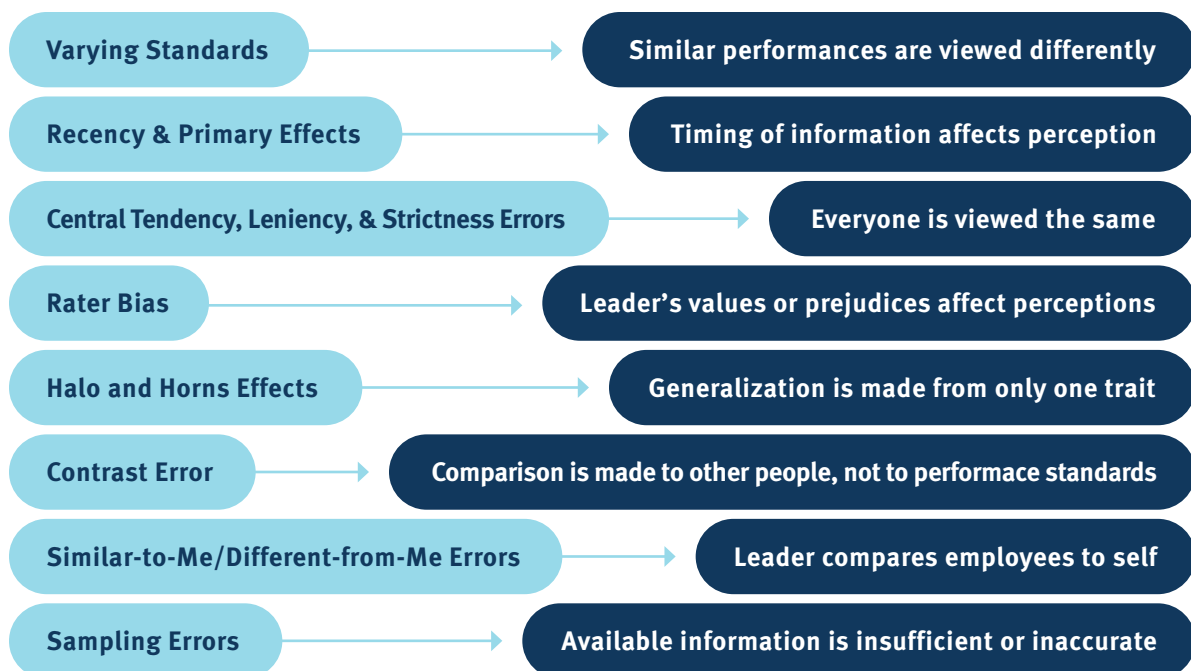
Take Harvard's Implicit Association Test

The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about.

Understand Common Performance Management Errors and Their Impacts

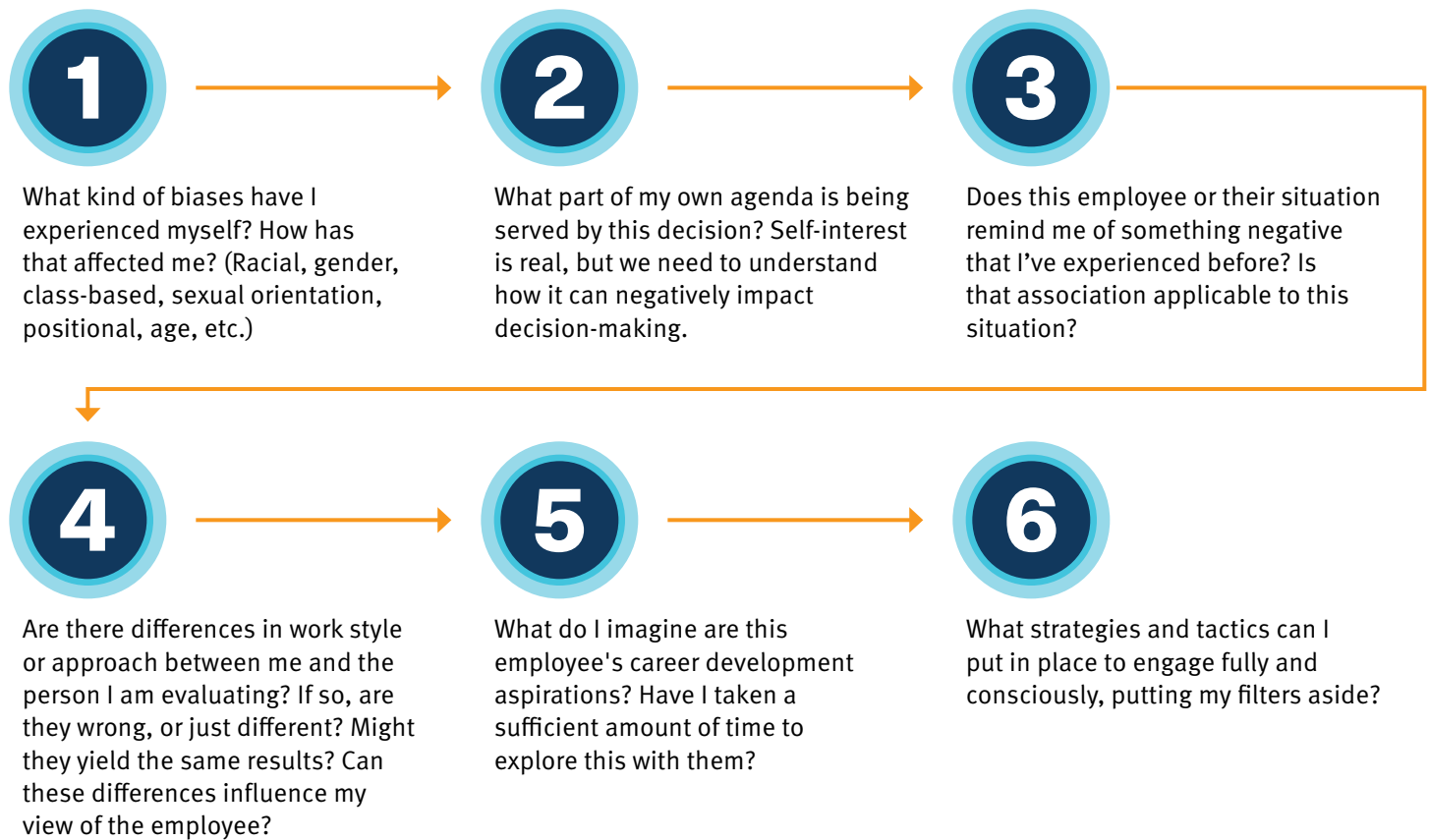| Error	Practical Impacts
Varying Standards	Similar performances are viewed differently
Recency & Primary Effects	Timing of information affects perception
Central Tendency, Leniency, & Strictness Errors	Everyone is viewed the same
Rater Bias	Leader's values or prejudices affect perceptions
Halo and Horns Effects	Generalization is made from only one trait
Contrast Error	Comparison is made to other people, not to performace standards
Similar-to-Me/Different-from-Me Errors	Leader compares employees to self
Sampling Errors	Available information is insufficient or inaccurate

WKKF

WKKF Sample: Implicit Bias Resource - *continued*

Implicit Bias - Questions to Ask Yourself

The following questions will provide you with insight into your biases and how they might affect decisions in performance management practices.

1

What kind of biases have I experienced myself? How has that affected me? (Racial, gender, class-based, sexual orientation, positional, age, etc.)

2

What part of my own agenda is being served by this decision? Self-interest is real, but we need to understand how it can negatively impact decision-making.

3

Does this employee or their situation remind me of something negative that I've experienced before? Is that association applicable to this situation?

4

Are there differences in work style or approach between me and the person I am evaluating? If so, are they wrong, or just different? Might they yield the same results? Can these differences influence my view of the employee?

5

What do I imagine are this employee's career development aspirations? Have I taken a sufficient amount of time to explore this with them?

6

What strategies and tactics can I put in place to engage fully and consciously, putting my filters aside?

Bias isn't always negative. Our brains naturally develop biases as short-cuts to make our lives more efficient. Otherwise, every task we took on would be brand new (tying shoelaces, social interactions, and fight/flight responses to danger). At the end of the day, we must strive to prevent our biases from interfering with our ability to see people fully.

> **HR TOOLKIT FOR RACIAL EQUITY:**

Racial Equity Reward and Recognition Mechanisms

What is it?

Opportunities to **reward and recognize employees** for **demonstrating commitment** to advancing the organization's racial equity efforts.

What Value Will It Add?

- **Creates a link** between desired results / behaviors and rewards.

- Signals and reinforces the organization's commitment to racial equity by **dedicating financial resources**.

- **Empowers employees** to recognize each other.

- Helps **build momentum** and motivate employees.

How Do I Get Started?

Typically developed by HR working with DEI teams.

- Ensure consensus among leaders on desired racial equity results and behaviors. (See **Performance Indicators Tip Sheet**)

- Modify any existing reward and recognition structures to include racial equity.

- Secure a budget and determine whether to centralize or decentralize funds distribution.

- For non-monetary recognition, solicit feedback from staff on what types of rewards would be most meaningful.

Other Resources

- **How Employee Recognition Can Promote Diversity & Inclusion**, Dan Shawbel, LinkedIn

- **Employee Recognition & Rewards: 11 Ideas to Improve Retention**, Brett Farmiloe, The SHRM Blog

WKKF utilizes peer-to-peer and spot recognition, in addition to including racial equity performance indicators tied to merit pay. In addition, WKKF conducts regular pay equity studies. If your organization chooses to implement a formal incentive plan, work closely with legal counsel.

Implementation Tips

1 Determine what **types of reward and recognition** you want to implement.

- Consider multiple forms of rewards including spot awards, peer-to-peer recognition, incentive plans, etc., as well as monetary and non-monetary options.

- If performance assessments are tied to merit pay, ensure racial equity indicators are considered in determining merit distribution.

2 **Create system(s) and process(es)** for administering awards.

- Outline the process for award recommendations and approvals.

- If implementing multiple reward mechanisms, make sure they are aligned and don't contradict one another.

- Review systems options including using a rewards software solution, utilizing your HRIS system, or creating your own system.

3 **Communicate reward opportunities** to leaders and staff.

- Design clear marketing materials and share with staff through multiple channels throughout the year.

- Highlight staff receiving recognition on a regular basis through your organizational intranet, in team meetings, etc.

4 **Conduct regular analysis** on usage and distribution of awards.

- Review awards for consistency across the organization and within demographic groups.

- Follow up with leaders who are under-utilizing the program.

WKKF Sample: Recognition and Awards Program Description

Objective

Children are at the heart of everything we do. And our people are how we achieve lasting, transformational change for children. Recognizing our staff for their commitment to the foundation's strategic goals is important to us.

The foundation provides many ways to recognize individual, team and organizational behaviors that reinforce a networked org structure, lay the foundation for a strong organizational culture and acknowledge results and outcomes that move us closer to achieving our ENDs.

Criteria for Recognition

Results

1 **Effective Execution**: The timely completion of a key project or effort with measurable outcomes and impact, and that is aligned to organizational ENDs, goals and networked organization behaviors and agile practices.

2 **Innovation**: Advancing inovation in a key project or effort – i.e., (a) enhancing a system or work process that drives productivity or efficiency or (b) coordinating an unexpected, strategic partnership or project that enhances programmatic work in the field.

3 **Leaderful Initiative**: Demonstrating initiative and leadership for an unanticipated assignment; going above and beyond on a project, or to develop new competencies; taking ownership and accountability within a networked organization team setting to deliver on desired outcomes.

4 **Racial Equity**: A meaningful contribution to advancing the foundation's commitment to racial equity, either internally or externally.

Behaviors

1 **Agility**: Demonstrating exceptional collaboration, adaptability to change, transparency, integrity and accountability within a team setting. Keeping a flexible mindset by sharing information openly and respectfully, understanding the whole and connecting the dots.

2 **Personal Resilience**: Knowing personal strengths, weaknesses, and limits; seeking feedback to gain insights from mistakes, recognizing barriers and proactively seeking opportunities to grow and drive results.

3 **Service**: Providing extraordinary service to colleagues, grantee(s), or other members of the WKKF community, building cooperative relationships, upholding community engagement principles, and putting the needs of the organization before your own.

4 **Collaboration**: Seeking common ground and pulling people together to move work forward; building trusting relationships with colleagues and treating them fairly; listening to, respecting, and considering others in relationship to individual work; relying on cross-functional partnerships to ensure collective results.

WKKF Sample: Recognition and Awards Program Description - *continued*

Recognize an Employee or Team

Assign a "High Five Badge" – this is an impromptu way of saying "thank you" for a job well done. Badges are assigned within the employee's profile in Success Factors. The individual you nominated sees the badge immediately, and their nearest leader also gets notified immediately. Every month, five randomly drawn recognition nominees will receive a $50 reward!

Nominate for a higher honor – complete an online recognition form to describe how the individual demonstrated results and behaviors key to driving organizational ends. Your nomination will be evaluated by the individual's Pod/Squad/Core leaders for the following awards:

"Leading by Example" honor for:

- Strong accomplishments and contributions,
- Measurable outcomes,
- Demonstrating initiative, and
- Exhibiting networked organization behaviors
  Rewards range from $100-$500.

"Standing Ovation" honor for:

- Exceptional contribution to a transformation initiative/mandate,
- Demonstrating role model behavior,
- Advancing the commitment to racial equity, or
- Exhibiting outstanding leadership qualities
  Awards of up to $1,000.

Note: *Cash awards are added to payroll and are taxable to the employee.*

Recognize a Contracted Colleague

You can recognize a contracted colleague too:

You can use the online recognition form to compliment contracted colleagues and members of outsourced services (such as security, cafeteria services, etc.) for their contributions! While they are not eligible to participate in the WKKF employee recognition program, your submission will be shared with the recognized member and their team leader, and will be reviewed within that organization's employee recognition program guidelines.

The Recognition Program is Meant to…

- highlight agile behaviors of the networked organization,
- emphasize outcomes-based execution in a collaborative and team-based environment,
- enhance leaderful initiative, and
- strengthen our ongoing commitment to racial equity,

…. all with a strategic goal of achieving our organizational ENDs, while supporting and strengthening a culture of trust, and creating an environment where individuals can flourish and high performing teams can thrive.
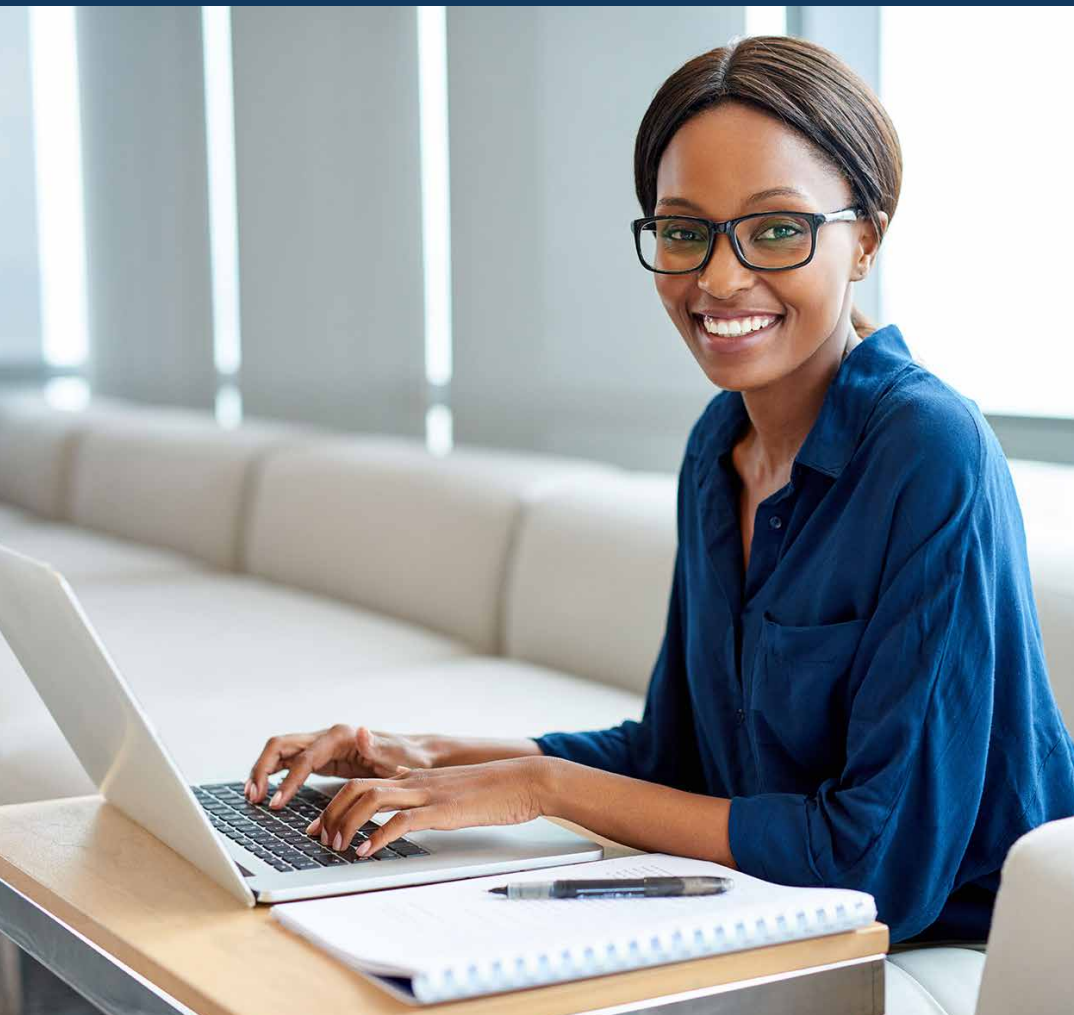
By supporting these priorities, each one of us can inspire and reinforce a high-performance team culture. Try out the Recognition Program today!

> **HR TOOLKIT FOR RACIAL EQUITY:**

Survey Questions for Assessing Diversity, Racial Equity and Belonging

What is it?

Sample questions you can use to assess staff sentiment on topics related to diversity, racial equity and belonging.

What value will it add?

- Provides **important behavioral and engagement insights** to senior leadership and those responsible for organizational culture, HR and DEI.
- Offers employees an opportunity to **share feedback** about their experiences in the organization's racial equity, diversity and inclusion journey.
- Signals the organization's **commitment** to creating an environment of inclusion and belonging.
- Creates feedback mechanism(s) for **tracking progress**.

How Do I Get Started?

Typically led by **HR, DEI, Change Management and/or Employee Experience/Culture teams** working with senior leadership and change management teams:

- Ensure that leadership is **ready and willing** to address identified issues, prioritize improvement initiatives, and champion the effort.
- Engage all employees in any follow-up actions using a **human-centered design approach**.
- **Offer various mechanisms** for employees to provide feedback in between formal surveys.

Other Resources

- **How to Reinforce Change with Employee Feedback**, Prosci
- **Why it's Time to Add a "B" – for Belonging – to Workplace DEI Strategy**, Society for Human Resources Management
- **How to Measure Inclusion in the Workplace**, Harvard Business Review

Implementation Tips

1 Develop a **feedback/survey strategy:**

- Determine **timing and methodology**. Think how often you want to check in with employees. You may decide to gather quick feedback on a monthly or quarterly basis to allow for timely interventions and conduct a more comprehensive survey annually or biennially.
- Define the success metrics to determine whether a culture of belonging has been realized, diversity and racial equity has been achieved - what does success look like?
- Consider using a third-party vendor to help maintain confidentiality and benchmark your results against an industry peer group.
  - Explore using survey software, such as WorkTango, Qualtrics, or Glint for survey management and analysis.
  - Allow role-specific access to survey results to help leaders gain additional insights to inform follow-up actions.
- Employee trust is critical. Ensure employee data and comments are anonymous and take steps to aggregate data so that it can't be tracked back to an individual.

2 Develop a **change management plan**

- Define the future state – what is the ideal future staff sentiment about the organization's inclusion and belonging culture?
- Deploy a trusted change management methodology such as Prosci's ADKAR model to build capacity for DEI change.
- Identify and prioritize interventions in alignment with feedback, organizational alignment, and resource availability.
- Devise a plan to help people leaders champion and help the DEI changes stick.
- Create templated reports that show progress and employee movement over time.

3 Develop a **communication plan.**

- Work closely with your communications team to introduce surveys, including purpose, timing, methodology and how results will be shared *(as defined in the survey strategy and change plan)*.
- Provide regular updates to staff, using various methods and channels such as intranet announcements, access to aggregate results, sharing during team meetings, etc.

"Employee feedback helps you understand your organization's heartbeat but acting on that feedback will propel organizational health."
– Dr. Danyale Hawkins, director of transformation and organizational effectiveness, WKKF

WKKF Sample Survey Questions for Assessing Diversity, Racial Equity and Belonging

The W.K. Kellogg Foundation uses the questions below on its biennial employee climate survey. Design principles for this survey included using questions framed as statements and using a 5-point Likert scale based on levels of agreement. You may also want to think about including open-ended questions for employees to share more in-depth responses, for example, "What is the organization's greatest strength? Weakness?" or "What thoughts would you like to share related to diversity, equity, inclusion and belonging at the organization?"

#	Sample Questions	Measurement Factor
1	Overall, how satisfied are you with your job?	Belonging
2	How likely is it that you would recommend (company name) to a friend or colleague as a great place to work?	Belonging
3	I rarely think about looking for a new job outside (company name).	Belonging
4	To what extent does company leadership demonstrate a commitment to diversity, equity and inclusion?	Diversity, Equity & Inclusion
5	I have opportunities to learn and grow at work.	Equity
6	My contributions are recognized.	Equity
7	I am treated with respect by other staff.	Belonging

#	Sample Questions	Measurement Factor
8	(Company name) is respectful of staff of different races, genders and backgrounds.	Diversity, Equity & Inclusion
9	(Company name) administers policies with fairness and consistency.	Equity
10	How fairly do you believe your last performance assessment reflected your overall job performance?	Equity
11	The company puts practices in place to support the inclusion of staff from different backgrounds and perspectives.	Inclusion
12	Bullying, harassment and discrimination are not tolerated in my workplace.	Belonging
13	I am confident that any misconduct I report will be handled with the appropriate discretion, thoroughness and timeliness.	Equity
14	My manager/supervisor/nearest leader creates an open and trusting environment.	Equity, Inclusion & Belonging
15	In my interactions with (company name) staff, I feel genuine care and concern.	Belonging
16	I'm feeling connected to colleagues outside of my team.	Inclusion & Belonging
17	I am frequently tapped for collaboration by my colleagues.	Inclusion & Belonging

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