
Overall purpose of the Undoing Institutional Racism Committee: Safely keeping kids in families and/or connected to significant adults in the community and improving racial equity, empowerment, and representation of people of color at all levels within the Children’s Village team.

1. **Objective 1.** Create equal opportunity and access for all staff regardless of race or ethnicity. This objective includes creating better representation of POC on the Administrative/Exec team and the CV Board; to recruit a more diverse workforce at all levels of the organization which better represents the population we serve and has an understanding of clients' life experience; and to increase internal promotions of POC to management positions. Objective to be assessed by number of promotions by race/ethnicity; total number of staff by race/ethnicity; job categories by race/ethnicity.

A. Approaches / activities.

- i. Review criteria for Admin Team by March
- ii. Increase recruitment of POC by reviewing where and how middle management and clinical positions are advertised.
- iii. Increase recruitment of POC by changing job requirements and re-evaluating career ladder.
- iv. Support services to supplement basic academic skills (ex. writing coaches).
- v. Formalized mentoring and career development program to enhance cross department opportunities.
- vi. Partnership with more degree programs or scholarship opportunities similar to Hunter but not MSW

B. Long term goals.

- i. Proportionality on Admin Team that is reflective of our population. More reflective and diverse clinical/management staff.
- ii. More diverse workforce that is better connected to our clients
- iii. People who would have otherwise been disqualified are hired and successful
- iv. Revise recruitment strategies to be more successful at recruiting diverse applicants
- v. Identify additional sources of applicants
- vi. Positions are filled based on life experience and skills vs. degree alone
- vii. Remediate areas that have been identified as barriers to promotion
- viii. More people will apply for internal promotions and feel comfortable doing so
- ix. People will feel supported and receive career guidance outside of their specific job duties/department

- x. Ongoing discussion of career development and expectations so that people can advance
 - xi. People will feel supported and receive career guidance within their department and job function
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xii. **Objective 2.** Use a race equity lens to safely keep kids in families and/or connected to significant adults as evidenced by (a) increased family participation in FTCs, (b) decreased length of stay / treatment with greater goal attainment, (c) shift in CV culture to more family-centered rather than child centered, (d) increasing the number of youth discharged to family or adoption. APPLA is not an acceptable goal;

a. **Approaches / activities.**

- i. Increase in home passes when safe
- ii. Increase activities to inform families of their rights & participate in more advocacy opportunities with families
- iii. Ensure SW/CW schedules accommodate family schedules
- iv. SW orientation emphasizes family engagement using MST principles
- v. Families are invited and attending medical appointments
- vi. Residential SW split time 50/50 between campus & NYC.
- vii. Work on strategies for all staff to see foster parent recruitment as their responsibility.
- viii. Increased use of family finding

b. **Long term goals.**

- i. Families to be more invested in decision making and planning
 - ii. Curriculum redesign and review of who is required to take SW orientation
 - iii. SW will be more accessible to face-to-face contact with families
 - iv. APPLA stops being considered as an option and more time/ resources are devoted to salvaging connections so that APPLA has decreased by 40% * Fewer than 10% of youth w/ APPLA.
 - v. Youth will feel supported by adults beyond CV
 - vi. Greater family involvement and support to improve outcomes and shorten LOS. Increased family engagement and SW skills in involving families
 - vii. Prevent homelessness or incarceration.
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xiii. **Objective 3.** Increase cultural competence while supporting safe conversations and helping staff feel secure in conversations with each other and clients. This objective includes (a) increasing cultural competence for managers so that it permeates the agency, (b) ensure all staff know what to do when a micro-aggression occurs, and that they feel safe doing so, (c) continue regular, ongoing cross racial dialogues, (d) develop guidelines and leadership criteria for those leading cross racial dialogues.

a. **Approaches / activities.**

- i. RELE training of trainers; ensuring leaders of conversations are prepared to do so safely and effectively
- ii. Increase accessibility of dialogues by hosting at different locations/times
- iii. RELE dyads; what is and is/not working about how we talk with clients about race
- iv. To in partnership with UIR Committee
- v. During our cross racial dialogues participants will practice different roles associated with micro aggressions. (receiver, initiator, bystander and active listener)

b. **Long term goals.**

- i. Staff throughout the organization feel safe and able to have dialogue with clients, thereby validating their life experience
 - ii. Annually measuring where CV is on the continuum of becoming a multicultural institution with noticeable improvement
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xiv. **Objective 4.** External advocacy to voice issues of inequity in child welfare, juvenile justice, and immigrant children. Partner with stakeholders to support efforts toward racial equity and humane policies toward global youth

a. **Approaches / activities.**

- i. Attend 3 events per year

b. **Long term goals.**

- i. Affecting policy in the larger community
- ii. Systemic change around racial disproportionality in child welfare and juvenile justice