Johnson Creek Watershed Council

Workplace Culture

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This is intended to be a living document with future updates.

Many of the approaches, resources, and frameworks incorporated into this document are foundational learnings from leaders, scholars and activists in environmental, social, and racial justice movements; specific learnings are cited accordingly.

Workplace Culture

Purpose of Document

Johnson Creek Watershed Council values an inclusive workplace culture. This Workplace Culture Handbook highlights our values and expectations. Workplace culture encompasses our shared experiences, values, norms, and customs within the organization; while culture can't be dictated or rigidly defined, having a common understanding of one's workplace culture can provide guidance on how to navigate the workplace.

The Workplace Culture Handbook is a living document and an accompaniment to the Employee Handbook, which is a set of policies regarding workplace conduct. Both of these documents will be given to employees and interns when they are oriented to their work with the Council. The Employee Handbook encompasses legal policies and actions regarding harassment, discrimination, pay, vacation, and other logistics of employee conduct while working at the Council. At the Johnson Creek Watershed Council (JCWC), we aspire to a higher standard of interpersonal conduct for our employees and interns than the law requires. Thus, the Workplace Culture Handbook is intended to outline our cultural standards as an organization. This document's primary intended audience is staff and interns, as well as Board members and volunteers who also play an important role in JCWC's workplace culture.

Executive Summary

This Workplace Culture document serves to complement the policy- and logistics-oriented Employee Handbook by articulating the values of the Johnson Creek Watershed Council community, including staff, board members, interns, volunteers, and community members.

Some of this content is related to best practices that are already in place, explaining ways we *currently foster aspects of our organizational culture;* some of this is intention-setting, looking forward to *what culture we want to work towards*. <u>Here's an overview of each section:</u>

- Culture and Change: Culture is ever-changing, and starts on the individual level, so our organizational culture is built by all of us. We explain what's unique about JCWC's culture and what's valued by the JCWC community.
    - White supremacy culture is baked into our institutions, and the culture at JCWC is no exception. Identifying the characteristics of white supremacy culture helps us to combat them.
- Rethinking Power and Hierarchy: While JCWC abides by 501(c)3 nonprofit standards imposing hierarchy, we examine ways we can avoid perpetuating harm through power structures, and aspire to share knowledge and power.
- Practices to practice:
    - Listed are shared agreements, values and practices shared, and intentions to advance in order to foster productive and respectful discussions, and throughout JCWC organizationally. We explain nuances that are important to acknowledge,

especially in people's varying comfort levels and preferences for navigating discourse, addressing harm, and more.
- Creating a Culture of Care: Restorative and Transformative Justice are frameworks JCWC will apply when harm occurs, to further our values of accountability.
- Further Learning:
    - Links! To glossaries. Also to our top picks, resources, related sections in this document, internal resources used at JCWC, and more.

Culture and Change

Culture is a system of meaning that a group of people create out of shared experiences. Culture is learned from the systems around us, shared with each other, passed on and down through generations, and is ever evolving.

We believe that the **culture** we build and share from the workplace is not only a reflection of the organization but also of ourselves, and builds towards the greater collective culture.

In other words, we can see small pieces being part of the whole of cultural change: the values and actions of *individuals* building into an *organizational* culture, and the values and actions of *organizations* building into larger *collective cultures of change*. For a graphic depiction of this, see the figure below titled *The fractal structure of culture*. We have come to this concept of fractals in social justice work through Black feminist and women's rights activist adrienne maree brown in her 2017 book *Emergent Strategy*:

"Emergence notices the way small actions and connections create complex systems, patterns that become ecosystems and societies. Emergence is our inheritance as a part of this universe; it is how we change. Emergent strategy is how we intentionally change in ways that grow our capacity to embody the just and liberated worlds we long for…. In the framework of emergence, the whole is a mirror of the parts. Existence is fractal—the health of the cell is the health of the species and the planet."

The fractal structure of culture
The values and actions of individuals are the building blocks for organizational and collective culture.

Collective Culture

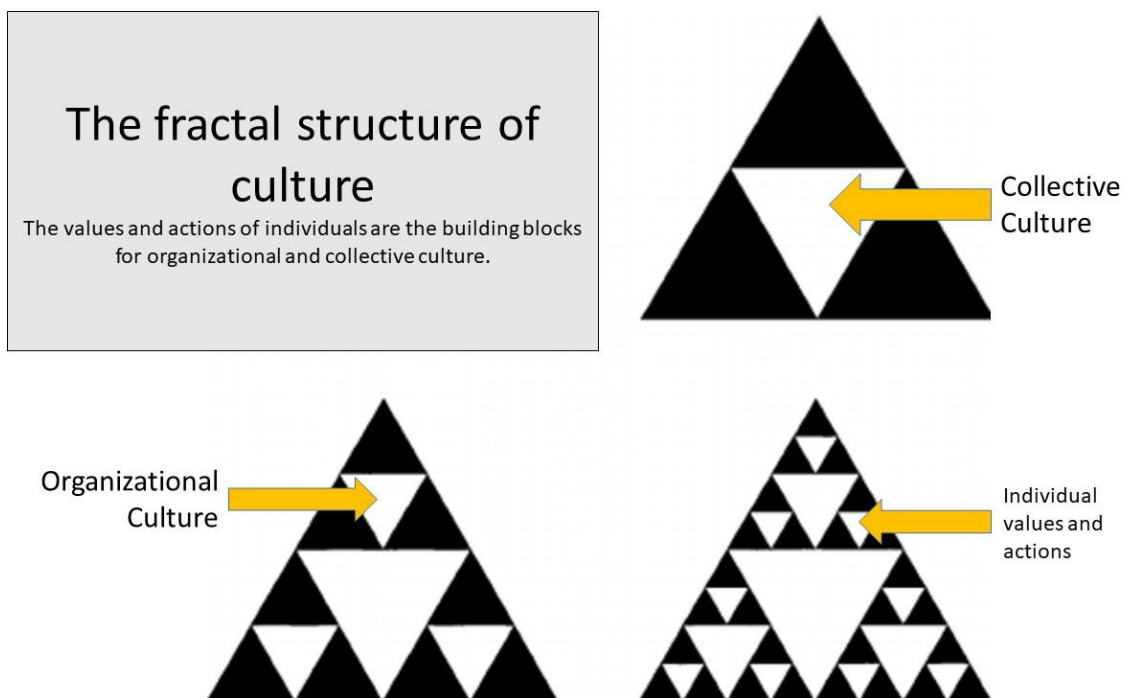Organizational Culture

Individual values and actions

Figure 1. *The Fractal Structure of Culture*

Because transformative change is advanced by individual learning and action as explained above, we are committed to continual learning around topics of power and oppression. By engaging in growth and change individually, we can understand and help realize the changes we wish to see reflected organizationally (JCWC), communally, and systemically (environmental sector, nonprofit industrial complex).

It is our intention that Johnson Creek Watershed Council can continue to cultivate an inclusive learning and working environment that centers belonging and being safe to bring our whole selves to work (and respecting personal and work life boundaries!). We're less concerned with how people 'fit' with our existing culture and more concerned with how people 'add' to our culture.

What's unique about the Council workplace?

For folks whose background may be working at large non-profits, businesses, or governments, we found it important to share how our small, community-based nonprofit structure influences JCWC's workplace culture. In larger organizations, there are often more rigidly defined roles or separations in work duties, and in nonprofits there can be more overlap across roles. In small, mission-driven nonprofits, we work together as an interdisciplinary team to advance our mission. Although our individual roles may be specific to one realm, we all come together to advance equity and inclusion and build community while enhancing and exploring the natural resources of our watershed. These larger themes are central to the mission of our organization, and are part of all of our jobs here at JCWC.

Reflections on JCWC's culture:

In order to be reflective of the organization in its entirety, the contributors to this document conducted surveys of the board & staff members about their perspectives/perceptions of JCWC's organizational culture. The below sections include some of the results from in-depth surveys conducted in 2020 & 2021. Note that there is not sweeping consensus on the characteristics of our organizational culture, as can be seen in contrasting points below.

What's valued, growth areas, & our culture according to current and former employees	
What we love ● Staff can be both independent and simultaneously generous with collaborative time ● Inquiry-based - not being afraid to ask questions, sharing of knowledge! ● Being able to turn to colleagues for help solving a problem ● Volunteer relationships that can lead into relationships that supersede work ● Understanding the role that watersheds hold in climate resiliency	**Where we want to grow** ● More delegation and teamwork ● More opportunities for mentorship ● Clearer expectations ● More connection between staff and activities together ● Inclusive culture for all political beliefs if they can join us in core values ● Work towards root causes of problems

● Sharing info about how to help improve watershed health ● Theme of giving and service	

Board members' observations of JCWC's staff culture	
What the board appreciates (about staff) ● Work ethic and pride ● Resourcefulness ● Dedication to the cause ● Balance professionalism with having fun ● Staff help each other & work well together ● Programming which serves the whole community, from marginalized communities to upper watershed residents.	**Board suggestions for growth** ● Speaking up about conflict and harm ● Improved systems efficiency and staff communication ● Need identified re: learning & growth around policies & practices

JCWC Board culture according to the Board	
What we love ● Time spent sharing diversity of opinions and getting to know each other (at training, icebreakers & team-building activities) ● Dedication ● Board members bring a variety of skills and viewpoints ● Thoughtful discussion that welcomes everyone to contribute ● Good participation ● Inclusivity	**Where we want to grow** ● Create an environment where folks feel comfortable speaking their mind ● Reverse the reluctance to participate due to culture of 'expertise' ● Move beyond the comfortable 'club' feeling of the Board ● Straight talk about examining Board culture and Board equity work ● Mechanisms for surfacing ideas other than just going around the room especially during decision making

What's valued by current & former Board members	
● Decision making power, develop a vision, lasting impact ● Achievements of staff and organization ● Being an ambassador ● Building relationships	● Positive change ● Communicating on equity topics ● Professional and personal development ● Being part of a group of leaders ● Learning

JCWC on Justice, Equity, Diversity, and Inclusion (JEDI), or DEI:

The Johnson Creek Watershed Council's mission is to promote restoration and stewardship of a healthy Johnson Creek watershed through sound science and community engagement. We strive to be accessible and welcoming to all people who live, work, play, and pray around Johnson Creek. We acknowledge there is a legacy of systemic inequalities within our watershed and our wider community, and we are devoted to doing our part to heal the legacy of systemic racism and inequality. We understand that anti-racism work and community

building is an ongoing process that is never "finished" and requires active and ongoing effort and feedback from all staff to engage in the work.

At JCWC, we value the "why" behind the work, and we strive to uplift and support employees and community members who are members of marginalized groups. JCWC strives to be conscientious about how we may participate in systems of oppression and inflict harm. JCWC employees are not just employees, interns not just interns, board members not just board members; we are people. We share our care for the environment, the earth, and the health of our communities.

Inclusion, teamwork, social justice, environmental justice, and racial justice are central to our work's success, and this is manifested within the culture of our workplace. Sometimes DEI is the focus of programming such as the bilingual nature program, the Leach Back 5 project, and workforce development partnerships; and other times, DEI is integrated into the fabric of our work such as the volunteer program, the service learning program, and stormwater program. Specific DEI responsibilities are incorporated into the position descriptions and work plans for all JCWC employees. *You can read about our Justice, Equity, Diversity, & Inclusion work on our website [linked here](#).*

We are working to cultivate a more intentional culture-building space at JCWC, including ongoing informal practices to get to know each other better through (seriously) fun icebreakers at the beginnings of meetings, intentionally taking time for in-person meetings when possible, especially in the context of COVID, and chances to share things that are not work related.

On **White Supremacy Culture** / **in the workplace**:

Follow the links above to review this list of common characteristics of white supremacy and their antidotes to combat these harmful patterns.

"Because we all live in a white supremacy culture, these characteristics show up in the attitudes and behaviors of all of us – people of color and white people. Therefore, these attitudes and behaviors can show up in any group or organization, whether it is white-led or predominantly white or people of color-led or predominantly people of color." (Okun, 2001)

Characteristics of white supremacy in the workplace:

perfectionism	worship of the written word
sense of urgency	only one right way
defensiveness	paternalism
quantity over quality	either/or thinking

power hoarding	progress is bigger/more
fear of open conflict	objectivity
individualism	right to comfort
I'm the only one	

Brief explanations of these above characteristics are found at the first link. This list is not abstract or hypothetical; as a white-dominant organization, it's unsurprising that concrete examples of each of these characteristics can be found at play in JCWC. Identifying these allows us to recognize them in the moment and combat their manifestation.

Rethinking Power and Hierarchy

Case Study: How organizational hierarchies can fail to protect vulnerable organization members:

   The 2020 COVID crisis led to layoffs and furloughs across Oregon nonprofits, particularly in the first several months of the pandemic. In the Portland Metro area, some organizations saw highest-paid and higher-management staff members voluntarily take reductions in salary and/or hours in order to protect lower level staff members. Others did not. We've seen fellow Oregon nonprofits deal with financial burdens in ways that reinforce power systems at play:

   Despite conversations wherein organizational leaders stated they were trying hard and doing their best to keep all staff, people were unexpectedly laid off: lower-paid, lower-power positions were the ones to be eliminated, and higher-paid, higher-power positions were kept. This led to the question: How hard *did* they try to keep staff on? Staff who were laid off had expressed willingness to take a reduction in salary and/or hours in order to retain everyone; the upper level staff (higher-paid, higher-power) did not express the same willingness, and were in charge of decision-making. There was no transparency about the process and those higher-paid positions remained filled full-time. Those laid off felt that if there had been more transparency about funding sources and salaries allocated, there could have been space for productive conversations about strategizing to protect those with the least power (lowest power level, lowest salaries) by working to avoid layoffs.

   Power structures have the tendency to negatively impact most vulnerable/least protected members of an organization; times of crises exacerbate weaknesses in power systems.

Why this matters:

   We know that power systems harm marginalized community members and/or those with less power. It's not a coincidence that those with less power are also more likely to be younger, women, people who are more on the feminine end of the gender spectrum, people of color, etc., or put simply, those who are a part of one or multiple intersecting marginalized groups. We have seen this pattern play out at JCWC and aim to avoid repeating this pattern and be accountable if & when harm occurs.

   Shared power or dispersed power systems can make for greater resiliency (this is mirrored conceptually in decentralized energy grids - see the "Centralized vs. Decentralized Energy" article in the sources cited section!). Some nonprofits have shifted to non-hierarchical staff collectives, such as the Intertwine Alliance's co-directorship model.

At JCWC:

   As a 501(c)3 nonprofit, JCWC abides by standards that impose levels of hierarchy (the Board supervises the Executive Director (ED), ED supervises staff, staff supervise/manage volunteers/interns/etc.). JCWC is aware that hierarchy and distribution of power within the organization is upholding larger power systems that yield unequal access to benefits and cause harm (this can also come into play within other organizations and inter-organizationally).

Power can be the potential ability of a person or group to influence behavior or exercise control over another person or group. Power can also be held in pay grade, hierarchical positioning (decision-making), seniority, interpersonal connections/network, familiarity, educational background, etc. Questioning power and requesting transparency can cause discomfort, but this practice ultimately strengthens organizations.

There are different types of power. We acknowledge that power can have a negative connotation but ideally is used to enhance the wellbeing of all. See the linked glossary below for a definition & discussion of different types of power.

Benefits of Sharing Power:

- There are several ways to share power, including by sharing knowledge, responsibilities, and connections.

- Leading to greater accountability and transparency

- Fostering trust & respect, which facilitates better teamwork & relationships

- Building a better sense of support, empowerment and self-determination

- Employees and team members feel valued, and this positive effect on workplace culture can lead to better retention and organizational synthesis. Overall this can lead to less burden on positions of seniority.

- Conceptually, sharing power doesn't mean you have less! To be metaphorical, sharing power isn't like sharing pieces of the pie - it's building a better pie.
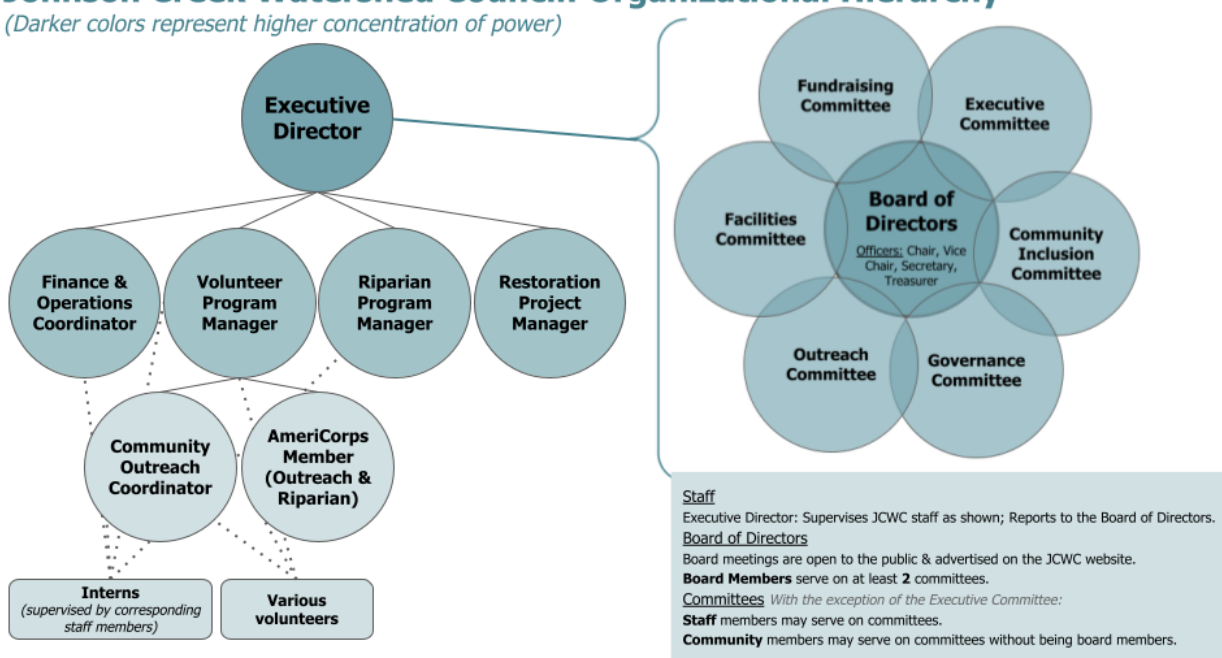

Figure 2. JCWC's organizational hierarchy as of 2022, showing staff and board relationships

Practices to Practice

Here we explain our shared agreements (shared values, and shared practices we employ in discussions & meetings to support a good workplace culture, as well as throughout our daily lives); we also explain our intentions, or what we aspire to work towards fostering in our organizational culture..

Shared Agreements

Our shared agreements are mainly used by staff and board in the workplace. That said, we have many interactions outside of just staff members. This means that external community members, interns, volunteers, and partners can expect us to uphold these shared values and practices (listed below) when we are interacting with them. These shared agreements should be reviewed regularly - especially at the start of equity- and justice-centered discussions and community meetings.

How were these agreements developed?
- All Staff/Board Annual retreat meeting
- Staff DEI workshop
- Community Inclusion Committee review

Shared **values**:

- Time: Spend time together and spend time learning about each other.
- Acceptance: Be willing to acknowledge and affirm other humans who have different values, background, and life histories, in all their complexity.
- Respect: Show respect for each other's time and personal boundaries.
- Curiosity: Be curious about yourself and others.

Shared **practices:**
- Practice a culture of care - interpersonal actions can build community:
  - Active listening & being responsive to individuals' needs
  - Simple things like saying hello, sharing food at meetings, playfulness, meeting outside where possible, etc.!
- Be willing to **do** things differently and experience discomfort.
- Agreements on **discourse** i.e. how decisions are made between people; ensure that meeting agreements are drafted and followed, facilitators follow these guidelines.
- Everyone has the opportunity to **speak** (in meetings, we ensure this by going around the table and giving everyone the option to comment or pass). Diverse viewpoints are welcomed. If you disagree with someone, even if you are the only one, **voicing your opinion is important.**

- Spell things out instead of using acronyms (organizations, programs, technical terms, etc.) - don't assume people are familiar with the meanings.

Our Intentions - the soil where our ideas grow from

We aspire to the following:

- Provide feedback, using a strengths-based approach

- Interrupting bias/addressing harm. Speaking up in the moment when it's necessary is calling someone 'out', and calling someone 'in' is to have a deeper discussion. The goal in calling people out and/or calling people in is not to shame them, but to invite them into learning and provide opportunity for clarification, etc.
  - It's okay to be raggedy, messy, or imperfect when doing so.
  - Seed the Way's resource on [Interrupting Bias](#) explains calling people out versus calling people in, with examples and when to use each.

- Invite others to further their understanding, and hold people accountable for the impact of their actions, including microaggressions
  - Know that engagement and learning may result in discomfort (during discussion of equity topics, constructive feedback, etc.)
  - Assume good intent, but tend to impact

- Safety, trust, and belonging
  - Supporting one another in daily work and if/when things get bumpy
  - Having trusted board members who specifically understand the policy side of things, will make sure you understand resources available to you & help you meet your needs - both someone to talk to/listen, and help with procedure/policy

- Learning: Self
  - Show respect and cultural humility.
  - Consider multiple worldviews and perspectives, and learn the foundational importance of understanding [Relational Worldview and Linear Worldview](#)
  - Understand historic and systemic racism, and acknowledge the stories and issues facing employees and volunteers of color, and especially the members of Black and Indigenous communities.
  - Examine biases you hold, question stereotypes, question assumptions (especially with regards to marginalized community members)

- Acknowledge that everyone's ideal growth and learning conditions ("[Stretch Zone](#)") vary *(see image below)*
  - Different comfort levels in calling people in/out for microaggressions/etc.
  - Different learning styles in engaging with equity work (inner reflection vs active engagement)
  - Different levels of comfort in bringing one's whole self to the workplace. We want people to feel comfortable: to share, to not share, about their lives & identities.
    - You don't necessarily need to share personal life in order to feel accepted or experience community

- ■ We respect each other's beliefs, and create support and space. We want you to be comfortable expressing who you are (especially for POC who have experienced victimization, trauma, reluctant assimilation)

Ideal zone for personal/
professional development

Figure 3. Stretch Zone *(Ryan & Markova, 2006)*

Creating a Culture of Care: Restorative, Transformative Justice

JCWC has policies intended to prevent harm, but harm can and will occur nonetheless and our intent is to acknowledge, record, honor, and repair harm when it does. Avoiding addressing harm only serves to compound the harm. **To this end, JCWC strives to apply a restorative/transformative justice framework that holds accountability in the context of care.** Section 2.3 in the Employee Handbook explains the difference between harassment and microaggressions, and provides guidance on what to do when harm is caused.

→ *Specific attention towards incorporating a restorative justice framework will be needed in the creation of the 2022 Strategic Planning process in order to bring this to life. RJ/TJ is not an action, but a framework. It is our intention to start planning for this by identifying how we want to adopt/integrate this framework, which in turn will actively shape JCWC's culture.*

Restorative justice frameworks were developed through the criminal justice lens. From Colorado's [Conflict Center](#), "Restorative justice focuses not on punishment, but on making things right and reintegrating the person who caused harm back into the community with the skills and awareness to make better decisions in the future." In order to reach resolution and repair harm, everyone involved needs to be involved in the process - victim, perpetrator, and community.

Because restorative and transformative justice are often mentioned in tangent or interchangeably, a quick clarifier: Restorative justice *restores* communities when harm has occurred; Transformative justice transforms our systems, changing community conditions to reduce or eliminate harm *from occurring* in the first place. See the "Further Learning: What is Transformative Justice" video linked in the further learnings section for more information.
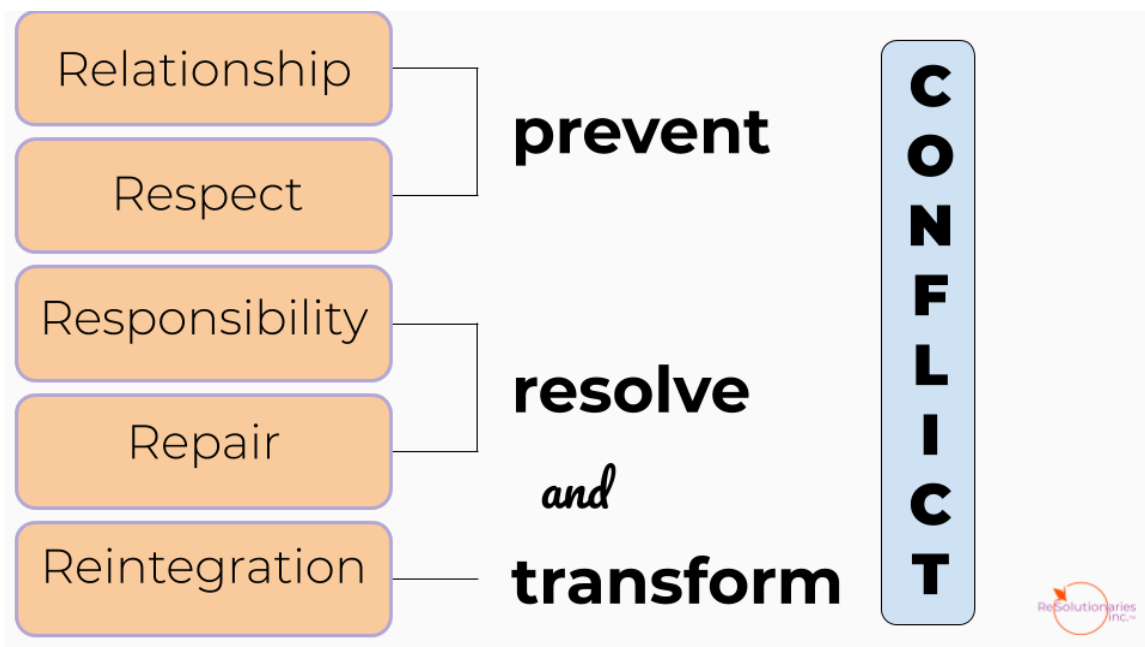
Figure 4. The 5 Rs of Restorative Justice

The 5 Rs and JCWC:

In the below section, we share brief explanations (abridged quotes from Colorado's Conflict Center's website) about each of the 5 Rs of Restorative Justice, **as well as list some tangible ways these concepts are and can be proactively incorporated into the JCWC workflow.** We hope having a strong foundation (in the 5 Rs) will support all involved when we work through workplace conflict with a Restorative Justice lens.

5 Rs: Explanation of each	5 Rs: Applied at JCWC
Relationship	5 Rs: Relationship - at JCWC
"Without strong relationships, it becomes more difficult for us to create communities that we want to live in. Using the following process, we are able to mend relationships when damage has occurred. Once the person who caused harm becomes accountable for their actions and begins to make amends, the relationship can start to heal."	• We agree that positive working relationships depend on first having a positive foundational relationship. • We strengthen working relationships with each other through recognizing each other's accomplishments, fostering a culture of appreciation, collaborating on projects, whole team building events, observing moments of excitement and sadness together, etc. • We also foster long-term relationships with partner organizations, focusing on reciprocity, celebrating successes, and dreaming for the future together with partners. We value their input, and conduct in-depth stakeholder interviews to incorporate their feedback into our long term & strategic planning efforts.
Respect	5 Rs: Respect - at JCWC

"If relationships are at the heart of restorative justice, respect is the key ingredient to make it happen. Respect keeps the process safe. All involved parties are trusted to show respect for themselves and for others at all stages of the process."

- We work to respect boundaries of personal and work life
- We treat each other as whole people, acknowledging one anothers' humanity and unique qualities & demonstrating respect accordingly.
- We do so by using correct pronouns, remembering people's preferences, demonstrating interest in each other (workflow and/or personal lives), and more.

Responsibility	5 Rs: Responsibility - at JCWC

"In order for restorative justice to be effective, everyone must grapple with their own personal responsibility. Even if the harm was unintentional, the person who caused harm needs to take responsibility for their actions. Doing so needs to be a personal choice and cannot be imposed on someone unwillingly."

- We take responsibility for our actions, and for the conditions we create, and actively learn from our mistakes
- When others are harmed, we have a responsibility to support them by addressing conflict and prioritizing accountability
- When we are harmed by action or inaction, we communicate it and let the person/people/community know, on a timeline of our choosing

Repair	5 Rs: Repair - at JCWC

"After respect and responsibility have been established, the next step towards healing is the repair process. The person who caused harm is expected to repair the harm that they did to the fullest extent possible, knowing well that not all of the harm can be repaired. It is through working to repair the situation that the person who caused harm is able to regain their self-respect and respect for others."

- If harm is done, we commit to repairing it, tending to the stated needs of the person who experienced harm.
- When JCWC integrates RJ/TJ framework adoptions (2022 Strategic Planning), this will be more integrated into our workflow and policies.

Reintegration/Transformation	5 Rs: Reintegration/Transformation - at JCWC

"Reintegration encourages collaboration between the community and the person who caused harm; it recognizes the assets the person who caused harm brings to the table and what they have learned through the process. By accepting responsibility and agreeing to repair the harm, the person who caused harm creates space and trust to be reintegrated into the community."

- In an approach towards ongoing growth and movement, we work to develop shared understanding, and actively listen, rebuild trust, and move forward together
- Practicing the 5 Rs of Restorative Justice will provide us the opportunity to develop the skills, awareness, and support needed to avoid making the same mistakes. Doing so will support a system reflective of transformative justice.

<u>Examples of systems and infrastructure JCWC has established to prevent harm:</u>

- Process and shared agreement for speakers: At JCWC's events, keynote and session speakers each receive a copy of the [Speakers and JCWC Values](#) document ahead of time, and review these with the JCWC event organizer.
  - This process was created in order to ensure speakers' values align with ours before we ask them to address or represent our community. This process was set up after harmful incidents in the past and was created to avoid future harm.
- Creek Crew Leaders are volunteers who take on longer-term leadership roles, facilitating volunteer groups at restoration events. As representatives of JCWC, they have an important job in fostering a welcoming environment for community members. Their training handbook covers organizational values & goals, expectations & responsibilities, and a section on interrupting bias. The Creek Crew [handbook](#) section on interrupting bias is designed to bolster Creek Crew Leaders' confidence in combating biases when they arise in the field.
  - It gives examples of how to navigate an interaction where something harmful occurs, including assessing the context (speaker, situation, etc.) and responding in a way that allows for constructive dialogue, as well as caring for those on the impacted end of harmful comments and actions.
- Shared agreements were established in order to explicitly facilitate common grounding in discussions.

Updating this document

As with all elements of culture, this handbook is a living document and will need to be **updated** regularly. If an employee, intern, board member or other person would like to update this document, they should inform the chair of the Community Inclusion Committee (CIC) that they would like time on the monthly meeting agenda to share their ideas. These changes can be discussed, refined, and adopted within the committee. No approval from the full board is required. A consensus decision will be made on the changes at that, or a subsequent, CIC meeting. Then members of the committee can work to incorporate the desired changes into the Workplace Culture Handbook. When significant updates are made, changes will be communicated with all staff, board members, and interns. An up-to-date copy of the workplace culture document will be linked on JCWC's website.

Anticipated updates:
*Update with community member report form for addressing harm
*Update with a link to strategic plan
*Update with a link to equity lens

Future considerations

Food for thought: for future brainstorms with JCWC, CIC, and/or to lead to possible edits and additions in this document

- How power & hierarchy intersect with volunteers & community members. We prioritize community-led projects over individuals wanting a project for their resume. Consider competing priorities with staff capacity to manage projects, etc.
  - We want volunteers or community members to feel empowered to reach out, get involved and bring ideas to fruition.
  - → Expand on the interaction between individual community members & the Council. What can the Council do to be more equitable in engaging with individuals? Ie. Promote board meetings more effectively?
- Power & hierarchy with Committees - Articulate (add diagram?) to explain hierarchy?
- Assessment/analysis process. How do we know if we are improving, and doing what we said we would do in this document? Need clear goals and a process for tracking progress, making changes (theory of change). How do we make sure this document becomes a practice?
- Needed: Training process on mediation for Restorative Justice - requested by board in 2022 retreat
- Integrate Restorative Justice/Transformative Justice framework into our workflow and policies, informed by Strategic Planning 2022.

Further Learning:

Glossaries - note that Ctrl+F (or Cmd+F) allows you to search a page or document for specific terms.
- **Quick Glossary** linked here
- **Bigger Glossary** (more terms) linked here

Top 5 JCWC Picks

Resources, videos, & readings that JCWC community members have enjoyed and recommend.

- **Seed the Way's two-pager on Interrupting Bias** (2018)
  - *A great resource* explaining the difference between calling people out versus calling people in, with examples and when to use each.

- **White Supremacy Culture** (Okun, 2021)
  - It's important to increase our awareness of how ethnocentrism can manifest in JCWC's work culture; this document comes up regularly! -Jack

- **TED Talk: How I learned to stop worrying and love discussing race** (Jay Smooth, YouTube, 12 minutes)
  - This video was one of the first things that "unlocked" my ability to help me get over discomfort around discussions about race, and its framework applies to many other topics too - it helps lay the foundation for productive conversation!. -Alexis

- **What is Transformative justice?** (Barnard Research Center for Women, YouTube, 11 minutes)
  - This video lays the foundation for understanding restorative and transformative justice, practices and frameworks that JCWC aims to incorporate.

- **The Opposite of Rape Culture is Nurturance Culture** (Samaran, 2016) (Essay, ~30-minute read)
  - Better than just 'don't rape' or 'don't be a racist', this essay explores what it means to be anti-sexist, not dissimilar to the anti-racist movement. This essay explores the pain of inherent internalized patriarchy and offers suggestions for how when men heal themselves, they are able to heal and support people of all genders. -Courtney

Sources cited within sections of the document

- **Why you should tell your co-workers how much money you make** (Herrera, 2018, ~7-minute read)
  - This article helps to make the case about the value of normalizing transparency about salaries, mentioned in the section "Rethinking Power and Hierarchy". Avoiding this topic because it can be an uncomfortable one only perpetuates a lack of transparency that can reinforce inequity. - Jack

- **How much does it really cost to run a restaurant?** (Spencer, 2020, ~10-minute read)
  - This article helps to make the case about the value of financial/operational transparency, discussed in the section"Rethinking Power and Hierarchy". When employees understand the finances of an organization, power and knowledge are shared and efficiency improves! -Jack

- **Why Sharing Power At Work Is The Very Best Way To Build It** (Azzarello, 2013, ~5-minute read)
  - This article helps to articulate benefits of sharing power, as discussed in the section "Rethinking Power and Hierarchy", and shares some practical examples & listing the downsides of not sharing power. Sharing power makes for stronger teams! -Alexis

- **The comfort, stretch, panic model** (Ryan & Markova, 2006) (PDF)
  - In the section "Our Intentions - the soil where our ideas grow from", Figure 2 shows the comfort, stretch, panic model; the linked article explains the zones in more detail. Understanding we move at different paces helps us to provide grace and support people's growth! -Alexis (I learned about this via the Center for Diversity and the Environment)

- **5 Rs of Restorative Justice** (Webpage)
  - In the section "Addressing harm: Restorative Justice", this model is shown; the website this model is pulled from provides more details on Restorative Justice

- **Centralized vs Decentralized Energy** (Energy Blockchain Network, 2018, 9-minute read)
  - In section "Rethinking Power and Hierarchy", we introduce the idea of exploring dispersed power systems for greater resiliency. This article is a more literal explanation of these benefits. Decentralized energy systems include a variety of energy generation, storage, and transmission components. These systems are resilient, and are less likely to fail under stress such as extreme weather events.

Parallels can be drawn between the benefits of decentralized energy systems, and decentralized power within an organization. -Jack

Internal JCWC Resources

- [JCWC Equity and Inclusion Plan](#) (2017)
- JCWC DEI Resource List
  - This document is a clearinghouse of videos, readings, technical documents and other resources that have come up in the course of JCWC staff discussions on Justice, Equity, Diversity, and Inclusion topics.

- [Notes/summary linked here](#) of 2021 board survey on JCWC's workplace culture

- 2021 staff survey on JCWC's workplace culture
  [Presentation of findings linked here](#), and [notes/summary of results linked here](#)

Miscellaneous Resources & Books

- [Introduction to Restorative Justice in Schools](#) (SchoolTalk DC, YouTube, 9 minutes)
- Rubrics: ProInspire ([linked here](#)) (Equity rubrics for people in various roles)
  - Explore the idea of employee retention surveys/reviews
- Local trainers: Resolutions Northwest, [DRC Learning Solutions (Derron Coles)](#), [Center for Diversity and the Environment](#), [Capacity Building Partnerships](#)

  Books
- Emergent Strategy: Shaping Change, Changing Worlds - by adrienne maree brown
- Until we Reckon: Violence, Mass Incarceration, and a Road to Repair - by Danielle Sered
- Little Book of Restorative Justice - by Howard Zehr
- The Little Book of Restorative Teaching Tools - by Lindsey Pointer et al.
  - Games, Activities, and Simulations for Understanding Restorative Justice Practices