Building Blocks for Change
A Race Equity Assessment
By Building Movement Project

Addendum: Role/Position

Building Blocks for Change (BB4C) Framework

These four key Capacities are foundational to fostering more racially equitable workplaces:

LEARNING
The Learning Capacity refers to a willingness to learn, test new ideas, and change.

LEADERSHIP
The Leadership Capacity speaks to the importance of senior leaders to champion race equity.

CONVERSATION
The Conversation Capacity is rooted in the idea that meaningful race equity efforts require the ability to have hard conversations.

VOICE
The Voice Capacity refers to the ability to listen to voices and amplify influence from broader groups of people, especially people of color.

Each Capacity breaks down into three Focus Areas:

MOTIVATION
Indicates a genuine interest in and openness to making changes that foster a more racially equitable workplace.

PRACTICE
Speaks to how race equity principles have been applied in the day-to-day operations of the organization.

STRUCTURES
Refers to the plans, processes, and policies that help embed race equity in a foundational and systematic way.

Interpreting Your Findings

Throughout this report, you will see the following categories to help you interpret the experiences and feelings of people at the organization related to its race equity efforts overall, the four Capacities, and their respective Focus Areas.

Stop to take corrective action	Ramp up efforts	Push through, progress ahead	Build on progress made	Sustain and deepen efforts
Respondents are feeling dissatisfied or distrustful, possibly due to unhelpful or harmful race equity practices. These practices should be identified and paused, and a dialogue and reflection process begun to determine what, if anything, needs to be acknowledged or repaired. This helps create the necessary foundation to foster a more racially equitable workplace.	Respondents are recognizing that early efforts have been made in organizational policies, practices, and/or culture surrounding race equity. There is much work ahead! By committing strong and sustained efforts to listen, learn, and co-create together, these early efforts can be ramped up toward meaningful movement forward.	Respondents are starting to see the impact of organizational policies, practices, and/or culture surrounding race equity. No matter the challenge, pushing through barriers to advance efforts can lead to meaningful movement forward.	Respondents are experiencing meaningful impact from organizational policies, practices, and/or culture surrounding race equity. To build on this momentum, identify opportunities for continued learning and incorporate more meaningful race equity practices to enhance progress already achieved.	Respondents are pleased with the progress related to organizational policies, practices, and/or culture surrounding race equity. To sustain and deepen this impressive effort, consider which areas can be refined and how race equity practices can be further honed to deepen existing progress.

Demographics by Position

Out of all possible respondents (as reported by your organization) who could have taken the survey, **78%** of people completed it. This report is based on their responses.

Positional Categories
Admin (Assistant / Receptionist / Administrative Support Position)
Program (Line / Program Staff)
Mid Mgr (Middle Manager)
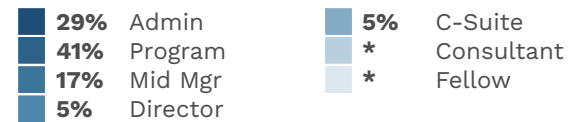**Director** (Senior Management / Director / VP)
C-Suite (C-Suite or equivalent)
Consultant (Paid Consultant / Contract-Based)
Fellow (Fellow / Time-Limited)

Breakdown of Respondents by Position

Position

29%	Admin		**5%**	C-Suite
41%	Program		*****	Consultant
17%	Mid Mgr		*****	Fellow
5%	Director			

Median Tenure (in years)

5	Admin
4	Program
2	Mid Mgr
4	Director
5	C-Suite
*	Consultant
*	Fellow

* 0-4 respondents. To protect anonymity, this report will not break out responses for these groups, but will include them in the overall analyses.
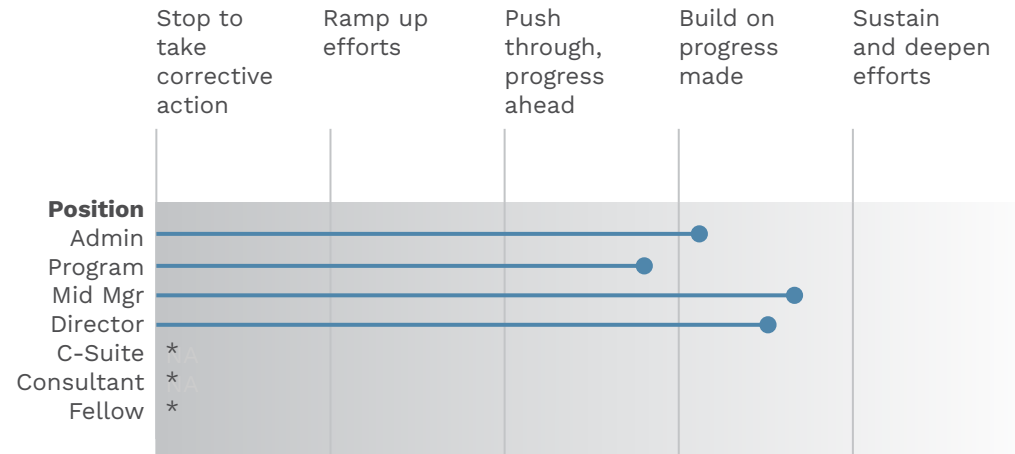
Overall Breakdown by Position

Agreement among the respondents refers to the degree to which their viewpoints align. In other words, it's a measure of how similarly different groups experience the organization's race equity efforts. The more closely they align, the greater the likelihood they have shared understanding among each other. This can be a useful entry point to engage the respondents.

What is shared here is a comparison of experiences of respondents based on their position and role at the organization.

Stop to take corrective action	Ramp up efforts	Push through, progress ahead	Build on progress made	Sustain and deepen efforts

Position

Admin	●
Program	●
Mid Mgr	●
Director	●
C-Suite	*
Consultant	*
Fellow	*

Key Findings
Overall, people who work as line or program staff reported significantly worse experiences compared to others at the organization.
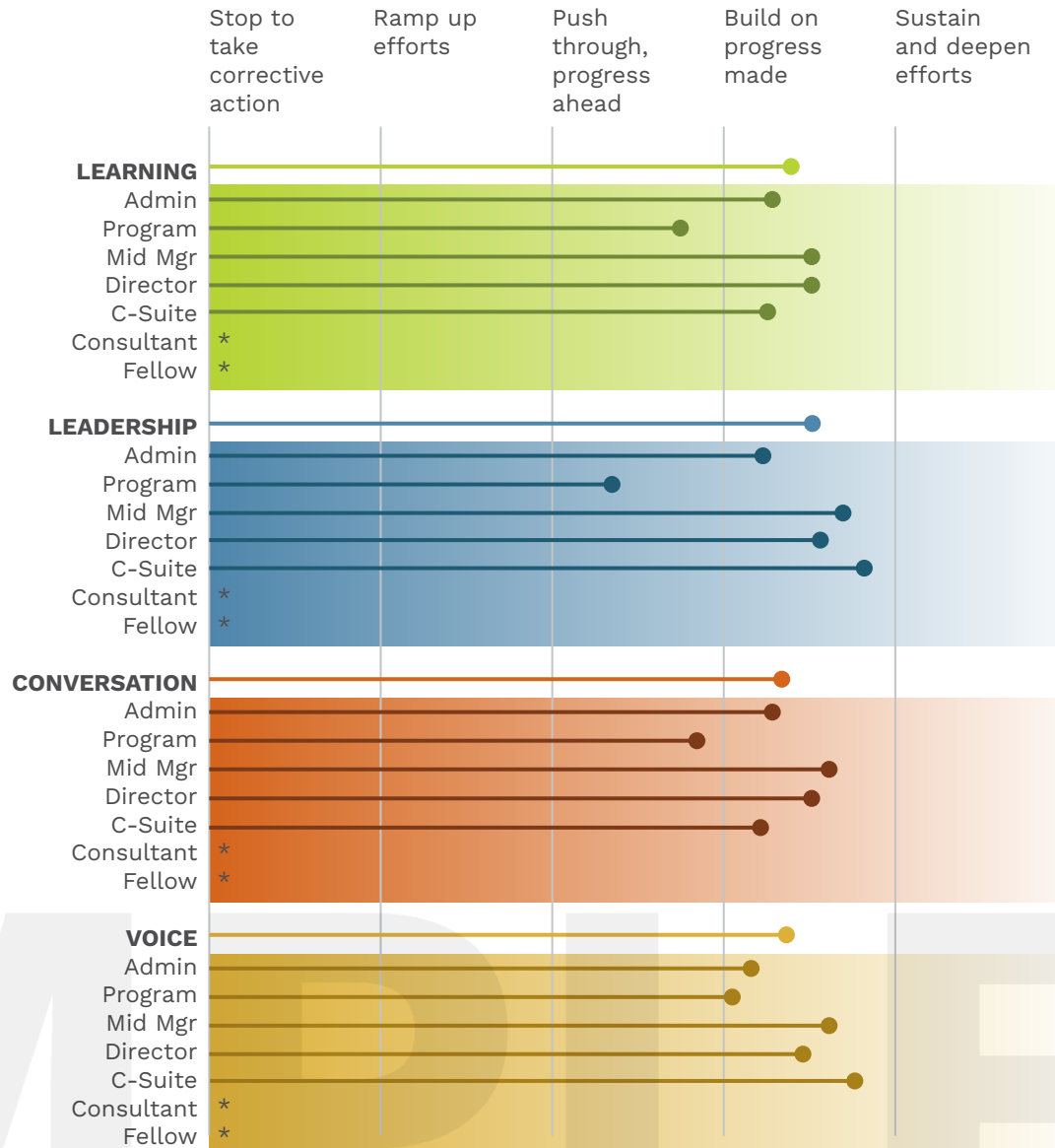
SAMPLE

* 0-4 respondents. To protect anonymity, not broken out separately.

Breakdown by Capacity:
Digging Deeper by Position

When reviewing these findings, it's possible many nuances, visible or not, exist across positional groups. It's important to not jump to any quick conclusions. Instead, you can use the following guiding prompts to help you understand your findings and lift up relevant patterns.

- Are there certain groups that consistently disagree with each other? Or consistently agree?

- Are responses from certain groups consistently suggesting they are having a more negative experience? More positive?

- In which Capacity is each group in greatest agreement? Least agreement?

Drawing out some patterns and trends can help inform pertinent questions to explore as part of ongoing efforts to become a more racially equitable workplace.

	Stop to take corrective action	Ramp up efforts	Push through, progress ahead	Build on progress made	Sustain and deepen efforts
LEARNING				●	
Admin			●		
Program			●		
Mid Mgr			●		
Director			●		
C-Suite			●		
Consultant	*				
Fellow	*				
LEADERSHIP				●	
Admin			●		
Program			●		
Mid Mgr			●		
Director			●		
C-Suite				●	
Consultant	*				
Fellow	*				
CONVERSATION				●	
Admin			●		
Program			●		
Mid Mgr			●		
Director			●		
C-Suite			●		
Consultant	*				
Fellow	*				
VOICE			●		
Admin			●		
Program			●		
Mid Mgr			●		
Director			●		
C-Suite				●	
Consultant	*				
Fellow	*				

* 0-4 respondents. To protect anonymity, not broken out separately.