

Anti-Racism Maturity Model

As the Racial Equity Assessment Model is used to conduct comprehensive assessments within business units, The City can determine its progress through the anti-racist maturity levels. The different levels within the model identify the capabilities and features of an anti-racist organization in addressing systemic racism.

Based on the 2022 high-level assessment, The City of Calgary sits at Level two on the Anti-Racism Maturity Model. The City acknowledges that systemic racism is present and is a current problem that needs to be addressed. *The City of Calgary Organizational Anti-Racism Action Strategy* identifies actions to address systemic racism and advance racial equity toward Level five of the Anti-Racism Maturity Model.

				Level 4 Integration	Level 5 Anti-Racist
				“Actively promote & advocate anti-racist actions”	“Actively participate in combating systemic racism”
				<ul style="list-style-type: none"><li>• Deep understanding and alignment at all levels</li><li>• Clear ownership and accountability</li><li>• Racial equity enhances productivity and innovation</li></ul>	<ul style="list-style-type: none"><li>• Anti-racism is core component of business activity and process</li><li>• Shifting colonial perspectives, practices and changing behavior</li></ul>
				<ul style="list-style-type: none"><li>• High level of leadership accountability including corporate anti-racism goal setting</li><li>• Race-based data collection and metrics available, used to reshape the strategic approach for racial equity and racial justice</li><li>• Case for change for racial equity fully embedded and contextualized for all business units</li><li>• Employees are comfortable having conversations around systemic racism</li></ul>	<ul style="list-style-type: none"><li>• Anti-racism actions implemented and evaluated</li><li>• Continually reassess through an anti-racism lens all policies, guidelines and processes</li><li>• Continue to infuse lessons learned in service lines and budgets, programs, services and practices</li><li>• Leaders modelling anti-racist practices</li><li>• Noticeable change in the racial diversity profile of leadership</li><li>• Dedicated budget and resources for racial equity and racial justice</li><li>• All employees involved</li></ul>
				<ul style="list-style-type: none"><li>• Greater visibility of Indigenous, Black and diverse Racialized employees at senior management level</li><li>• Opportunities provided to Indigenous, Black and diverse Racialized employees to access mentors and coaches for career development</li><li>• Indigenous, Black and diverse Racialized employees feel psychologically safe</li></ul>	<ul style="list-style-type: none"><li>• Municipality is employer of choice for Indigenous, Black and diverse Racialized employees</li><li>• All employees irrespective of racial background implementing anti-racist actions</li><li>• Continuous anti-racism education and training</li><li>• Racially equitable programs, services, policies and systems</li><li>• Anti-racist safe spaces and processes</li><li>• Disaggregated race-based data supports decision making</li></ul>
				<ul style="list-style-type: none"><li>• The corporation starts to understand the impact of anti-racism engagement and interventions</li><li>• Greater visibility of Indigenous, Black and diverse Racialized employees at management level</li><li>• Indigenous, Black and diverse Racialized employees feel valued, and teams perform better</li><li>• Anti-racism education will inform and drive action and behavioral change</li></ul>	
				<ul style="list-style-type: none"><li>• Strategic plan in place but limited follow through</li><li>• Leadership commitment</li><li>• Anti-racism awareness</li><li>• Limited measurement and evaluation of anti-racism actions</li><li>• Networks and groups driving change</li><li>• Anti-racism safe spaces and processes exist for employees to raise racial grievances</li><li>• Employees are educated on anti-racism</li></ul>	
				<ul style="list-style-type: none"><li>• Recognize appreciate and value racial equity</li><li>• Recognition of the barriers to progression</li><li>• Starts to dismantle systematic racism by actioning anti-racism priorities</li></ul>	
				<b>Level 3 Awareness</b> “Actively seek ways to educate employees about racial equity”	
				<ul style="list-style-type: none"><li>• Recognize systemic racism is a problem but little action is taken</li><li>• Systematic racism persists in policies, systems, and programs</li></ul>	
				<b>Level 2 Complacency</b> “Recognize systemic racism is a present & current problem”	
				<ul style="list-style-type: none"><li>• Policies do not directly address systemic racism</li><li>• Limited race-based data collection</li><li>• Start to assess racial equity in polices, programs, services and systems</li></ul>	
				<ul style="list-style-type: none"><li>• Culture of fear of retaliation</li><li>• Indigenous, Black and diverse Racialized employees disengaged and unlikely to contribute discretionary efforts</li><li>• Evident microaggressions</li><li>• Greater representation of Indigenous, Black and diverse Racialized employees at staff level but less evident in management and above</li></ul>	
				<ul style="list-style-type: none"><li>• Significant disproportion of Indigenous, Black and diverse Racialized employees</li><li>• Racial bias is present in decision making and application of policies</li><li>• Indigenous, Black and diverse Racialized employees feel psychologically unsafe at work</li><li>• Indigenous, Black and diverse Racialized employees distrust leadership, co-workers, and systems</li><li>• Higher attrition and absenteeism from Indigenous, Black and diverse Racialized employees</li></ul>	
				<ul style="list-style-type: none"><li>• Policies focused only on regulatory requirements</li><li>• No corporate data strategy</li></ul>	
				<ul style="list-style-type: none"><li>• Ignores systemic racism and allowing it to persist</li></ul>	
				<b>Level 1 Compliance</b> “Deny systemic racism is a problem”	
				The City of Calgary is at <b>Level 2</b> of the Anti-Racism Maturity Model	
				Summary	
				Features	
				Impact	
				The City of Calgary Anti-Racism Maturity Model	