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 1
Compliance
"Deny systemic racism is a problem"

Summary
- Ignores systemic racism and allowing it to persist

Features
- Policies focused only on regulatory requirements
- No corporate data strategy

Impact
- Significant disproportion of Indigenous, Black and diverse Racialized employees
- Racial bias is present in decision making and application of policies
- Indigenous, Black and diverse Racialized employees feel psychologically unsafe at work
- Indigenous, Black and diverse Racialized employees distrust leadership, co-workers, and systems
- Higher attrition and absenteeism from Indigenous, Black and diverse Racialized employees

Level 2
Complacency
"Recognize systemic racism is a present & current problem"

The City of Calgary is at **Level 2** of the Anti-Racism Maturity Model

- Recognize systemic racism is a problem but little action is taken
- Systematic racism persists in policies, systems, and programs

- Policies do not directly address systemic racism
- Limited race-based data collection
- Start to assess racial equity in polices, programs, services and systems

- Culture of fear of retaliation
- Indigenous, Black and diverse Racialized employees disengaged and unlikely to contribute discretionary efforts
- Evident microaggressions
- Greater representation of Indigenous, Black and diverse Racialized employees at staff level but less evident in management and above

Level 3
Awareness
"Actively seek ways to educate employees about racial equity"

- Recognize appreciate and value racial equity
- Recognition of the barriers to progression
- Starts to dismantle systematic racism by actioning anti-racism priorities

- Strategic plan in place but limited follow through
- Leadership commitment
- Anti-racism awareness
- Limited measurement and evaluation of anti-racism actions
- Networks and groups driving change
- Anti-racism safe spaces and processes exist for employees to raise racial grievances
- Employees are educated on anti-racism

- The corporation starts to understand the impact of anti-racism engagement and interventions
- Greater visibility of Indigenous, Black and diverse Racialized employees at management level
- Indigenous, Black and diverse Racialized employees feel valued, and teams perform better
- Anti-racism education will inform and drive action and behavioral change

Level 4
Integration
"Actively promote & advocate anti-racist actions"

- Deep understanding and alignment at all levels
- Clear ownership and accountability
- Racial equity enhances productivity and innovation

- High level of leadership accountability including corporate anti-racism goal setting
- Race-based data collection and metrics available, used to reshape the strategic approach for racial equity and racial justice
- Case for change for racial equity fully embedded and contextualized for all business units
- Employees are comfortable having conversations around systemic racism

- Greater visibility of Indigenous, Black and diverse Racialized employees at senior management level
- Opportunities provided to Indigenous, Black and diverse Racialized employees to access mentors and coaches for career development
- Indigenous, Black and diverse Racialized employees feel psychologically safe

Level 5
Anti-Racist
"Actively participate in combating systemic racism"

- Anti-racism is core component of business activity and process
- Shifting colonial perspectives, practices and changing behavior

- Anti-racism actions implemented and evaluated
- Continually reassess through an anti-racism lens all policies, guidelines and processes
- Continue to infuse lessons learned in service lines and budgets, programs, services and practices
- Leaders modelling anti-racist practices
- Noticeable change in the racial diversity profile of leadership
- Dedicated budget and resources for racial equity and racial justice
- All employees involved

- Municipality is employer of choice for Indigenous, Black and diverse Racialized employees
- All employees irrespective of racial background implementing anti-racist actions
- Continuous anti-racism education and training
- Racially equitable programs, services, policies and systems
- Anti-racist safe spaces and processes
- Disaggregated race-based data supports decision making

The City of Calgary Anti-Racism Maturity Model