

# Safety Respect Equity

## **SRE 2020 CONVENING RESOURCE GUIDE**



# Contents

Call to Action	3
Tips Sheets (Each section is cut down for tips, titles are hyperlinked for full articles)	4
Reading List	26
End Page	27



**Join the SRE Network by [adopting the standards](#) to implement the standards to create safe, respectful, and equitable Jewish spaces**

**Watch [the webinars](#) on the SRE website**

**Contact [SRE grantees](#) to speak to them about the work they are doing and how they can help you or your organization**

**Review [the resources](#) on the SRE website**

**Read the following tip sheet that we put together focused specifically on addressing safety, respect, and equity during COVID-19.**



# Tips for Participants

## 5 BIG MISTAKES MANAGERS MAKE WHEN DELIVERING BAD NEWS TO EMPLOYEES

by **Monica Torres in Huffington Post Canada**

1. You Don't Get To The Point Right Away
2. You Obscure The Bad News With Corporate Language
3. You Make Vague Promises Instead Of Offering Concrete, Helpful Actions
4. You Don't Deliver The Bad News Yourself, With Your Face Visible
5. You Reject Emotions In Yourself And Others

## TO LEAD WITH RESILIENCE, ALLOW GRIEF

by **Abby Saloma and Brandon Srot in EJewish Phlanthropy**

1. Check In
2. Practice Acceptance
3. Process Emotions
4. Explore Meaning
5. Create Rituals

## CANADIAN FEDERAL GOVERNMENT'S EMAIL TO EMPLOYEE

by **Mark Richardson on Twitter:**

"I work for the Canadian federal government and they sent out an email with work at home guiding principles. It's amazing to work for a place that speaks like this."

Working Remotely – COVID-19 Principles

1. You are not "working from home", you are "at your home, during a crisis, trying to work".
2. Your personal physical, mental, and emotional health is far more important than anything else right now.
3. You should not try to compensate for lost productivity by working longer hours.
4. You will be kind to yourself and not judge how you are coping based on how you see others coping.
5. You will be kind to others and not judge how they are coping based on how you are coping.
6. Your team's success will not be measured the same way it was when things were normal.

## **ENGAGING YOUR BOARD DURING COVID-19: A VIRTUAL FORUM**

**by Lisa Schohl in The Chronicle of Philanthropy**

### **Clearly Communicate the Help You Need**

- To get the most out of your board, identify where their involvement will make the biggest difference and ask for help only with those areas
- Clarify the specific role you are asking board members to play when seeking their help
- Outline your priorities and explain that most everything else will need to wait for now
- Look for where the engagement is possible and really lean in there with the executive committee, the board chair, the finance committee — wherever you need the work to be done

### **Put Equity at the Center of Your Decision Making**

- Be intentional about protecting progress you've made on advancing diversity, equity, and inclusion with your staff, board, and community.

### **Engage Trustees in Fundraising**

- Don't be shy about engaging trustees as donors, too
- Be thoughtful about how you ask trustees to help with fundraising or to give

### **Be Sensitive to Members Who Are Struggling**

- Realize that some trustees may need to reduce their involvement or step back for now to focus on their health, their family, their business, or some other aspect of their life



## 4 WAYS TO ENGAGE MAJOR DONORS DURING THE COVID-19 CRISIS

by Suzanne Hilser-Wiles in *The Chronicle of Philanthropy*

1. Show you care.
2. Enlist your top executives to communicate with donors.
3. Highlight your nonprofit's expertise.
4. Capture the essence of physical events in a virtual format.

## COVID-19—SEVEN THINGS PHILANTHROPY CAN DO

by Lauren A. Smith on *FSG Social Impact Advisors*

“Now is a good time to remind ourselves of what my colleague and our partners at the Greater Houston Community Foundation suggested **foundations can do in the wake of a natural disaster**. Their excellent recommendations are equally relevant for a public health crisis, like a pandemic. In addition, here are some additional ideas crowd-sourced from my colleagues.”

1. Ask your grantees what their communities need.
2. Help community-based organizations and nonprofits prepare and enhance their crisis planning and emergency readiness so they can maintain operations and avoid disruptions in critical services and programs.
3. Seek out and support groups that are less connected to health care and public health systems and fund effective public information campaigns aimed at hard to reach audiences.
4. Provide resources to communities to increase their resiliency.
5. Use all of the philanthropic tools available, beyond grant making, and share what you're learning.
6. Tap into existing and local structures.
7. Consent is key. Whatever you do, get consent from the local government and the local community. Involve them in the decision-making and processes.



## 6 STEPS FOR GRANT MAKERS TO TAKE NOW TO ENSURE NONPROFITS RECOVER FROM CORONAVIRUS SPREAD

by Antony Bugg-Levine CEO of Nonprofit Finance Fund

1. Check in with your grantees.
2. Provide unrestricted funding and remove restrictions on existing grants.
- 3. Pay full costs.**
4. Suspend reporting requirements and evaluative site visits.
5. Maintain funding levels.
6. Mobilize recovery grants.

## INFOGRAPHICS FROM THE THE CENTRE FOR RESEARCH AND EDUCATION ON VIOLENCE AGAINST WOMEN & CHILDREN (CREVAWC)

Some were created in collaboration with others so if using, please review for proper credit. Especially:

- [Language - Glossary for gender-based violence](#)
- [Sexual Violence and COVID19](#)
- [IPV and COVID19](#)
- [3 Considerations for Supporting Women Experiencing Intimate Partner Violence During the COVID-19 Pandemic](#)



## WHEN SEXUAL ASSAULT VICTIMS SPEAK OUT, THEIR INSTITUTIONS OFTEN BETRAY THEM

by Jennifer J Freyd

“The details of institutional courage depend to some extent on the type of institution involved, but there are 10 general principles that can apply across most institutions.”

1. Comply with criminal laws and civil rights codes.
2. Respond sensitively to victim disclosures.
3. Bear witness, be accountable and apologize.
4. Cherish the whistleblower.
5. Engage in a self-study.
6. Conduct anonymous surveys.
7. Make sure leadership is educated about research on sexual violence and related trauma.
8. Be transparent about data and policy.
9. Use the power of your company to address the societal problem.
10. Commit resources to steps 1 through 9.





## TIPS FROM SACRED SPACES

### **Seek Input**

“The pandemic has raised a number of complex and frightening issues: individuals are isolated at home with their abusers, rates of interpersonal violence are rising, sexual predators are accessing increasingly younger victims through online programming, and overwhelmed parents report using emotionally abusive language and corporal punishment. We’ve publicly shared on our webinars that we have no easy answers, asking participants to serve as thought partners in devising solutions. Attendees have risen to the challenge, designing brave, proactive, and creative methods to support their communities and reach vulnerable individuals. It’s an important reminder that, even as professionals in the field, it’s okay to not have all the answers. The big problems are never ours to shoulder alone; when we dialogue together, we can all do our part to uncover solutions.”

- Shira Berkovits, Esq., Ph.D., President and CEO, Sacred Spaces

### **Ask Your Staff**

“We’ve asked each staff member (and continue to ask):  
What can we do to make things manageable for you right now?  
What can I, as your supervisor and thought partner, do to lighten your load and support you? This can include big things, like taking time off or increasing flexibility in work hours; or smaller things, like moving deadlines, canceling standing meetings, or delaying non-urgent projects.”

- Shira Berkovits, Esq., Ph.D., President and CEO, Sacred Spaces

### **Enlist Your Board**

“Wanting to increase support for our team during this difficult time, our board members each took on a staff “buddy”, inviting staff to virtual coffees, sending a formal board letter of gratitude to the whole team, and writing short personal notes of appreciation to individuals.”

-Dr. Cliff Nerwen, Board Chair, Sacred Spaces



## TIPS FROM SACRED SPACES (CONT.)

### **Check In**

“Provide optional time for regular, short staff check-ins. Create a culture where staff can listen to and support each other, knowing that people’s ability to work and focus can change on a daily (or hourly) basis.”

- *Judith Belasco, Executive Vice President, Sacred Spaces*

### **Celebrate!**

“Make sure to continue to celebrate accomplishments - big and small!”

- *Judith Belasco, Executive Vice President, Sacred Spaces*

### **Interact**

“Create as many opportunities as possible to gather virtually to continue to advance the work of safety, respect, and equity. It can provide meaningful work and connection at this time.”

- *Judith Belasco, Executive Vice President, Sacred Spaces*

### **Check-in Safely about Safety**

“When checking on individuals you are concerned about, their surroundings should inform the way you phrase your questions. It’s always a good idea to begin the conversation by asking if it’s an okay time to talk. If you know individuals may be in the presence of their abusers, ask yes/no questions or ones with generic answers (e.g., “Are you safe right now?”). If you know individuals have privacy and space to speak freely, opt instead for open-ended questions (e.g., “What does your safety look like right now?”). Such questions can help you gain a fuller understanding of their experience, and make it easier for them to share.”

- *Danielle Pitkoff, Program Manager, Sacred Spaces*



## TIPS FROM MARY ZAMORE AT THE WOMEN'S RABBINIC NETWORK

### **For the board:**

As you scenario plan your different responses to the pandemic and financial crisis, remember that your professionals and employees are your partners in the sacred work you are doing. Include them in the conversations as you weigh your options. They may be able to offer options you have not thought of yet. Most Jewish professionals are working harder than ever during the pandemic. And they are juggling a lot at home, too. Consider giving them a day off, announcing to your members or clients it is a day of renewal. This is a tough marathon and folks are getting ground down. Make sure to recognize how hard it is and create opportunities for restoration.

### **For Supervisors:**

If your staff is working from home, make sure to help them delineate between work time and family time. Members of your staff may be balancing caregiving and work responsibilities. Support them by giving them opportunities to express their challenges and needs. When possible, allow them to work flextime to be able to work and care for their loved ones. If you have staff working outside of traditional hours, define how they interact with the staff working regular hours, so boundaries are clear for everyone.

## EXAMPLES OF ALLYHOOD FROM LIVE THE PLEDGE

- Showing Appreciation
- Panel Equity
- Making Space
- Setting Group Norms
- Citing Women
- Note Taking



## FIVE MANAGEABLE “TIPS” TO CREATE SAFE, RESPECTFUL & EQUITABLE REMOTE WORKPLACES

by Nicole Nevarez at Ta’amod: Stand Up

**Psychological safety** is the key to employee engagement and safe, respectful workplace cultures. Here, people feel safe and welcome to be their authentic selves without fear of negative consequences. They know they can contribute, raise new ideas, and challenge the status quo. They feel included and respected, confident that their voice and work matter. Critically, they know they can speak up when there are concerns, and they know where to go and what to do when they need support.

**Jewish values** are at the root of all of our organization’s [organizations’?] founding and mission. Organizational values should be defined, written, and distributed internally and posted publicly (here are Ta’amod’s). A core practice should be to spot check, asking “Are we living these values?” in all aspects of the organization on a regular basis. They will guide the path of respectful workplace culture. Ideally, this role is assigned to a team of staff and lay leaders so it is a structured part of organizational life.

Here are some practices to foster psychological safety and respectful and healthy organizations:

**Personal check-Ins:** At the beginning of most meetings or in some organized way during the week, prioritize asking people how they are doing so they can feel seen and heard. This fosters community and provides leadership with information on the best way to support staff performance. Leaders also do best and manage most effectively when they are attuned to their own needs. [Suggest deleting prior sentence. It’s true but not relevant in this context.] In addition, when staff and leadership participate in one-on-one check-ins, issues related to safety and respect can be identified and addressed swiftly.



## FIVE MANAGEABLE “TIPS” TO CREATE SAFE, RESPECTFUL & EQUITABLE REMOTE WORKPLACES (CONT.)

**Feedback:** Create structured feedback processes as a means of nurturing psychological safety. Organizational transparency, continuous reflection, and communication around policy and procedure are key to a smoothly running operation. Small working groups focused on policies and procedures can ensure these issues are raised regularly, normalizing them in the on-line [online?] arena.

**Reframe success:** Reframing success in terms of productivity and accountability rather than measuring time or workstyle generates trust. While clear expectations, priorities, and accountability structures should be set by leaders and managers, the quality of their work is maximized when professionals are given the space and autonomy to perform in the way that fosters their best work.

**Professional Development:** Ensure ongoing professional development for managers around how to create (and re-create) psychological safety by receiving employee complaints fairly and equitably. Clarify what their own support systems and resources are for managing issues with individuals and in teams. Encourage and supply opportunities for non-managerial staff to continue developing their skills and advocating for themselves. Ongoing Training: All organizations should continue to provide training to their employees, supervisors, and leadership around diversity, equity and inclusion, respectful workplace culture, and harassment prevention (as a practice, not a legal requirement). This includes the creation of benchmarks for implementation of training education and tools.

**Ongoing Training:** All organizations should continue to provide training to their employees, supervisors, and leadership around diversity, equity and inclusion, respectful workplace culture, and harassment prevention (as a practice, not a legal requirement). This includes the creation of benchmarks for implementation of training education and tools.



## FINDING JOBS IN THE SHE-CESION

by Sara Shapiro-Plevan and Rabbi Rebecca W Sirbu in E-Jewish Philanthropy

### **Why employers should post salary ranges when posting open position:**

- Transparency and trust are values, and listing salary demonstrates that an organization is transparent about its budget and process. Salary transparency aligns with these organizational values of transparency. Individuals seeking a position prefer to work in organizations that align with their articulated values, and of course, trust their employees, and have transparent budgets, too.
- Using everyone's time effectively allows the process to move more efficiently. Listing salary ranges helps an organization to limit candidates to the right applicants, not the ones who are expecting to earn many times as much or the ones for whom a position is a giant reach, helping these organizations to save time in the process. A salary range helps a potential applicant to identify a position as "executive level" or "entry level" even if the advertisement does not clarify it as such.
- "Commensurate with experience" is meaningless. Organizations that include this are really expressing that either they haven't yet decided on a salary, or they'll choose a salary based on their preferred candidate. This speaks to an internal indecisiveness that should raise red flags for potential candidates, and raises the risk that implicit bias will be engaged in the search process. In addition, this may also be detrimental to women and others who have the experience and expertise deserving of a particular salary, but who may have been systematically held back or marginalized, resulting in reduced rank or prior pay.
- Women are less likely to apply if they feel that they are not just right for the position, or that the organization is not just right for them. Adding a salary range helps everyone of any gender determine if



## FINDING JOBS IN THE SHE-CESION (CONT.)

- (cont.) the financial package is right for them, complementing other decisionmaking on the way to determining whether or not they are “right for the position.” The more information any individual has about a particular job in the hiring process, the better the chance that they will be able to make an informed decision.
- But most of all, not listing salary requires women and other minorities to negotiate from a position of weakness, perpetuating and even deepening the pay and equity gap. In many cases, women and other minorities have less experience and different skills in the art of negotiation, and a woman or other minority or marginalized candidate who is forced to negotiate without any salary range data is required to bargain for her salary. Transparent salary ranges posted along with job postings eliminate this concern and help women begin from the same position of strength as their cis-male colleagues.

### **What can you do?**

- If you need convincing further, consider this witty and thoughtful perspective from the not for profit world outside the Jewish community, where advocacy for this issue is growing.
- If your organization isn’t there yet, advocate internally for their inclusion. Learn from the example of TCJewfolk, who made this commitment in 2019 and leads in the Jewish community by example.
- When you share jobs with friends and colleagues, advocate for the inclusion of a salary range. If the jobs shared don’t have a salary range included, ask your network to give feedback to the organization posting the job that a salary range should be included, and share the rationale. We invite you to note that this will help them get the best, most appropriate candidates for the job in question.
- When an organization or individual expresses concern about posting a salary range, share some of the big ideas expressed in this article to help advocate for change.
- And when you need help, reach out to us.



## 6 SIGNS YOUR CALL-OUT ISN'T ACTUALLY ABOUT ACCOUNTABILITY

by Maisha Z. Johnson in [EverydayFeminism.com](http://EverydayFeminism.com) seen on [transformharm.org](http://transformharm.org)

1. You're Not Focused on the Outcome
2. You're Not Choosing Your Battles Based on What's Best for the Community Involved
3. You're Using the Same Strategy for Every Situation
4. You're Centering Yourself on Behalf of Another Group
5. You're Engaging in Respectability Politics to Police Other People's Behavior
6. You're Trying to Force Someone to Be Accountable

## 10 STRATEGIES FOR CULTIVATING COMMUNITY ACCOUNTABILITY

by Ann Russo in [usprisonculture.com](http://usprisonculture.com) seen on [transformharm.org](http://transformharm.org)

1. Shift from “what can I do” to “what can we do?”
2. Strengthen communication skills.
3. Practice Collective Support.
4. Share relationship experiences and resources.
5. Build shared vocabulary.
6. Practice taking accountability.
7. Create Space to Create Concrete Accountability Steps.
8. Practice everyday interventions.
9. Create Collective Analysis and Action on the Roots of Violence.
10. Practice, Practice, Practice.





## USE THE RIGHT WORDS: MEDIA REPORTING ON SEXUAL VIOLENCE IN CANADA BY FEMIFESTO + COLLABORATORS

*femifesto's team is made up of Sasha Elford, Shannon Giannitsopoulou, Farrah Khan, and Faria Abbars. They worked with an advisory committee and many collaborators to create this guide.*

## A GUIDE TO HOW YOU CAN SUPPORT MARGINALIZED COMMUNITIES BY Harmeet Kaur, CNN

### **Reach out**

- Offer support and comfort.

### **Educate yourself and others**

- Do your research.
- Ask questions when needed.
- Brush up on history.
- Influence people in your own group.
- Teach your children.
- Own up to your mistakes.

### **Listen**

- Acknowledge your privilege.
- Pay attention.
- Know when to talk less.
- Understand others' experiences.

### **Stand up**

- Build networks.
- Use your privilege to help others.
- Know your rights when you are videotaping.
- Voice your concerns to those in power.
- Stand in solidarity.
- Donate your time and money.
- Vote.



## **7 WAYS EMPLOYERS CAN SUPPORT WORKING PARENTS DURING THE CORONAVIRUS DISEASE (COVID-19) OUTBREAK FROM UNICEF**

1. Assess whether current workplace policies effectively support families.
2. Grant flexible work arrangements.
3. Support parents with safe, accessible and affordable quality childcare options.
4. Promote good hygiene in and out of the workplace.
5. Provide workers with guidance on how to seek medical support.
6. Help workers and their families cope with stress.
7. Reduce financial burdens should workers or their family members fall ill with COVID-19.

## **EXPLORE THE PARENTING TIPS FROM UNICEF**

1. Talking about COVID-19
2. One-on-one time
3. Keeping it positive
4. Get structured
5. Learning through play
6. Keeping children safe online
7. Family harmony at home
8. Keep calm and manage stress
9. Bad behaviour
10. When we get angry
11. Family budgeting in times of financial stress
- [12. Parenting in crowded homes and communities](#)



## **10 STEPS TO NON-OPTICAL ALLYSHIP BY MIREILLE CASSANDRA HARPER**

### **1. Understanding what optical allyship is.**

“Allyship that only serves at the surface level to platform the ‘ally’, it makes a statement but doesn’t go beneath the surface and is not aimed at breaking away from the systems of power that oppress.” -Latham Thomas

### **2. Check in on your black friends, family, partners, loved ones, and colleagues**

This is an emotional and traumatic time for the community, and you checking in means more than you can imagine. Ask how you can provide support.

### **3. Be prepared to do the work**

Understand that coming to terms with your own privilege will not be a pretty or fun experience. It is necessary to feel feelings of guilt, shame, and anger throughout the process.

### **4. Read up on antiracist works**

It is not enough to dislike racism, you need to work towards antiracism. The following will be essential for your learning:

Me and White Supremacy (Layla Saad) and How to Be an Antiracist (Ibram X. Kendi).

### **5. Avoid sharing content which is traumatic**

Whatever your intentions, it is vital to consider sharing videos of black people being abused and hurt can be both traumatic and triggering for many black people. Avoid sharing this content as it increases also to the dehumanisation of black people.

### **6. Donate to funds and support initiatives**

Consider supporting platforms and initiatives which support black people, such as the Minnesota Freedom Fund, support black-owned funding platforms like Kwanda and sign

petitions. Put your MONEY and PEN where your mouth is.

### **7. Do not centre this narrative around yourself**

Whilst it is nice that you can relate and empathise, now is not the time to insert your personal experiences into a narrative that isn’t about you. This is actually harmful and takes away from the severity of the situation. Leave your ego.

### **8. Keep supporting after the outrage**

It should not take an act of brutality or the virality of a situation for you to suddenly show your support. Keep supporting black media, black initiatives, charitable organisations and continuing your work AFTER the attention has died down.

### **9. Stop supporting organisations that promote hate**

If you read pieces on media platforms that promote hate or fund supremacist and hateful organisations, you are contributing to the problem. Equally, stop supporting organisations that love ‘black culture’, but fail to speak up on issues affecting the black community.

### **10. Start your long-term strategy**

How are you making a long-term impact or affecting change? Can you mentor a young person? Can you become a trustee for an organisation that supports the black community? Could you offer your time to volunteer? Make the effort to do something valuable over a long-term period.



## TIME'S UP GUIDE TO EQUITY AND INCLUSION DURING CRISIS

### **Caring for your people, Equalizing your workplace, Demonstrating your leadership**

#### **Caring for Your People**

Factor in diversity when making furlough, lay off, and return to work decisions

- Paying attention to the impact those decisions may have on the diversity of your workforce, and including this factor in your decision-making;
- Thinking about who is in the room when you're making critical decisions; and
- Organizing a task force that includes a cross-section of employees at all levels to advocate for and represent the people you employ.

#### **Implement other cost-cutting measures before laying people off**

##### **Reimagine roles in order to retain your people**

- Training your employees on new skills and offering them opportunities that you might not otherwise;
- Stretching more junior employees and giving them the chance to grow in their roles and showcase different skills; and
- Analyzing the salary of those remaining in their jobs and taking on more work, making sure their compensation is still fair and not discriminatory.

#### **Rethink the timing of your performance management process**

When you are ready to conduct performance reviews:

- Consider how the work employees are doing may differ from their "usual" assignments. Take this into account in your reviews.



## TIME'S UP GUIDE TO EQUITY AND INCLUSION DURING CRISIS (CONT.)

- Be aware of how the unprecedented work environment may have limited your employees' ability to perform or deliver results when considering pay increases or promotions. Women, caregivers, and other vulnerable employees can be particularly disadvantaged by unintended consequences or assumptions about their work performance. For example, employees with kids at home may be viewed as less committed to their work right now, when the reality is that they're spending more hours online than ever before.
- Conduct a pay equity assessment – and make sure any adjustments in pay do not disadvantage women, people of color, or other employees who are historically underpaid.

### **Keep an eye on diversity when hiring contractors and vendors**

#### **Equalizing Your Workplace**

##### **Abide by social distancing guidelines – but don't isolate staff**

- *Being aware of which employees are moved out of “better” spaces – further from amenities, less visible to clients, off the senior management floor, or away from key leadership and collaborators, if you must reconfigure your workplace to meet social distancing guidance.*
- *Committing to include a diverse group, and making sure women and other vulnerable employees are not unintentionally excluded if meetings or events are limited in size.*

##### **Seize opportunities to promote inclusive workspaces**

##### **Offer flexible work schedules and working conditions to meet your people's needs**

##### **Supply your teams with the tools they need to work remotely effectively**



## TIME'S UP GUIDE TO EQUITY AND INCLUSION DURING CRISIS (CONT.)

### **Manage microaggressions in virtual and in-person contexts**

You can help root out microaggressions from your workplace by:

- Educating yourself about the many ways microaggressions show up in the workplace, acknowledging they exist, and recognizing how they can harm your people and erode your company culture;
- Holding conversations to bring awareness to the issue and create safe spaces where people can share their experiences openly; and
- Adopting a zero tolerance policy for this behavior. If you notice microaggressions happening in your workplace, immediately address them.

### **Acknowledge the added responsibilities that caregivers have at home and co-create custom solutions to support their success**

### **Watch out for workplace harassment and protect your people when it happens**

### **Offer permanent paid sick days and paid family and medical leave**

### ***Demonstrating Your Leadership***

### **Lead with empathy, transparency, and understanding**

Here are some steps you can take to lead with empathy:

- Understand that every employee is grappling with distinct challenges during this pandemic, rather than make assumptions about what your people are going through.
- Recognize that the needs of your people will evolve as the crisis evolves and commit to meeting their needs as best you can.
- Be transparent about the business decisions you must make and why.
- Show solidarity to your people, especially those on the front lines.
- Acknowledge and seek to understand the ways employees up and down the wage scale are experiencing this crisis.
- Make mental health support widely available to all staff, and make sure any employee assistance program (EAP) or other providers your company uses have clinical expertise and training in dealing with a diverse set of clients.



## TIME'S UP GUIDE TO EQUITY AND INCLUSION DURING CRISIS (CONT.)

- Ensure that your managers are informed, trained, and aware of the issues that the staff they supervise may be facing, and give your managers the support they need to show up for your staff.

### **Communicate constantly and transparently about all aspects of your business, including company benefits and policies**

- Ensure that your company policies are transparent and easily accessible to all your people – as well as any adjustments made to meet the demands of this moment. Make it clear in all your communications that employees can take advantage of these programs and resources without fear of repercussion or retaliation.
- Host company-wide meetings and virtual town halls to level the information and communication playing field so all employees return to the office or continue to work remotely on equal footing.
- When you build these new communication channels, keep the ones that are working permanent – and expand on them. Being intentional in your ongoing communications is key to building inclusive and equitable workplaces.

### **Remember that not all staff may come back to the workplace with the same information**

### **Reinvest in your diversity and inclusion efforts**

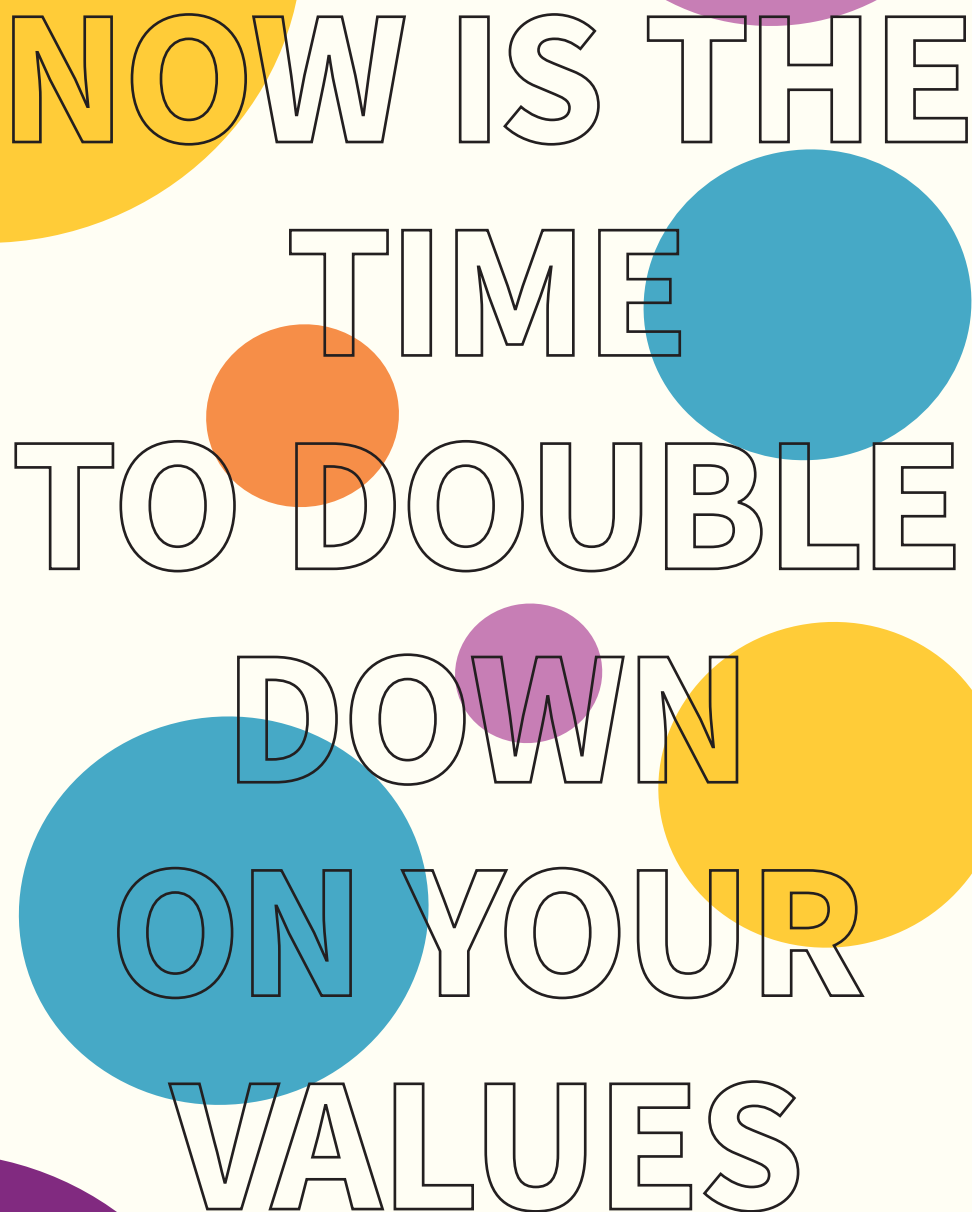
### **Set a tone of strong and visible leadership from the top**

### **Measure the effects on workforce diversity as you make critical business decisions**

The metrics each company keeps tabs on will differ but be sure to measure:

- The demographics of your entire workforce – as you make reductions or furloughs, promote or consolidate, and as you hire;
- The salaries and total compensation of all your people, so you can conduct a gender and racial pay gap analysis; and
- How and to whom you distribute key assignments, opportunities, and workload as you reallocate work.





NOW IS THE  
TIME  
TO DOUBLE  
DOWN  
ON YOUR  
VALUES



**SEE NEXT  
PAGE FOR  
READING  
RESOURCES**

# READING LIST FOR RESTORATIVE JUSTICE CLOSING PLENARY

- [Defining Restorative by Ted Wachtel in International Institute for Restorative Practices \(IIRP\)](#)
- [A Brief History of Restorative Justice from Youth Restoration Project](#)
- [The Indigenous Origins of Circles and How Non-Natives Learned About Them in Living Justice Press](#)
- [Restorative Justice Practices of Native American, First Nation and Other Indigenous People of North America: Part Two By Laura Mirsky in restorativepractices.org](#)
- [Restorative Practices: From the Early Societies to the 1970s by Dr. Teho Gavrielides in Internet Journal of Criminology \(2011\)](#)
- [Jews of Color Deserve Teshuva By Yoshi Silverstein in E-Jewish Philanthropy](#)
- [Jews of Color Campaign Goes Viral After Article Relegates Them to a Statistic By Erin Ben-Moche in the Jewish Journal](#)
- [Famous abusers seek easy forgiveness. Rosh Hashanah teaches us repentance is hard By Danya Ruttenberg in the Washington Post](#)
- [How sexual abusers can earn their way back into Jewish communal spaces By Shulamit Magnus and Rafael Medoff in the Forward](#)
- [Canonizing Unrighteous Men: The Problem with “The New Jewish Canon” By Danielle Berrin in Los Angeles Review of Books](#)
- [What Happens When Sexual Assault Survivors Sit Down With the Men Who Attacked Them? By Isobel Yeung in Glamour](#)
- [Growing Efforts Are Looking At How — Or If — #MeToo Offenders Can Be Reformed By Tovia Smith in NPR](#)



**Safety  
Respect  
Equity**

