On a scale of 1-5, with 1 being extremely unfamiliar and 5 being extremely familiar, how familiar are you with the KLC Employee Handbook?

3 – confident about general contents, but couldn’t pass a test over it.

Performance review section could use an update.

I think most people haven’t read the handbook since they were hired.

How do you see our policies impacting racial equity and inclusion at KLC?

They are extremely important. Learned more in recent development experience.

Protects employees. What can you sue and not sue about. It’s important protection, direction and order for both us and KLC. It’s not about it, it’s about when something happens that we need clear policy to address. If people don’t know how to use policy to address situations, personal opinions get complicated and we are at great risk.

Are there any procedures or norms not mentioned in the handbook that impact racial equity and inclusion? If so, what are they?

I hope there is direction about how to talk about when someone is disgruntled. It needs to be clear and transparent how to escalate issues to our new hierarchy (management team). How can we trust and verify the process that things are elevated appropriately and I am heard.

Unsure of how scoring with new EOY review is supposed to happen. Some people got to see their supervisors scores in advance of their meeting.

OKR’s seem relevant and how they play into evaluation of performance. Appreciates that OKR’s are not “extra work” as much as they used to be.

If you could change anything about our policies, procedures, and norms to make them more racially equitable - what would it be?

Clear in supervisor relationships about how to raise interpersonal conflicts. Remembering past employee who was frustrated with lack of clarity. There wasn’t a process to work through issues and conflict.

Appreciates maximum transparency possible. Things like Kaye’s memo on raise structure are helpful.

If a process isn’t outlined in the handbook for situations that are coming up, that’s a sign it’s falling short and isn’t providing equity.

I want to know how to raise issues I have with my coworkers and feel supported and protected in finding productive resolutions. If we have a good enough process, it shouldn’t matter who it is.

The handbook falls short of supporting employees in dealing with issues with guests such as unhoused population and participants who act inappropriately.

Policy dictates value.

What makes it hard for you to influence and utilize our policies, procedures, and norms to advance racial equity at KLC?

Strategic framework and framework provide a lot of information.

Sometimes I don’t name that I come from KLC. Not because of a policy, but I’m an outspoken person.

I don’t know all of the moves being made or the full picture and I don’t know how/who to raise grievances. I don’t have an assurance that my evaluation isn’t affected when I raise issues.

We are really bad at airing out our issues. I have stepped out before and felt punished, but not in a measurable or punitive way.

If I don’t know my avenues or tools – I don’t know where to put my energy. Kaye’s office hours is an example of an avenue that does help.

It should be technical and clear on how to raise grievances, but it has always felt adaptive and like I have to find my own way to exercise leadership.

If not named already during interview - What has your experience been with professional development and opportunities for advancement been like at KLC?

Hit and miss. Outside trainings helped me learn a lot about policy and I think others could really benefit from. I have felt unguided and supported before at KLC. It was hard to figure out what I really needed to work on. Feedback has been too general to figure out what to work on. Lots of different experiences with supervisors – have seen improvements in last year.

I have sought out opportunities on my own – doing asynchronous learning throughout the year.

I didn’t get a lot of technical education that I realized I needed to develop and advance until recently.

Without feedback I needed in reviews, I struggled to identify what I needed to do to develop and advance. It has felt like it focuses too much on adaptive behaviors and not enough on technical skills.