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?

I remember getting one and signing it when I first started. More likely to just ask Jamie than to refer to the handbook. I like having things in paper.

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

I don’t think of the impact until something comes to attention that makes me curious. It’s hard to think about until an issue arises. This is especially true with intersecting identities such as race and gender.

Having a specific topic like we did for the website helps bring awareness and might inform us.

We always have to start from a place that we don’t know what we don’t know.

If you have an experience where you were treated poorly because of your race, you are automatically on defense and it’s hard to create policies when those dynamics exist.

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

Hard to say. Paternity leave is an example of something we do have that is rare and good.

We should also think about how our norms affect participants. We have an awareness that is special.

Authority should continue to make space to have vulnerable conversations that sound like criticism at first.

The framework is a good tool that has been helpful so far. I appreciate when we call ourselves out for not using it.

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

Start a policy committee that reviews current and does a writeup to present what might need changed. This could be longer term and do a section each quarter. I imagine this committee could be by volunteer so we can have people from different levels of the organization.

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

We don’t pull the handbook out very often and we don’t keep paper copies around the office. We don’t refer to it until we need it because we have an issue.

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

When program associates have applied for promotions – we had discomfort and awkwardness. We need a process that is clearer – If this, then this. A path for advancement. I understand why employees might have a negative attitude after they have not been offered a clear process. I want to know when I’m coming in and I want a different or higher position, what is expected of me to make that leap. Building a map, a framework. This is especially true for young professionals. They need the guidance to see what they don’t know. It’s frustrating to see an outside hire, when internal people have desired and asked for the development but not been shown a path. I don’t ever hear people in our organization are just here for the paycheck.