

# PSF Racism Audit Overview

April 13, 2022

Prepared by the Audit Support Team<sup>1</sup>

This document aims to provide helpful information to prospective auditors. It includes background information, special considerations for auditors, the work the auditors will be doing, and auditors' qualifications. At the end of this document there is a reference section with links to Crossroads training videos and documents.

## BACKGROUND

A racism audit is the tool the Presbytery of San Francisco (PSF) has chosen to help identify the ways systemic racism is embedded in its structures and culture. The audit process will identify strategic interventions to address systemic racism. The goal of the audit is to set PSF on the path of becoming a fully inclusive, multicultural, and antiracist community. As PSF engages in this work, here are some questions to ponder:

- How is PSF invested in racism and white supremacy?
- What are the structural and cultural barriers that are standing in the way of PSF becoming an antiracist organization?
- How will PSF divest from being a white supremacy culture community?

This is the third and final phase of work PSF has engaged in under contract with Crossroads Antiracism Organizing and Training (Crossroads). For more information about prior phases, please visit [Crossroads Antiracism Training](#) and the "Resources" section at the end of this document. Prior to starting an audit, Crossroads asks that PSF leadership commit to taking steps to transform the organization. Jessica Vasquez Torres (Crossroads) likens this upfront commitment to what happens in a financial audit. An organization does not know ahead of time what an accountant will discover during the financial audit, nonetheless the organization commits in advance to act on its findings.

Race Audits, when done well, push institutions to take an honest and humble look at themselves. While it can feel risky to have such an assessment in writing, and to make public organizational shortcomings, such a process can build confidence among members of marginalized and minoritized communities who often feel their experiences are dismissed or ignored...The decision to conduct an Institutional Racism Audit will demand an organization demonstrates a level of transparency it may have avoided previously.<sup>2</sup>

In order to get the audit up and running, an *audit support team* was recruited by PSF staff, Rev. InHo Kim. This team consists of: Rev. Talitha Aho, Rev. Barbara Barkley, Elder Mustapha Baksh, Rev. Kamal Hassan, Rev. InHo Kim, Elder Linda Spencer, and Elder Lori Yamauchi. Beginning in December 2021, the audit support team set to work on identifying prospective audit candidates. For the PSF racism audit, Crossroads recommends 12- 15 auditors, chosen to reflect a balance of racial/ethnic participation as well as equal representation between geographic

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1. The Audit Support team is: Rev. Talitha Aho, Rev. Barbara Barkley, Elder Mustapha Baksh, Rev. Kamal Hassan, Rev. InHo Kim, Elder Linda Spencer, and Elder Lori Yamauchi  
2. "Proposal for the San Francisco Presbytery", January 13, 2021, by Jessica Vasquez Torres, National Program Director, Crossroads Antiracism Organizing & Training.

regions, between genders, and between clergy and laity. All prospective auditors are asked to complete this [Audit Team Questionnaire](#).

### **SPECIAL CONSIDERATIONS FOR AUDITORS**

Conducting a racism audit of PSF will be emotionally demanding and challenging. Jessica Vasquez Torres and Shawna Bowman (Crossroads) provided PSF with a 14-minute video that foreshadows the emotional work required of auditors. You can watch/re-watch this video: [What is Required of Audit Leaders](#). A summary of the video follows.

While acknowledging the positive relationships and value from being part of an organization like the PSF, Jessica states that people of color may be hesitant to participate in the audit. Jessica affirms that this hesitation may arise from:

- painful feelings that arise from working within a predominantly white institution with its potential for toxic, overburdening spaces with accompanying microaggressions towards people of color.
- fears that people of color will have to do the hard work to dismantle white supremacy
- doubts that nothing will come of the audit, so it is not worth it to invest time into it
- suspicions of processes like this audit

The work will feel heavier and will be more difficult for people of color than it will be for white people. That being said, Jessica urges people of color to consider that they have unique experiences and perspectives to bring to the table. If there are only white people participating, Jessica has found that the process becomes toxic very quickly. Partnership between people of color and white people is needed for PSF to become an antiracist organization. The upside, according to Jessica, is that the work has the potential to be transformative for people of color.

Shawna urges white people to understand and reflect on the common behaviors and feelings of white people when working to dismantle racism, including:

- falling into the trap of expecting people of color to do all the work
- rushing in and want to “fix this” for people of color
- discomfiting and unsettling feelings that will arise from unpacking the layers of racism
- fearing taking risks
- avoiding conflict

With this in mind, Shawna urges white people to build their capacity for antiracism work. White people have a tendency to walk away from this work when the going gets tough. They need to resist this urge. White people need to articulate both the harms and the benefits that they derive from PSF’s current culture and practices. By staying committed and engaged, the work has the potential to be transformative for white participants.

### **WHAT THE AUDITORS WILL BE DOING**

The auditors will be conducting the audit under the guidance of Crossroads. Crossroads’ audit methodology uses both qualitative and quantitative data analysis. By using qualitative data analysis, Crossroads will work with the audit team to identify the ways racial identity affects/impacts how people of color interface with an organization’s program, products, and

services as well as its personnel; assess how the culture of an organization affects/impacts whether people of color and other marginalized communities experience equity and have their needs and interests considered.

The audit process is outlined in this 53 minute training video provided by Crossroads: [Crossroads Audits: What They Are and What They Require](#). Note this training was given to another organization (Bellwether), so you will hear that name referenced, but the steps for the PSF audit are the same. However, the duration of each phase of the audit does vary. It is hard to predict in advance how long each phase will last, but an estimate is given below, based on Crossroads' proposal to PSF.

### **1. Training and team building**

- Analysis Training and Orientation - five, 2- hour meetings over Zoom
  - Orientation to PSF (organization, funding, governance)
  - Develop courageous agreements
  - Crossroad's "Triangulated Assessment Tool" (Power Matrix, Continuum Stages, and Race Equity Analysis)
  - Anticipated schedule: within two months after the audit team is established
- Retreat - 1 full day meeting, possibly in person
  - Establish team norms and work
  - Anticipated schedule: one month after the analysis training

### **2. Conducting the Audit - 9 to 18 months depending on pace set by the group**

- Data Collection
  - Complete the Power Matrix Analysis (internal within the team)
  - Lead the Continuum Analysis evaluating multi-levels (personnel, programs, constituency relationships, structure, and mission). The audit team may opt to do focus groups as part of the analysis.
  - Design and carry out a race equity survey (external) based on themes and patterns that emerge from the Power and Continuum Analysis; survey process is intended to amplify BIPOC voices.
  - Anticipated schedule: Three meetings with Crossroads over Zoom; schedule of meetings depends on pace of work.
- Analysis
  - Conducts data analysis
  - Identifies interventions
  - Write report
  - Anticipated schedule: work to done during possible in-person 2-day retreat

### **3. Share Report**

- Audit team presents Audit Report to PSF

## AUDITORS' QUALIFICATIONS FOR PARTICIPATION

- A working knowledge of our Presbytery
- Previous participation in initial anti-racism webinars with Crossroads
- A willingness to commit to 3 hours/week for 12 months
- A knowledge of with computers - email, word, excel
- Familiarity with project management tools (PERT, GANTT) (at least one member)
- An understanding of racism; how it impacts society and the Presbytery
- A belief that racism exists within our Presbytery
- An openness to change even though they may affect you personally.
- A commitment to multicultural engagement including interpretation and translation differences.
- An openness to a process of reparations
- A personal commitment to dismantling white supremacy
- A deep belief that we are called to love our neighbor as ourselves.
- A willingness to commit to attend all training sessions with Crossroads, and to see the process through
- A willingness to conduct audit interviews
- An ability to think critically and to engage in meaningful evaluation
- A predisposition to find this work rewarding and purposeful
- An open mind and heart to truly listen and understand one another
- An ability to speak in love even when one disagrees with another
- A prayerful heart, mind and spirit

## RESOURCES

Click on the links below to access videos and documents provided to PSF from Crossroads.

### Crossroads Presbytery Training for PSF Committee Chairs and Staff

#### [Outline of All Sessions](#)

Session 1: [Checking in, assessing impact of tier 1 webinars, and what's next](#) - (78 min)

Session 2: [What is already said about racism. Exploring the Book of Order, the Confessions, and the PCUSA policies.](#)

Session 3: [Continuum, Values, and the Role of Leadership](#) (82 min) - deep dive into the diagram, "[Continuum of Becoming an Antiracist Organization](#)" and how the current Presbytery leadership (represented at this meeting) views where the Presbytery is.

Session 4: [What values of white supremacy are embedded in Presbytery culture and what impact are they having on how the Presbytery carries out its mission?](#)

Session 5: (Prep session) [Crossroads Audits - Preparation For the Audit](#) (13 minutes)

Session 5: [Crossroads Audits - What they are and what they require](#) (52 min) - note this recording was made for another client, so you will hear Jessica refer to "Bellwether"

Session 6: We need a link to this one!

### Winter/Spring 2021 Crossroads Webinars for anyone in PSF

Session 1: [What is Systemic Racism](#)



Session 2: [What is White Supremacy and What Are Its Values.](#) (98 min) *While suitable for church audiences, this video contains offensive images and what may be difficult content. You may want to take your time viewing and processing this video.*

Session 3: [How does the church uphold white dominant values that undermine racial justice?](#) (92 min)

Session 4: [How does the church uphold white dominant values that undermine racial justice - part 2.](#) (92 min)

Session 5: [What is Antiracism and What Does it Require of Christians](#) (92 min)

### Crossroads' Diagrams

-  [White Institutional Values with Text.docx](#)
-  [Continuum 2014 plus Deeper Look.pdf](#)

### Outside References

[White Supremacy Culture Characteristics](#)