



# LIVING CITIES COMPETENCY FRAMEWORKS HEADLINES

COMPETENCY	SKILL AREA	ACTIONS, BEHAVIORS & SKILLS			
		<i>Coordinator/ Assistant</i>	<i>Associate/ Senior Associate</i>	<i>Assistant/Associate Director</i>	<i>Managing Director/ Executive</i>
		<ul style="list-style-type: none"> <li>•Strategy execution</li> <li>•Accountable for project execution and team outcomes</li> </ul>	<ul style="list-style-type: none"> <li>•Strategy execution with minimal supervision</li> <li>•Accountable for project execution and team outcomes</li> </ul>	<ul style="list-style-type: none"> <li>•Team and project strategic visioning</li> <li>•Accountable for functional, team and project outcomes</li> </ul>	<ul style="list-style-type: none"> <li>•Vision and strategy setting</li> <li>•Accountable for organizational outcomes</li> </ul>
Foundational Knowledge and Core Concepts	Commitment to REI	<p>Understands why racial equity is an integral part of Living Cities' approach inside and outside the organization</p> <p>Displays clear willingness to learn ideas, concepts and history</p>			<p>Leads and looks for opportunities for engagement in community organizing and community-led efforts</p>
	Command of history of racism, core constructs	<p>Understands the history of racial inequity in America the idea of race as a social construct and the manifestations of personal, institutional and systemic racism</p> <p>Critically examines and learns about the invention of "race" and its role in systemically isolating, separating and disempowering groups of people</p> <p>Is familiar with relevant amendments, laws, regulations, and policies (e.g. 14th amendment, Federal Indian Policy, immigration policies, criminal justice and policing policies) and understands connection of REI to mission of Living Cities</p>			<p>Leads with vulnerability and openness; initiates and facilitates conversations at the organizational level and with external stakeholders to deepen mutual understanding and learning</p>
REI Practice and Analysis	Engaging in crucial conversations	<p>Speaks comfortably and fluently about what REI means at Living Cities and in the world</p> <p>Engages with curiosity, humility and openness in discussions about race, equity and power inside and outside of Living Cities</p> <p>Critically examines social issues and messages for racial biases and inequities and their impact on oneself and others' thinking, emotions, and behaviors.</p>			<p>Inspires the work and individuals of organization through clarity and communication of vision</p>
	Applying REI to work	<p>Understands the role that racial equity plays within individual projects and Living Cities' broader portfolio.</p> <p>Writes with nuance, clarity, and humility about racial justice topics</p>	<p>Applies a racial equity and inclusion impact assessment tool in decision-making</p> <p>Applies an REI lens to inform discussion and decisions</p>	<p>Upholds racial equity outcomes, goals and performance measures with team and on projects</p> <p>Incorporates REI ideas, concepts and history into project work and methodology</p>	<p>Sets racial equity outcomes, goals, and performance measures at organizational level</p> <p>Incorporates REI ideas, concepts and history into organizational philosophy, strategy, and execution</p>

RACIAL EQUITY & INCLUSION



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REI Practice and Analysis	Power Analysis	<p>Understands how the construct of race has impacted the distribution of power and the recognition of innovation, creativity and voice throughout history</p> <p>Looks critically at existing power structures and is mindful of power dynamics in interpersonal and professional situations</p>			<p>Manages own power and decision making with accountability and awareness</p> <p>Intentionally creates the space and opportunities for shared power and authority within the organization</p> <p>Leverages own position and authority to lead the organization in consciously equitable and inclusive decisions</p>
Empathy and Compassion	Extending Mutual Acknowledgement and Respect	<p>Fosters an environment in which people feel respected and valued</p> <p>Recognizes the personal nature of REI work and the importance of honoring individual's personal experiences and perspectives regardless of how they align with one's own</p>			Establishes a culture within the organization of trust, integrity, respect and compassion
	Supporting colleagues with kindness	<p>Approaches team members with patience, kindness, respect and compassion in all interactions</p> <p>Offers support through open-minded discussion, listening</p> <p>Offers compassion without judgment</p>			
Awareness of Self and Others	Self Awareness	<p>Demonstrates awareness of own emotions, thoughts and feelings; uses these to guide decision making</p> <p>Is able to realistically and accurately assess own abilities and growth areas; Possesses well-grounded sense of self-confidence;</p> <p>Checks assumptions against facts; considers multiple interpretations</p>			

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Awareness of Self and Others	Self governance	<p>Handles own emotions such that they facilitate, rather than interfere</p> <p>Demonstrates ability to regulate reactions, esp. in the face of stress; can stay "in control" even in charged discussions, situations and environments</p> <p>Focuses on responding to people, rather than reacting</p> <p>Holds self accountable and shows commitment to integrity and personal values; is seen as a trustworthy member of team regardless of personal connection</p> <p>Perseveres in service of goals; recovers well and relatively quickly from set-backs</p>			
	Interrogating Own Biases	<p>Demonstrates willingness to reexamine existing understanding and points of view</p> <p>Acknowledges own biases; uses new information, perspectives and knowledge to critically examine own opinions and stances</p> <p>Seizes opportunities to learn from others and share/modify personal worldviews</p> <p>Modifies own behavior on a regular basis</p>			
	Ability to reflect on identity, roles and interactions	<p>Identifies, confronts and works to understand one's own role, power and relationships to interpersonal, institutional, and systemic racism</p> <p>Demonstrates awareness of personal identity and sensitivity to how others express, define and identify themselves; understands how identity and intersectionality has informed our personal experiences</p>			