

IMPROVING DIVERSITY, EQUITY, INCLUSION, AND BELONGING THROUGH A RACE EQUITY LENS:

A TOOLKIT FOR JUVENILE AND FAMILY COURT JUDGES



NATIONAL COUNCIL OF
JUVENILE AND FAMILY COURT JUDGES

The National Council of Juvenile and Family Court Judges (NCJFCJ) provides cutting-edge training, wide-ranging technical assistance, and research to assist the nation's courts, judges, and staff in their important work. Since its founding in 1937 by a group of judges dedicated to improving the effectiveness of the nation's juvenile courts, the NCJFCJ has pursued a mission to improve courts and systems practice and raise awareness of the core issues that touch the lives of many of our nation's children and families.

For more information about the NCJFCJ or this toolkit, please contact:

National Council of Juvenile and Family Court Judges
P.O. Box 8970
Reno, Nevada 89507

ncjfcj.org

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Authors:

Shawn C. Marsh, Ph.D., University of Nevada, Reno
Rita Cameron-Wedding, Ph.D., NCJFCJ Consultant
Melissa Gueller, M.S., Program Director, NCJFCJ
Tahliah Ling, University of Nevada, Reno

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Introduction

This toolkit is designed to equip juvenile and family court judges with effective strategies and tangible action plans for enhancing diversity, equity, inclusion, and belonging (DEIB) within the court system. Drawing on a trauma-informed perspective, the toolkit aims to employ a race equity lens to de-emphasize the perspectives and power of majority populations, instead promoting a more inclusive, equitable approach.

DEIB¹ are foundational principles that commit to a culture where every individual is recognized, included, and treated with fairness. They highlight the significance of diversity in identities, viewpoints, and experiences, and stress the importance of equitable opportunities and resources. In the judicial context, DEIB principles are critical for many reasons: they encourage impartiality by mitigating non-conscious biases, facilitate a broader understanding of the diverse experiences and backgrounds of the communities served, and enhance public trust in the judiciary. Ultimately, the implementation of DEIB principles within the court system not only fosters equitable justice, but also bolsters the legitimacy and credibility of the judiciary.

Further enriching these DEIB principles, the integration of trauma-informed practices within the judicial system offers an essential complement to this commitment. The public health response to trauma, or "universal

¹ In the context of DEIB in courts, and particularly when using a race equity lens, "equity" acknowledges that systematic and institutional racism has created disparities and injustices that continue to impact racial and ethnic groups in a variety of ways, including in the judicial system. This could include disparities in arrest rates, sentencing, legal representation, or treatment by court officials, among other things. Therefore, equity in this context is not just about treating everyone the same (which is more the concept of equality), but instead recognizing these systemic disparities and working to actively redress them. It involves making targeted efforts to provide the resources, opportunities, or treatment needed to help historically marginalized groups achieve fairness and justice in the court system.

precautions," recognizes that traumatic experiences are common and can profoundly influence an individual's mental and physical health, behavior, and engagement with the justice system. Much like DEIB principles, trauma-informed courts seek to establish an environment that fosters safety, trust, choice, collaboration, and empowerment, while actively minimizing the risk of re-traumatization. The intersection of DEIB principles and trauma-informed practices results in a more holistic approach to justice—one that respects and responds to the diverse, complex experiences of all individuals. This approach not only supports more informed, empathetic decision-making but also bolsters public trust, contributing to a judicial system that is genuinely equitable, inclusive, and fair.

“The toolkit underscores the importance of integrating DEIB with trauma-informed and trauma-responsive best practices. Additionally, the toolkit is relevant because implementing DEIB in the judicial context not only fosters equitable justice, but also bolsters the legitimacy and credibility of the judiciary.”

- *Honorable John Romero (Ret.)*

Developed over the period of 2022-2023, this toolkit is the result of a collaborative effort led by an expert panel from the National Council of Juvenile and Family Court Judges (NCJFCJ), along with partner experts including faculty from several universities specializing in bias and trauma. The development process involved a thorough review of the current research literature and existing DEIB assessment/improvement protocols. To ensure a robust, lived-experience perspective, the expert panel facilitated three meetings with judicial leaders and conducted a focus group at both the 2022 National Conference on Juvenile Justice and the 2022 NCJFCJ Annual Conference. A full-day meeting in February 2023 concluded the process. These interactions centered on the actual experience of DEIB in the courtroom, with a specific focus on race, bias,

and the political will for reform. The fruit of these myriad efforts are presented throughout this toolkit.

The Critical Importance of Understanding the Impact of Colorblind Racism on Court Decision-Making

Colorblindness: Regulating Race in the Post-Civil Rights Era

Dr. Martin Luther King's I Have a Dream speech implored us to "transform America into an oasis of freedom and justice." In his speech, delivered at the Lincoln Memorial in Washington D.C. in 1963, he said, "we have come to this hallowed spot to remind America of the fierce urgency of now." But the urgency to which those with the power to enact laws and pass civil rights legislation responded was not to end racism. The urgency in the aftermath of the passing of the Civil Rights Act was to preserve the racial arrangement that had existed since the founding of America, and to this day 60 years later the unanswered urgency continues due to the introduction of colorblindness, the so-called solution to ending race-based politics.

In order to develop and implement DEIB strategies that can improve court outcomes, judges must utilize an implicit bias framework to screen for potential biases in written documents, verbal communications, and interactions with all who appear before them. Judges must be mindful that colorblindness was first presented as a strategy to end racism, but instead it should be understood as a system of strategies developed to preserve and protect racial hierarchies in the post-civil rights era. Ideologies of colorblindness obscure, control, and regulate the public and private

discourses on race and set the necessary conditions for colorblind laws and social policies that enforce patterns of inequality. Many policy and legislative decisions that could have led to real equality after the Civil Rights Act was passed were derailed by this new strategy.

Colorblindness did not end racism; it effectively preserved America's racial hierarchy. The new colorblind strategies controlled how race would be discussed for decades to follow by creating a new racial discourse and mandating the terms for public discussions about race. The core principle of colorblind policies was that America was no longer racist, which set in motion a set of restrictions to obscure the continuation of racist practices. Using this strategy, public discussions of race or racism were disallowed, and people who violated the conditions of colorblindness were deemed the problem, not racism itself.

Colorblindness can greatly impact outcomes in judicial decision-making. Judges as decision-makers must utilize an implicit bias framework to achieve DEIB objectives because unconscious biases will affect perceptions and interactions with families based on personal appearance, marital status, education level, and the neighborhood where the family resides. The NCJFCJ, through its Courts Catalyzing Change initiative launched in 2008, created a tool for judicial officers to reflect on the decision-making process to mitigate bias. Judicial officers are encouraged to take a moment before every hearing or before making decisions to ask themselves:

- What assumptions have I made about the cultural identity, genders, and background of *this* family?
- What is my understanding of *this* family's unique culture and circumstances?
- How is my decision specific to *this* child and *this* family?
- How has the court's past contact and involvement with *this* family influenced (or might influence) my decision-making process and findings?

- What evidence has supported every conclusion I have drawn, and how have I challenged unsupported assumptions?
- If this were *my* child or family, would I be making the same decision? If not, why?

To truly employ DEIB efforts through a race equity lens, judicial officers must engage in self-reflection to prevent bias before a case is called. Policies, practices, and environment are often influenced by the biases that those that create these circumstances possess. Judges need to ask whether or not these specific policies, practices, or the current environment truly make a difference in the decision-making process.

“If judges and other decision makers think they are colorblind and that they “don’t notice race” they are likely to rely on stereotypes to inform their decisions and therefore unlikely to detect biases that are embedded in court reports, school records, child welfare reports, arrest history, verbal communications, or outcomes of previous decision points.”

~ Rita Cameron-Wedding, Ph.D.

The New Colorblind Ban-Anti-Critical Race Theory

Colorblindness is a ubiquitous racial strategy that has permeated all aspects of social and political life. Colorblind strategies set the terms for how race would be discussed for decades from 1964 to 2020, by regulating

If you are colorblind, stereotypes will unintentionally influence your decision-making.

the terms of the public discourse on race. But in 2020 after the murder of George Floyd, people from all over the world witnessed and protested the police brutality of a man being killed by a police officer kneeling on his neck for nine minutes in broad daylight in America. The fragility of colorblindness was exposed.

“My hope for this work is that a better understanding of our own biases, a better understanding of what anti-CRT efforts intend, and a better understanding of the failings of colorblindness will result in a response to that urgency so desperately called for by Dr. Martin Luther King Jr. This urgency can be met with commitments to DEIB efforts throughout the court system and into the day-to-day workings of our service systems across America – with judges leading the way.”

~ Rita Cameron-Wedding, Ph.D.

We learned through the admissions, acknowledgements, and apologies from individuals and organizations from all over the world for their contribution to racism such as the Kansas City Star admitting how they contributed to systemic racism, e.g., “We created the concept of ‘race’ by using ubiquitous racial narratives and misrepresentations to explain, justify rationalize and predict negative outcomes.” The American Medical Association announced that racism was a public health issue. The California Supreme Court, the NFL, and hundreds of organizations and individuals came forward to acknowledge their participation in racism in a colorblind society.

Society has seen a shift away from the concept of colorblindness, which has historically been used to maintain racial hierarchies. This concept was

challenged during a period of racial awakening, exposing its limitations in achieving genuine racial equality. In response to these developments, an anti-Critical Race Theory (CRT) movement arose.

The anti-CRT movement, unfortunately, threatens the future of education at all levels, aiming not toward equitable outcomes for all students, but rather toward preserving existing racial hierarchies. These initiatives risk depleting educators of essential tools required for comprehensive, inclusive education. There's a concerted effort to curtail the use of diversity, equity, inclusion, and belonging strategies, as seen in actions such as the removal of books from libraries, dismissal of librarians, and threats to teachers' professional standing.

This antagonism towards CRT extends to limiting freedom of thought regarding race and racism. Measures enacted to stifle discussions about diversity, equity, inclusion, and belonging are of great concern. These restrictions even extend to the removal of intellectual resources centered on diversity, including those that provide DEIB and implicit bias training. The bans have expanded to discriminate against sexual orientation and gender identity as well.

Using the leverage of state and local funding, the anti-CRT movement aims to institutionalize their perspective in schools, state agencies, and other public-funded entities. This implies a forced diversion away from a DEIB approach.

CRT provides a crucial framework for understanding and addressing systemic racism. It offers the tools to investigate, comprehend, and challenge the ingrained social, economic, and legal systems that have perpetuated racial inequality over centuries. Without such tools, we risk continuing to perpetuate these injustices, even non-consciously. Teaching CRT encourages critical thinking and empathy, essential skills for our increasingly diverse and interconnected world. By acknowledging and understanding the complexities of race and racism, people can better navigate and challenge unjust systems. Furthermore, the use of CRT aligns

with the foundational principle of education - to equip citizens with a holistic understanding of the world. Avoiding topics such as race and systemic injustice does not erase their existence, but rather leaves students and citizens ill-equipped to engage in meaningful discussions and solutions.

The aim should be not to deny or distort history and societal complexities, but to foster an environment where people can engage critically with these issues and be agents of change toward a more equitable society. In short, CRT is not a threat to education but a vital tool to fulfill its highest potential.

Judges must become aware of, and remediate to the extent possible, their own implicit biases that may adversely affect decision making.

- *NCJFCJ Key Principles for Permanency Planning for Children*

The Critical Importance of Trauma-Informed Justice in Diversity, Equity, Inclusion, and Belonging Efforts in Courts

In our ever-evolving multicultural societies, an understanding and application of DEIB principles have become critical in every field, including justice systems. The intersectionality of these principles with trauma-informed justice is particularly noteworthy, considering the challenging experiences individuals, especially those from marginalized communities, often encounter. Recognizing the pervasive nature of trauma among court users and its profound impact on their lives, this section explores the fundamental importance of integrating a trauma-informed approach within DEIB efforts in courts. By addressing trauma and its far-reaching effects, we can drive systemic change and foster a justice system that truly represents the rich diversity of our communities, upholds fairness, and ensures every individual's rightful sense of belonging.

The core components of trauma-responsive justice include:

- **Acknowledging the prevalence of trauma:** Many individuals involved in the justice system, particularly those from marginalized communities, have experienced trauma in their lives. This can include experiences of violence, abuse, neglect, or systemic discrimination. A trauma-informed approach acknowledges these adversities and their impact *as experienced by the injured person(s)* and creates an environment that minimizes the potential for re-traumatization.
- **Enhancing safety:** A trauma-informed approach emphasizes the importance of creating a safe and welcoming environment for all court users. This includes physical safety, emotional safety, and cultural safety. By prioritizing safety, courts can help reduce fear and anxiety for individuals who have experienced trauma, thus fostering a sense of trust and belonging in the justice system.

- **Promoting agency and empowerment:** Trauma-informed courts recognize the importance of empowering individuals to make decisions about their own lives and legal matters. This involves providing information, resources, and support to help individuals navigate the legal system and actively participate in their cases. Empowering individuals from diverse backgrounds supports equity and inclusion by ensuring that their voices are heard and respected.
- **Providing support:** A trauma-informed approach emphasizes the importance of providing social support for individuals involved in the justice system. This can include connecting individuals with community resources, mental health services, or peer support groups. By offering support, courts can help individuals from diverse backgrounds build resilience and overcome the challenges they face.
- **Reducing disparities:** A trauma-informed approach acknowledges the impact of systemic discrimination and marginalization on individuals from diverse backgrounds. By addressing trauma and its effects, courts can work to reduce disparities in outcomes for marginalized individuals, promoting equity and inclusion in the justice system.
- **Encouraging cultural awareness:** Trauma-informed courts recognize the importance of understanding and respecting the cultural backgrounds and beliefs of all court users. By embracing cultural awareness and incorporating diverse perspectives, courts can promote a sense of belonging and inclusion for individuals from diverse backgrounds.
- **Building trust in the justice system:** When courts adopt a trauma-informed approach that emphasizes safety, agency, and support, they can help build trust among diverse communities. This trust is essential for ensuring that all individuals feel comfortable accessing and participating in the justice system, which in turn promotes diversity, equity, and inclusion.

- **Utilizing universal precautions**²: Drawing from work in public health and related fields, the concept of universal precautions in courts is to assume that consumers of justice are coming to the institution having experienced some trauma or substantial adversity. Accordingly, practices, policies, procedures, and environments are then tailored to be responsive to those populations' needs (i.e., promoting safety, agency, and social support). Because these modifications are not iatrogenic for those who do *not* suffer from trauma or substantial adversity – they are good for both the consumer and administrators of justice and contribute to less toxicity/stress in institutional operations.

Judges must ensure that the courtroom is a place where all who appear are treated with respect, patience, dignity, courtesy and as part of the problem-solving process.

- NCJFCJ Key Principles for Permanency Planning for Children

² In 2013, the NCJFCJ collaborated with the National Child Traumatic Stress Network (NCTSN) to develop a trauma consultation protocol for juvenile and family court settings. The conceptual framework for the trauma consultations is grounded in a public health orientation and the importance of universal precautions (i.e., treating all who come before the court as if they might have a history of trauma). Between 2013-2023, the NCJFCJ has conducted over 50 trauma consultations in juvenile and family courts across the country.

The Critical Importance of Judicial Leadership in Transforming Court Systems

Judicial leadership is critical in driving system change efforts when transforming policy and practices that are embedded in our nation's juvenile and family court system. The role of the judge should be understood as broader than the traditional view as a decision maker; indeed, a judge can lead motivational systems change through the convening of stakeholders and setting expectations regarding policies and practices that affect families involved in the juvenile and family court system. Judges are transformational leaders who can encourage meaningful dialogue and discussion about DEIB, racism, and bias as they examine current practices and policies that influence access to justice. Judges are uniquely positioned to challenge existing processes and inspire vision while encouraging others to act.

Judicial ethics concerns are often identified as a barrier to exerting leadership. However, this is an excuse that should not be relied upon. Instead, true transformations occur when judges act as an advocate and convener to assure that the needs of families in the court system are met. Judicial ethics do not preclude the power or influence that judges can have with demonstrating off-the-bench leadership.

Judges can create a climate of change by inspiring others to want to be part of the change effort by developing a sense of urgency and importance and include them in the development of a shared vision of change.

Gatowski, S.I., Gueller, M. (2017). Sustaining the Charge: Lessons Learned from Judicial Leaders.

In 2006, the National Council of Juvenile and Family Court Judges approved a resolution regarding judicial leadership in the juvenile and family courts. The resolution states that “the success of our nation’s juvenile and family courts is directly related to the leadership provided by the juvenile and family court judges serving in them.”

Further, the American Bar Association endorsed a leadership role for judges in its Standards for Judicial Excellence, emphasizing that “due to the unique interdependence of the court and wide range of external groups, organizations, and entities, court leaders need to actively collaborate with other interested agencies and organizations.”

Judges should embrace the precept of *first, do no harm* by recognizing that current court structures, policies, and practices greatly influence fair and equal access to justice.

Judges are uniquely positioned to lead through encouragement and facilitation of a system-wide collaborative.

Judicial leaders regularly bring multiple perspectives to bear on issues.

Judicial leaders critically reflect on performance - evaluation of their own practice as well as that of system stakeholders.

Judicial leaders embrace an experimental mindset that encourages innovation and systems improvement.

Judicial leaders are concerned about the impact of court processes on outcomes for children and families.

Gatowski, S.I., Dobbin, S.A., Rubin, S. (2010). Achieving Excellence in Judicial Leadership: Leading Change for Better Outcomes for Children and Families - A National Judicial Leadership Curriculum

Action Plans

As we strive to integrate DEIB principles into the court system, it is essential to adopt practical and effective strategies that bring about substantive change. This section explores an exemplary action plan that courts can implement to improve their DEIB efforts. Each component details specific strategies designed to ensure an inclusive and equitable justice system – one that respects the diverse experiences, backgrounds, and needs of all court users. For a full list of recommended action items, please refer to each referenced action plan.

Identifying and Correcting Micro-Aggressions and Cultural Insensitivity [[Action Plan 1](#), [Action Plan 2](#)]

1. Review and evaluate policies, practices, and language used in the court system.
2. Create a section in the court policy document discussing appropriate language and terminology.
3. Provide training on structural and institutional racism for all court staff, including judges, probation officers, and clerks.

Ensuring Safety, Agency, and Social Support from the Consumer's Perspective [[Action Plan 3](#)]

1. Engage the community to incorporate meaningful consumer voice in decision-making processes.
2. Establish a court-based liaison responsible for connecting consumers with appropriate resources.
3. Ensure accessibility and inclusivity of court websites and materials.

Addressing Pushback and Resistance to DEIB Efforts [[Action Plan 4](#)]

1. Educate court staff and stakeholders on the importance of DEIB including the impact of historical trauma, institutional and structural racism, and its impact on equal access to justice.
2. Foster an environment that encourages open and honest dialogue about experiences with race, ethnicity, socio-economic class, gender, sexual orientation, age, national origin, language, physical, emotional, and developmental abilities, and religion or spiritual affiliation.
3. Provide ongoing training to address emerging issues and changing understanding.
4. Use data and evidence-based practices to demonstrate the benefits of DEIB initiatives.

Concrete Strategies and Best Practices

In this section, we delve into a series of concrete strategies and best practices aimed at fostering DEIB in the judicial system. Each subsection will highlight a different aspect of a comprehensive approach, laying out tangible steps that can be taken to promote DEIB. These strategies all recognize the critical need for systemic change to address longstanding racial and ethnic disparities and create a judicial system that is truly equitable and inclusive. Each strategy listed below references an associated action plan that outlines practical approaches examples.

Mentoring and Support [[Action Plan 5](#)]

1. Encourage judicial leadership to mentor and support new judges and staff.
2. Foster relationships through brown bag lunches or informal gatherings to discuss DEIB-related issues.

Training and Education [[Action Plan 6](#)]

1. Implement a yearly training plan with modules specific to DEIB, trauma, and other relevant topics.
2. Ensure training is ongoing and tailored to the specific needs of each jurisdiction.

Community Engagement [[Action Plan 7](#)]

1. Organize events, such as reunification or adoption celebrations, to promote DEIB and showcase positive outcomes.
2. Collaborate with local schools and artists to display artwork in court facilities that depict diverse images and highlight culture.

Court Environment [[Action Plan 8](#)]

1. Create a welcoming environment by replacing negative signage with positive messages, artwork or murals that reflect the values of DEIB.
2. Provide resources such as facility dogs, stuffed animals, or books to promote a sense of belonging and comfort for children and families.

Books should be provided in multiple languages and depict diverse characters.

Judicial Leadership and Advocacy [[Action Plan 9](#)]

1. Develop an FAQ for judges on how to introduce and advocate for DEIB initiatives, such as language access service or trauma-informed practices.
2. Encourage collaboration and information sharing among judges to share success stories and best practices related to DEIB action plan implementation.

Addressing Systemic Bias, Racism, and Disparities

In this section, we explore the critical process of addressing systemic bias, racism, and disparities within the judicial system. Recognizing the deep-rooted and systemic nature of these issues, we will examine three key strategies to combat them. First, we will consider the importance of rigorous data collection and analysis to understand the extent and nature of these biases and disparities and to inform effective responses. Next, we will discuss the process of reviewing and updating policies and procedures to eliminate potential biases and promote fairer decision making. Finally, we will explore the potential of collaboration with other justice system stakeholders, such as law enforcement, social services, and mental health providers, in a collective effort to address systemic bias and promote equitable practices throughout the wider justice system. These multi-pronged approaches form the cornerstone of building a judicial system that is truly fair and just for all. Each critical process listed below references an associated action plan that outlines practical approaches and examples.

Data Collection and Analysis [[Action Plan 10](#)]

1. Establish a system to collect, analyze, and report data on court outcomes by race, ethnicity, gender, and other demographic factors.
2. Use data to identify patterns of disparity and target areas for improvement.

Policy and Procedure Review [[Action Plan 11](#)]

1. Assess current policies and procedures for potential bias, both explicit and implicit.
2. Update policies and procedures to promote fairness and reduce disparities in decision making.

Collaboration with Other Agencies

1. Work with other justice system stakeholders (e.g., law enforcement, social services, and mental health providers) to address systemic issues and disparities.

2. Develop cross-agency initiatives to share data (including meaningful demographics of court consumers) and promote equitable practices throughout the justice system.

Collaboration with other agencies is essential to implementing action plans across each of the recommendations.

Evaluation and Accountability

In this section, we underscore the vital importance of accountability and continuous improvement in our mission to promote DEIB within the judicial system. We first delve into the necessity of clear goal setting, regular monitoring, and transparent reporting for DEIB initiatives, outlining ways to effectively track and communicate progress. Then, we shift our focus to the role of feedback in refining these initiatives, stressing the importance of open lines of communication with court users, staff, and the wider community. Lastly, we address the significance of recognition and rewards, illustrating how celebrating achievements and creating incentives can spur further engagement and success in DEIB efforts. Each of these components reinforces the others, forming a robust system that keeps the pursuit of DEIB in the judicial system dynamic, responsive, and effective. Each component listed below references an associated action plan that outlines practical approaches and examples.

Monitoring and Reporting [[Action Plan 12](#)]

1. Establish clear goals and metrics for DEIB initiatives.
2. Regularly monitor progress toward goals and report findings to stakeholders.

Feedback and Continuous Improvement [[Action Plan 12](#)]

1. Solicit feedback from court users, staff, and community members on DEIB initiatives.
2. Use feedback to refine and improve strategies and action plans.

Recognition and Rewards [[Action Plan 12](#)]

1. Recognize and celebrate individuals and teams that contribute to DEIB efforts.
2. Develop incentives for staff and judges to engage in and promote DEIB initiatives.

Resources and Support

In the following section, we address three key areas to support the implementation and sustainability of diversity, equity, inclusion, and belonging (DEIB) initiatives in the judiciary: funding, technical assistance, and online resources. These mechanisms are instrumental in providing the financial, knowledge-based, and collaborative support necessary for DEIB initiatives to flourish. Each key area listed below references an associated action plan that outlines practical approaches and examples.

Funding and Grants [[Action Plan 13](#)]

1. Identify and secure funding sources to support DEIB initiatives, such as government grants or private foundations.
2. Allocate a portion of the court budget specifically for DEIB-related efforts.

Technical Assistance and Consultation [[Action Plan 13](#)]

1. Connect with experts and organizations that specialize in DEIB, trauma, and related issues.
2. Seek guidance and resources to enhance the court's capacity to implement DEIB initiatives.

Online Resources and Networking [[Action Plan 13](#)]

1. Develop a comprehensive online resource hub for judges and court staff to access DEIB-related materials.
2. Create opportunities for networking and collaboration among courts to share experiences and best practices.

Suggested Readings, Tools, and Online Resources

Listed below are suggested readings for legal professionals to better understand the history, nature, and dynamics of bias and racism, as well as approaches to improving diversity, equity, inclusion, and belonging:

Alexander, Michelle. "The New Jim Crow: Mass Incarceration in the Age of Colorblindness." The New Press, 2010. - This book explores the intersection of race, law, and criminal justice, highlighting the systematic discrimination faced by African Americans in the United States.

Wilkins, David B., and Fisk, G. Mitu Gulati. "The Black Bar: The Legacy of Brown v. Board of Education and the Integration of the Legal Profession." *Journal of Legal Education*, vol. 64, no. 3, 2015, pp. 375-402. - This article discusses the historical context and the continuing struggle for racial integration within the legal profession.

Rhode, Deborah L. "The Injustice of Appearance." *Stanford Law Review*, vol. 61, no. 6, 2009, pp. 1033-1069. - This article examines the impact of appearance-based discrimination in the legal profession and proposes strategies for addressing this issue.

McGhee, H. "The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together." Profile Books Ltd, 2022. – Examines the destructiveness of racism for society at large, and the economic costs associated with its continuance. Special attention is paid to the divisive nature of the United States economic system, arguing that a poor subclass is necessary for those of elevated status to maintain their positions of power within the stratification system, and mobility is constrained.

- Wald, Eli. "A Primer on Diversity, Discrimination, and Equality in the Legal Profession or Who Is Responsible for Pursuing Diversity and Why." *Georgetown Journal of Legal Ethics*, vol. 24, no. 4, 2011, pp. 1079-1131. - This article provides an overview of diversity, discrimination, and equality issues within the legal profession and suggests strategies for promoting a more inclusive environment.
- Guinier, Lani, and Gerald Torres. "The Miner's Canary: Enlisting Race, Resisting Power, Transforming Democracy." Harvard University Press, 2002. - This book explores the concept of race as an indicator of deeper societal problems and offers strategies for fostering a more inclusive democracy.
- Banaji, Mahzarin R., and Anthony G. Greenwald. "Blindspot: Hidden Biases of Good People." Delacorte Press, 2013. - This book explores the concept of implicit bias and its impact on decision-making in various settings, including the legal profession.
- Chua, Amy. "World on Fire: How Exporting Free Market Democracy Breeds Ethnic Hatred and Global Instability." Anchor Books, 2004. - This book examines the global implications of exporting free-market democracy and its impact on ethnic and racial tensions.
- Wilkerson, I. "Caste: The Origins of Our Discontents." Penguin Books, 2023. – This book explores through anecdotal accounts the experiences and phenomena of the concealed caste system in the United States, and the interdependence of factors like race, ethnicity, and historic events that have served to enhance inequality in the United States.
- Hannah-Jones, N. (n.d.) "The Problem We All Live With." PRX the Public Radio Exchange. <https://thisamericanlife.org>. – This program is centered around the story of Ruby Bridges, the first African American child to attend school in New Orleans after federal court ordered integration, and argues that despite great effort in legislation and policy education inequality in the United States persists, and those most impacted are African American and Latino populations.

- Nussbaum, Martha C. "The Clash Within: Democracy, Religious Violence, and India's Future." Harvard University Press, 2007. - This book explores the role of religion, identity, and democratic values in the context of contemporary India, providing insights into the complex interplay between these forces and the implications for promoting diversity and inclusion in legal systems worldwide.
- Brown-Nagin, Tomiko. "Courage to Dissent: Atlanta and the Long History of the Civil Rights Movement." Oxford University Press, 2011. - This book provides a historical account of the civil rights movement in Atlanta, highlighting the role of lawyers and legal strategies in shaping the movement and promoting social change.
- Wilkins, David B., and G. Mitu Gulati. "Why Are There So Few Black Lawyers in Corporate Law Firms? An Institutional Analysis." California Law Review, vol. 84, no. 3, 1996, pp. 493-625. - This article examines the underrepresentation of Black lawyers in corporate law firms and proposes an institutional analysis to better understand and address the issue.
- Kendi, Ibram X. "How to be an Antiracist." Penguin Random House, LLC, 2019. - This book explores an original approach to understanding and uprooting racism.
- Bonilla-Silva, E. "Racism Without Racists: Color-blind Racism and the Persistence of Racial Inequality in the United States." Rowman & Littlefield Publishers, 2010. – Examines the evolution of racism from historic overt expressions to modern-day covert, insidious behaviors that permeate all aspects of life for minorities. These behaviors are the mechanism by which inequality persists, and are used by dominant society to maintain the racial hierarchy.

B. Online Resources

1. National Council of Juvenile and Family Court Judges (NCJFCJ):
<https://www.ncjfcj.org/>

2. American Disabilities Act Resources:
<https://www.ada.gov/resources/?filters=>
3. The Racial Justice Organizational Assessment Tool for Courts:
https://www.ncsc.org/__data/assets/pdf_file/0018/88002/Racial-Justice-Organizational-Assessment-Tool.pdf
4. Substance Abuse and Mental Health Services Administration (SAMHSA): <https://www.samhsa.gov/>
5. National Child Traumatic Stress Network (NCTSN):
<https://www.nctsn.org>
6. State of implicit bias interventions and approaches to a public health issue:
<https://journals.sagepub.com/doi/epub/10.1177/15291006211070781>

We encourage judicial leaders to add resources to this list and share with other judicial and court personnel in an effort to promote education and share information on DEIB and race equity.

ACTION PLAN [1]

Identifying and Correcting Micro-Aggressions and Cultural Insensitivity

Practical approaches to identifying and correcting micro-aggressions and cultural insensitivity in the court system:



Form a diversity committee: Establish a diversity committee composed of judges, court staff, and community representatives to review and evaluate policies, practices, and language used in the court system. This committee should be responsible for identifying potential areas of improvement related to micro-aggressions, racism, cultural insensitivity, or bias.



Conduct a comprehensive policy review: Carry out a thorough review of existing policies, practices, and language used in court documents, forms, and procedures. Identify areas where changes may be needed to address micro-aggressions, racism, cultural insensitivity, or bias.



Develop guidelines for appropriate language: Create a set of guidelines for appropriate language and terminology to be used in court documents, communications, and interactions with the public. These guidelines should address the use of respectful, inclusive, and culturally sensitive language that avoids stereotypes or potentially offensive terms.



Update court policy documents: Incorporate the guidelines for appropriate language and terminology into the court policy document. Ensure that these guidelines are communicated to all court staff and stakeholders and that they are applied consistently in all court communications and interactions.



Engage experts to develop training programs: Collaborate with experts in cultural sensitivity, diversity, and inclusion to develop a comprehensive training program tailored to the needs of the court system. This program should cover topics such as recognizing and addressing micro-aggressions, understanding cultural differences, institutional and structural racism, and fostering an inclusive environment.

Implement mandatory training: Require all court staff, including judges, probation officers, and clerks to participate in cultural sensitivity training. Provide ongoing training and refresher courses to ensure that staff remain up to date on best practices and emerging issues related to diversity and inclusion.

Create a feedback mechanism: Establish a process for court users and staff to provide feedback on their experiences related to micro-aggressions or cultural insensitivity within the court system. Use this feedback to identify areas for improvement and adjust policies and training as needed.

Monitor progress and effectiveness: Regularly assess the effectiveness of the implemented policies and training programs by tracking relevant metrics, such as the number of complaints related to micro-aggressions or cultural insensitivity, and the satisfaction of court users and staff with the court's diversity and inclusion efforts.

Foster a culture of open communication: Encourage court staff and judges to openly discuss issues related to micro-aggressions, cultural insensitivity, and bias, and to seek advice or support when needed. This will help create a more inclusive and supportive work environment.

Recognize and celebrate success: Acknowledge and celebrate the efforts of court staff and judges who demonstrate a strong commitment to addressing micro-aggressions and promoting cultural sensitivity. This recognition can help reinforce the importance of these efforts and encourage others to follow suit.

ACTION PLAN [2]

Identifying and Correcting Micro-Aggressions and Cultural Insensitivity

Micro-aggressions and cultural insensitivity can manifest in various ways within the legal or court context. Educate court staff and stakeholders on the following:



Inappropriate language or terminology: Using outdated or offensive terms to describe an individual's race, ethnicity, gender, or sexual orientation, or using slang or derogatory language when referring to people from certain cultural backgrounds.



Assumptions about legal understanding: Assuming that individuals from certain cultural backgrounds or with limited English proficiency have a poor understanding of the legal system, which may lead to condescending explanations or oversimplification of legal concepts.



Stereotyping based on appearance: Making assumptions about a person's background, intelligence, or criminal history based on their appearance, clothing, or other physical attributes.



Disregarding religious or cultural practices: Failing to accommodate religious or cultural practices, such as prayer times, dietary restrictions, or dress codes, which can make individuals feel disrespected or unwelcome in the courtroom.



Interrupting or dismissing testimony: Interrupting, talking over, or dismissing the testimony of individuals from marginalized backgrounds, which can create a perception of bias or lack of interest in their perspective.



Inappropriate humor or comments: Making jokes or comments that may be perceived as offensive or insensitive to an individual's race, ethnicity, gender, or cultural background.

Inadequate language support: Failing to provide adequate interpretation or translation services for individuals with limited English proficiency, which can negatively impact their ability to understand and participate in the legal process.

Insensitivity to trauma or past experiences: Failing to consider an individual's history of trauma or adverse experiences, which may impact their behavior or ability to communicate effectively in the court setting.

Ignoring or dismissing cultural differences in communication: Not recognizing or respecting cultural differences in communication styles, such as eye contact, tone of voice, or body language, which may lead to misunderstandings or misinterpretations.

Overgeneralizing cultural practices or beliefs: Assuming that all individuals from a particular cultural background share the same beliefs, values, or practices, which can lead to stereotypes and misunderstanding.

ACTION PLAN [3]

Ensuring Safety, Agency, and Social Support from the Consumer's Perspective

Practical examples of how to engage the community to incorporate meaningful consumer voice in decision-making processes within the courts:



Establish a community advisory board: Create a community advisory board composed of diverse community members, including those with direct experience with the court system. This board can provide valuable input and feedback on court policies, procedures, and initiatives.



Conduct regular community meetings: Organize regular community meetings or town hall sessions where court representatives can share updates and gather feedback from community members about their experiences with the court system.



Collaborate with community organizations: Develop partnerships with community-based organizations that serve diverse populations, such as social service agencies, advocacy groups, and cultural organizations. These organizations can help facilitate communication between the court and the communities they serve.



Encourage community participation in court events: Invite community members to participate in court-sponsored events, such as trainings, workshops, or public forums, to increase their understanding of the court system and provide opportunities for them to share their perspectives.



Solicit feedback through surveys and interviews: Collect feedback from court users and community members through surveys, interviews, or focus groups. Use this feedback to identify areas for improvement and implement changes based on community input.

Include community members in decision-making processes: Ensure that community members are represented in committees or

task forces responsible for making decisions about court policies, procedures, and initiatives.

Communicate transparently: Share information about court decisions, policies, and initiatives with the community in a transparent and accessible manner. This may include using social media, websites, or newsletters to provide updates and solicit feedback. Many popular software packages (e.g., Adobe Pro) and browser plugins now can help designers thoroughly assess accessibility of documents/websites as well as identify potentially non-inclusive language.

Identify a court-based liaison: Ensure the identified individual has the knowledge, skills and abilities required for connecting consumers with appropriate resources. Below is a list to guide the selection of an individual to fill this role:

- **Knowledge of the court system:** A thorough understanding of the court system's structure, processes, and procedures is essential for effectively connecting consumers with appropriate resources.
- **Cultural awareness:** An understanding of diverse cultural backgrounds and the ability to effectively communicate and interact with people from different cultures is crucial in building trust and rapport with community members.
- **Active listening and communication skills:** The ability to listen empathetically, ask open-ended questions, and communicate clearly and respectfully is essential for understanding consumers' needs and connecting them with appropriate resources.
- **Knowledge of community resources:** Familiarity with local community resources, such as social service agencies, legal aid organizations, and support groups is necessary to provide accurate and helpful referrals.
- **Networking and relationship-building skills:** The ability to establish and maintain professional relationships with community organizations and court staff is crucial for facilitating collaboration and resource sharing.

- **Problem-solving and critical thinking skills:** Identifying and addressing barriers to accessing resources requires the ability to analyze complex situations and develop creative solutions.
- **Organization and time management skills:** Managing multiple tasks, tracking referrals, and following up with consumers and community partners requires strong organization and time management skills.
- **Confidentiality and professionalism:** Maintaining the confidentiality of consumers' personal information and handling sensitive situations with discretion and professionalism is essential in this role.
- **Advocacy skills:** The ability to advocate for consumers' needs and navigate complex systems on their behalf is an important aspect of the court-based liaison's role.
- **Adaptability and flexibility:** Working in a dynamic environment, such as a court setting, requires the ability to adapt to new situations and adjust strategies as needed.

ACTION PLAN [4]

Addressing Pushback and Resistance to DEIB Efforts

Practical examples of how to educate court staff and stakeholders on the importance of DEIB:



Organize workshops and seminars: Invite experts on DEIB to conduct workshops and seminars for court staff and stakeholders to increase their understanding of DEIB concepts and their relevance in the court context.



Share educational materials: Distribute articles, reports, or other resources that highlight the importance of DEIB in the legal system, explain key concepts, and provide examples of successful DEIB initiatives.



Include DEIB topics in regular meetings: Incorporate discussions on DEIB issues and initiatives into regular staff meetings or other forums where court personnel and stakeholders gather.

Invite guest speakers: Bring in guest speakers from various backgrounds and experiences to share their perspectives on DEIB and its importance in the legal system. Provide ongoing training to address emerging issues and changing understanding:



Implement an annual DEIB training: Develop and deliver yearly DEIB training for all court staff and stakeholders, addressing emerging issues, best practices, and lessons learned from other jurisdictions.



Offer supplementary workshops: Schedule additional workshops and training sessions throughout the year to address specific DEIB topics, such as unconscious bias, cultural competency, or inclusive communication.

Encourage participation in external training: Support court staff and stakeholders in attending relevant conferences, workshops, or other training opportunities offered by external organizations.

Regularly update training materials: Review and update training materials and resources regularly to ensure they reflect current research, best practices, and emerging issues in the field of DEIB.

Use data and evidence-based practices to demonstrate the benefits of DEIB initiatives:

- **Collect and analyze data:** Gather data on court outcomes, user satisfaction, and employee engagement by demographic factors to identify patterns and areas where DEIB initiatives have had a positive impact.
- **Conduct case studies:** Conduct in-depth case studies of successful DEIB initiatives within the court system or in other jurisdictions to highlight their benefits and provide evidence of their effectiveness.
- **Share success stories:** Communicate the positive outcomes of DEIB initiatives to court staff, stakeholders, and the broader community through newsletters, social media, or public forums.
- **Benchmark against best practices:** Compare the court's DEIB initiatives and outcomes with those of other jurisdictions or organizations known for their strong commitment to DEIB to identify areas of strength and opportunities for improvement.
- **Engage external evaluators:** Consider engaging external experts to evaluate the court's DEIB initiatives and provide an objective assessment of their impact and effectiveness.
- **Report on progress:** Regularly report on the progress of DEIB initiatives, including data on their impact and effectiveness, to maintain transparency and demonstrate the court's commitment to continuous improvement.

ACTION PLAN [5]

Mentoring and Support

Practical approaches to promoting mentoring and support efforts:

- **Create mentor opportunities:** Pair new judges and staff with experienced mentors who can provide guidance, share insights, and help navigate the court system. Mentors should have demonstrated knowledge of DEIB concepts and experience in supporting DEIB initiatives and/or conducting trainings on DEIB.
- **Establish a formal mentorship program:** The program should include regular check-ins for goal setting, opportunities for professional development, and to identify areas where DEIB practices and policies can be implemented.
- **Organize monthly lunch and learn sessions:** Create opportunities for judges and staff to discuss DEIB-related issues and share experiences in an informal setting.
- **Create a virtual forum:** Provide virtual space where court personnel can ask questions, share resources, and seek advice on DEIB-related topics.

ACTION PLAN [6]

Training and Education

Practical approaches to educating judges and court staff on DEIB:

- **Training Curriculum:** Develop a comprehensive training curriculum that includes modules on unconscious bias, cultural competency, trauma-informed practices, and accessibility.
- **Ongoing Training:** Offer regular webinars or workshops featuring guest speakers, panel discussions, or interactive exercises to keep court personnel engaged and informed.
- **Provide Resources:** Provide a library of DEIB-related resources, such as articles, videos, and e-learning courses, for court personnel to access at their convenience.
- **Share with others:** Collaborate with other jurisdictions to share training materials, expertise, and best practices on DEIB.

ACTION PLAN [7]

Community Engagement

Practical approaches of how judges can promote community engagement:

- **Host celebrations:** Host annual reunification or adoption celebrations that recognize the achievements of families and showcase the impact of DEIB initiatives in the court system.
- **Partnerships:** Partner with local schools to organize art contests or exhibitions where students create artwork that reflects the themes of justice, diversity, and inclusion.
- **Community learning opportunities:** Organize community forums or town halls where court personnel can discuss their work, answer questions, and receive feedback from community members to ensure DEIB efforts address any issues raised.
- **Raise visibility around DEIB efforts:** Sponsor cultural events or celebrations to foster community engagement and raise awareness of diverse cultures and traditions.

ACTION PLAN [8]

Court Environment

Practical examples of creating a trauma-informed court environment through the lens of DEIB:

- **Signage:** Replace negative signage with positive messages, artwork, or murals that reflect the values of diversity, equity, inclusion, and belonging. Display signage in multiple languages that is easy to read and understand.
- **Court space:** Designate child-friendly spaces with comfortable seating, toys, and books to help children feel more at ease while at the court. Include books in multiple languages. Make available books that depict diverse characters and tell cultural stories.
- **Accessibility:** Add accessibility features such as ramps, elevators, and hearing loop systems to ensure that court facilities are accessible to all users.
- **Trauma-informed programs:** Implement a facility dog program where trained dogs can provide emotional support to children, families, and court personnel during stressful situations.
- **Environmental considerations:** Establish quiet zones equipped with mellow lighting and tranquil sounds that can offer a sanctuary from potential stressors. Provide an inviting physical environment that ensures privacy to carve out space for sensitive dialogues, thereby offering a place where individuals can communicate while minimizing feelings of vulnerability. Artwork and visual displays should include diverse images and reflect the community being served.

ACTION PLAN [9]

Judicial Leadership and Advocacy

Practical examples of how judicial leaders can promote DEIB through advocacy:

- **Develop a FAQ:** Create a FAQ document that provides judges with guidance on how to introduce and advocate for DEIB initiatives, such as language access services or trauma-informed practices.
- **Develop a meeting schedule:** Establish regular meetings or roundtable discussions among judges to share success stories, challenges, and best practices related to DEIB initiatives.
- **Judicial collaboration:** Encourage judges to attend conferences, workshops, or other professional development opportunities focused on DEIB and share their learnings with their colleagues.
- **Recognition programs:** Develop a recognition program to acknowledge judges and court personnel who demonstrate exceptional commitment to promoting DEIB in the court system.

ACTION PLAN [10]

Data Collection and Analysis

Practical examples for addressing systemic bias and disparities in courts through data collection and analysis:



Collect demographic information: Develop a standardized process for collecting demographic data on parties involved in court cases, such as race, ethnicity, gender, and socioeconomic status. This could be done through court forms or surveys.



Utilize case management systems: Leverage existing case management systems to store and organize demographic data, ensuring proper security measures to protect sensitive information.



Designate a data analyst or team: Assign a data analyst or create a team responsible for analyzing and reporting demographic data related to court outcomes. They should have a clear understanding of the legal system and experience in statistical analysis.



Disaggregate data: Disaggregate the data by demographic factors (e.g., race, ethnicity, gender) to better understand patterns and trends in court outcomes for different groups.

Identify disparities: Analyze the data to identify disparities in court outcomes, such as higher conviction rates, longer sentences, or less favorable outcomes for certain demographic groups.



Visualize data: Create visual representations of the data (e.g., graphs, charts, maps) to help stakeholders better understand disparities and trends. These visualizations can be shared in reports or presentations.

Share findings with stakeholders: Regularly report findings to stakeholders, such as judges, court administrators, and community members, to raise awareness of disparities and encourage action to address them.

Develop targeted interventions: Based on the identified disparities, develop targeted interventions to address the underlying issues. For

example, if the data reveal that certain ethnic groups are more likely to receive harsher sentences, consider providing additional training to judges on implicit bias and cultural awareness.

Monitor progress: Continuously monitor and evaluate the impact of interventions on disparities in court outcomes. Adjust strategies as needed to ensure the most effective approaches are being used.

Collaborate with external partners: Engage external partners, such as academic institutions or research organizations, to conduct independent analyses of the data and provide recommendations for improvement. This collaboration can help ensure objectivity and bring in fresh perspectives to address systemic bias and disparities.

ACTION PLAN [11]

Policy and Procedure Review

Recommended practices in recruitment and hiring to reduce bias and promote diversity:



Commit to diversity and inclusion: Establish a clear commitment to diversity and inclusion at the organizational level. Develop a written diversity, equity, inclusion, and belonging policy and ensure it is communicated to all employees.



Diverse hiring panels: Assemble diverse hiring panels, including individuals from different backgrounds, genders, and ethnicities, to reduce the potential for bias during the hiring process.



Blind resume screening: Implement blind resume screening techniques, which involve removing identifiable information such as names, photos, and educational institutions from resumes before review. This can help reduce unconscious bias based on gender, ethnicity, or other factors.



Standardized interview questions: Use a consistent set of interview questions for all candidates, focusing on job-specific competencies and qualifications. This approach can help minimize the influence of subjective factors and personal biases.



Structured interviews: Implement structured interviews where each candidate is evaluated on the same predetermined set of criteria. This ensures a more objective assessment of each candidate's qualifications and fit for the position.

Inclusive job descriptions: Write job descriptions that use inclusive language and avoid gender-specific terms, jargon, or requirements that may unintentionally exclude certain groups of candidates. Emphasize the organization's commitment to diversity and inclusion in the job posting.

Diversify your talent pool: Actively reach out to diverse candidates by posting job openings on diverse job boards, attending career fairs

at schools with diverse student populations, or partnering with organizations that specialize in connecting underrepresented talent with employers.

Non-conscious bias training: Provide non-conscious bias training for hiring managers and interviewers to raise awareness of potential biases and promote more objective decision-making.

Set diversity goals: Establish measurable diversity and inclusion goals for the organization such as increasing the percentage of underrepresented groups within the workforce. Monitor progress toward these goals and adjust strategies as needed.

Continuous improvement: Regularly evaluate and refine your hiring processes, incorporating feedback from candidates and employees. This will help ensure that your organization continues to improve its diversity and inclusion efforts over time.

ACTION PLAN [12]

Monitoring and Reporting, Feedback and Continuous Improvement, and Recognition and Rewards

Setting clear goals and metrics for DEIB initiatives through a race equity lens is essential for tracking progress and measuring success. Some sample goals and corresponding metrics that can be used to evaluate DEIB initiatives include:



Goal: Increase workforce diversity

Metrics:

Demographic representation: Measure the proportion of employees from diverse backgrounds (e.g., race, gender, sexual orientation, disability status, etc.) within the organization and track changes over time.



Hiring rates: Monitor the percentage of new hires from underrepresented groups and compare them to industry benchmarks or organizational targets.



Goal: Foster an inclusive work environment

Metrics:

Employee engagement survey results: Use surveys to measure employees' perceptions of inclusion, belonging, and support within the organization.



Retention rates: Track retention rates for employees from different demographic groups and compare them to overall retention rates to identify any disparities.

Goal: Enhance leadership diversity

Metrics:



Representation in leadership roles: Measure the proportion of individuals from diverse backgrounds in leadership positions within the organization.

- **Leadership development program participation:** Track the participation of underrepresented employees in leadership development programs and opportunities.

Goal: Improve equitable opportunities and outcomes

Metrics:

- **Promotion rates:** Monitor the promotion rates for employees from different demographic groups to identify any disparities.
- **Pay equity analysis:** Conduct regular pay equity analyses to ensure fair compensation for all employees regardless of their demographic background.

Goal: Strengthen cultural competency and awareness

Metrics:

- **DEIB training participation:** Track the percentage of employees who have completed DEIB-related training and education programs.
- **Employee feedback:** Collect feedback from employees on the effectiveness and impact of DEIB training programs and use this information to make improvements.

Goal: Enhance community engagement and impact

Metrics:

- **Community partnerships:** Measure the number of partnerships with diverse community organizations or initiatives that support DEIB goals.
- **Supplier diversity:** Track the proportion of spending with diverse suppliers such as minority-owned, women-owned, or LGBTQ-owned businesses.

Goal: Increase accountability and transparency

Metrics:

- **DEIB progress reports:** Regularly publish reports on DEIB initiatives, goals, and outcomes to demonstrate organizational commitment and progress.

- **External recognition:** Monitor external recognition or awards related to DEIB efforts to gauge the organization's reputation and success in this area.

Remember that the specific goals and metrics used for DEIB initiatives will vary depending on the organization's context and priorities. It's essential to set realistic goals, track progress regularly, and adjust strategies as needed to ensure continuous improvement.

ACTION PLAN [13]

Funding and Grants, Technical Assistance and Consultation, and Online Resources and Networking

Judges and court administrators can explore various resources to learn more about potential funding opportunities for DEIB efforts and where to receive training and technical assistance. Suggested starting points include:



Federal and State Grant Programs: Look for grant opportunities offered by federal and state agencies that focus on improving DEIB within the justice system. Examples include the U.S. Department of Justice (DOJ) and the Office of Justice Programs (OJP), which provide grants for various programs and initiatives, including DEIB-related projects.



Private Foundations and Nonprofit Organizations: Many private foundations and nonprofit organizations provide funding for DEIB initiatives. Examples include the Ford Foundation, the MacArthur Foundation, and the Open Society Foundations. Research local, regional, and national foundations that focus on social justice, civil rights, or DEIB initiatives to find potential funding opportunities.



National Judicial Organizations and Associations: National organizations such as the NCJFCJ, the National Center for State Courts (NCSC), the American Bar Association (ABA), and the National Association for Court Management (NACM) may offer resources, training, and technical assistance for DEIB efforts. These organizations may also provide information about funding opportunities or have grant programs of their own.



Local Bar Associations: Reach out to your local or state bar association to learn about available resources and training opportunities related to DEIB initiatives. They may offer continuing



legal education (CLE) courses, workshops, or seminars on DEIB topics.

Academic Institutions and Law Schools: Colleges, universities, and law schools may provide resources, training, and technical assistance related to DEIB efforts. They may also have partnerships with organizations that offer funding opportunities or be aware of potential funding sources.

Online Resources: Several websites and online resources provide information on DEIB funding opportunities, training, and technical assistance. Examples include Grants.gov, Foundation Directory Online, and the National Criminal Justice Reference Service (NCJRS).

Networking and Professional Conferences: Attend conferences, workshops, or other professional events related to DEIB initiatives or the justice system. These events often provide valuable networking opportunities and information about funding sources, training, and technical assistance.



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