# *Discretionary Points* Mapping

(Source: Carol Brantley, Delyte Frost, and Barbara Riley, *Elsie Y. Cross Associates, Inc.)*

**Purpose**

Map out the current state of policies, programs, practices, services, and norms to identify and analyze the *Discretionary Points* where:

* + **Inattention, indifference, and/or implicit bias** could possibly undermine the goals of equity and inclusion and result in negative differential treatment and outcomes.
  + **Use a Race Lens to analyze and revise** policies, programs, practices, services, and norms to ensure greater racial equity and inclusion.

Example of steps using a Hiring process:

1. What is the intended purpose and goal of this process: Hire and retain a racially diverse, culturally competent leadership group and staff.
2. Map out each and every formal/written and informal/unwritten policy, practice, and norm.
3. Identify all of the *Discretionary Points* (EYCA) where action, inaction, inattention, and/or implicit bias COULD impact us meeting our goal.
4. Identify 10+ key current, common, impactful recruiting, hiring & onboarding practices, policies, and norms (formal/written and informal/unwritten) that PROBABLY could be improved by analyzing and revising with an Race Lens.
5. Individually, use a scale of -10 to + 10 (completely undermines our goal achievement to completely achieves our goal) to rate each Discretionary Point:
   * 1. +1 to +10: Positively impacts our Anti-Racism/EDIB goals
     2. 0: Neutral ~ no positive, no negative impact
     3. -1 to -10: Results in probable barriers, unintended negative impact, undermines our Anti-Racism/EDIB goals
6. As a group, discuss the various ratings and rationale/data/evidence.
7. Identify the probable impact of each on the goal achievement.
8. For each Discretionary Point rated -1 to -10: What are 3+ other ways that might help us reach our Anti-Racism/EDIB goals?
9. For each Discretionary Point rated 0 to +10: How can we improve this practice to ensure we consistently hire and retain a racially diverse, culturally competent leadership group and staff?
10. What additional questions and ideas do we have?