



## All Saints Church Pasadena

### Volunteer Manual

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## Welcome Message from the Director of Pastoral Care & Small Groups

Beloved,

Life is nothing less than answering the call to purpose and joy.

I welcome you to the All Saints Community, where our purpose is to follow a revolutionary Jesus who empowers us to seek Courageous Justice, be of Ethical Stewardship, express Joyful Spirituality, and live out Radical Inclusion. And yet, none of this is possible without you! The people, which is the church, make our mission at All Saints possible.

Thank you for answering the call to serve and making Beloved Community possible at All Saints Church. You are more than a volunteer. You are a 'Partner in Ministry.'

As your Director of Pastoral Care & Small Groups, I am here to support your ministry work. Please don't hesitate to reach out to me at [tdiaz@allsaints-pas.org](mailto:tdiaz@allsaints-pas.org).

Peace Be With You,

*Thomas*

Thomas Diaz (He/Him)  
Director of Pastoral Care & Small Groups  
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# All Saints Mission and Core Values

## MISSION

*We are an Episcopal Church, walking with a revolutionary Jesus,*

*Loving without Judgment*

*Doing Justice Courageously*

*Embracing Life Joyfully*

*Reverently Inviting All Faiths and Peoples into Relationships*

*For the healing and transformation of ourselves, our community and the world.*

## CORE VALUES

### ***Radical Inclusion***

We believe that all beings on earth are equally loved and valued by God, and are all irrevocably interdependent with each other. Enriching ourselves by embracing the diverse identities of others, we actively invite all to share God's love within the All Saints community, whoever you are and wherever you find yourself on the journey of faith.

### ***Courageous Justice***

We believe no person or group has an inherent right to hold power over another or to distort nature's fundamental balance. We are committed to audacious examination and challenging of power and privilege in the world and our church; to pursue the truth relentlessly, not for retribution but toward trust and reconciliation. We choose love over fear to overcome prejudice, promote healing, redress oppression, and restore environmental equilibrium.

### ***Joyful Spirituality***

We believe God is love. Our trust in God's love makes us whole, worthy just as we are, and able to experience the deepest joy in life from loving each other as God loves us. We continually strive to develop a personal understanding of the nature of God within us and our unique path of fellowship and faith. Through God's grace, we discover the silent essence of communion and the exuberant joy of being.

### ***Ethical Stewardship***

We believe that with God's gift of freedom to make choices comes the responsibility to make them wisely. Therefore, we are committed to thoughtfully and rigorously nurturing the healthy, sustainable development of our financial resources, our campus, our people, and our planet.

# Dismantling White Supremacy

Dismantling white supremacy is central to the work and identity of All Saints Church. We need to keep the characteristics of White Supremacy Culture in front of us continually so we can be aware where we are sustaining this culture and where we can dismantle it in the Vestry, the congregation, and in our own lives. For more information on understanding and recognizing White Supremacy Culture, see *White Supremacy Culture* in the Resource section of this manual.

## Introduction to this Manual

Welcome to the world of volunteering at All Saints Church! We are so grateful that you have chosen to share your time and your skills to help All Saints continue to be a place of safety for so many, a force for equity, justice and love in the wider community and the world, and a spiritual home for every parishioner.

This manual is designed to be a general introduction to volunteering at All Saints and an overall guide to policies, procedures, volunteer opportunities, and helpful resources that apply to all volunteers regardless of the type of task they take on or the length of their commitment. It is important that you read this manual and familiarize yourself with its contents, and then keep it handy as a guide and a resource as questions come up.

Many of the departments, ministries, committees and groups at All Saints have requirements specific to their work and organizational structure and this more detailed information will be provided to their volunteers by the staff liaison or the ministry leader of those areas.

Thank you, again. We look forward to working with you!

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# Governance

## Bishop, Diocese, Canons

All Saints Church is a part of the Episcopal Diocese of Los Angeles, The Episcopal Church and the Worldwide Anglican Communion. As such, it is bound by the [Constitution and Canons of the Episcopal Church](#). The property of All Saints Church is held in trust for the Episcopal Church and the Diocese. ASC can administer the property any way it sees fit as long as it stays within the Constitution and Canons.<sup>1</sup>

The Bishop of the Diocese of Los Angeles is charged with being the “chief priest and pastor of a diocese” and “to guard the faith, unity and discipline of the whole Church.” When a Bishop is present in the congregation, they are the chief presider and ecclesiastical authority in that congregation.

The Bishop is expected to exercise “episcopate” or episcopal leadership over the diocese, congregation and clergy. This leadership is rooted in baptism and Eucharist – in lovingly holding the boundaries of the community, strengthening the connections among the members of the community and in gathering the community around the presence of Christ and encouraging all together to give their lives to the following of Christ in the church and in the world.

The authority of the bishop, diocese and canons are not meant to be used coercively. They are “rules of engagement” that recognize that we are bound together in relationships of mutual love beyond our existing congregations and that what happens to, or is done by, one has a ripple effect that touches all. The authority of the bishop, diocese and canons – at their best – are to help us love each other and the world as deeply and as well as possible.

Clergy ordained in the Episcopal Church take an “oath of conformity” as part of their ordination. Conformity means to abide by the ongoing and never complete discernment by the Episcopal Church of scripture, reason, and tradition, under the leadership of the presiding bishop. Clergy also vow to “obey all that is true and lawful” and “be guided by the pastoral direction and leadership of (their) bishop.”

## Priests and Deacons

Priests are ordained by the Church because the Church:

- Discerns in them the gift of holding the boundaries of the community, gathering the community around the presence of Christ and laying their lives on the table with Christ in the church and the world.
- Chooses to vest them with the sacred trust of the Church’s story ... and the ministry of interpreting it to the congregation, interpreting the congregation’s life to itself through

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Title I, Canon 1, Section 4

All real and personal property held by or for the benefit of any Parish, Mission or Congregation is held in trust for this Church and the Diocese thereof in which such Parish, Mission or Congregation is located. The existence of this trust, however, shall in no way limit the power and authority of the Parish, Mission or Congregation otherwise existing over such property so long as the particular Parish, Mission or Congregation remains a part of, and subject to, this Church and its Constitution and Canons.

the lens of our common story, and leading the congregation in the continuing evolution of the story through our common life as gathered community and in the world.

Priests are not the only people with these gifts and are not the only people who do this work in the community. However, they have been specifically vested with this authority in the gathered community both because the Church has discerned them to this role and because they are bound by vows (see above) by which lay members of the community are not bound.

Likewise, Deacons are ordained by the Church to:

- Lead the people of the congregation in living out their baptismal vows of service and love in the world.
- Interpret the needs and concerns of the world into the gathered community through the lens of the Gospel as a guard against the community becoming insular and self-concerned, which is not the model of Christ.

This is a hierarchy of support, not a hierarchy of importance. The clergy (Bishops, Priests and Deacons) are vested with special authority with the charge of using it to support the primary ministers of the church, who are the laity.

### **Rector/Priest-in-Charge**

In the absence of the Bishop, the Rector/Priest-in-Charge is the chief presider and pastor, and holds ecclesiastical responsibility for the congregation. Like the Bishop for the Diocese, the Rector/Priest-in-Charge's responsibility and authority are rooted in baptism and Eucharist, to love and serve others as Christ did. The Rector/Priest-in-Charge's job is – in the context of the parish community – to lovingly hold the boundaries of the community, strengthening the connections among the members of the community and in gathering the community around the presence of Christ, encouraging all together to give their lives to the following of Christ in the church and in the world.

The Rector/Priest-in-Charge is assisted by other clergy who assist in holding the centrality of Baptism as our foundational identity, and the Eucharistic Table as our primary way of being together around the presence of Christ. All enjoy a collaborative relationship with the Rector/Priest-in-Charge, one another and lay staff/congregants.

The Rector/Priest-in-Charge is hired by the Vestry, with the approval of the Bishop. Except for mandatory retirement by reason of age, the Rector/Priest-in-Charge cannot resign without consent of the Vestry and cannot be removed from office by the Vestry, except after the Rector/Priest-in-Charge and Vestry have gone through a process with the Bishop called "Dissolution of a Pastoral Relationship" (Canon III, 9.15)

As the leader of the congregation, the Rector/Priest-in-Charge is the primary presider at the Eucharistic table, which is the community's central act of gathering around the presence of Christ and invitation to engage in loving as Christ loves with all our heart, soul, body, mind and strength.

The Rector/Priest-in-Charge is also the chief presider at the Vestry table, as the Vestry table is an extension of the Eucharistic table with the same mission: to gather representatives of the congregation around the presence of Christ to discern what it looks like to lay our lives on the table with Christ and to lead the congregation in that joyful ministry. As the head of staff and Vestry, the Rector/Priest-in-Charge holds responsibility for maintaining the boundary between

Vestry functions and staff operations of the church. The Vestry's primary responsibility is fiduciary and does not include oversight of staff operations.

The Rector/Priest-in-Charge is the leader of the staff with responsibility for, and nurture of, the staff ... including all management tasks, defining job descriptions, creating and altering positions, hiring and firing. The Rector/Priest-in-Charge may delegate some of these responsibilities to designated staff. The Rector/Priest-in-Charge is expected to exercise this responsibility and authority lovingly and collaboratively and in line with their charge to lead in the love of Christ. The Rector/Priest-in-Charge must exercise this responsibility within applicable church canons and state laws and within the budgetary restrictions set by the Vestry. A Vestry Personnel Committee and designated staff assist and advise in these tasks.

The Rector/Priest-in-Charge has responsibility and authority over the use of physical property of the congregation.

The Rector/Priest-in-Charge, or Rector/Priest-in-Charge's designee(s), is the only person authorized to speak for the Parish.

## **The Vestry**

The Vestry is elected by the congregation and has very specific roles:

- With the Rector/Priest-in-Charge, shares in the spiritual leadership of and provides strategic direction for the congregation, in collaboration with staff leadership.
- "Except as provided by the law of the State or of the Diocese, the Vestry shall be agents and legal representatives of the Parish in all matters concerning its corporate property and the relations of the Parish to its Clergy." (Title 1, Canon 14, Sec. 3) "Relations of the Parish to its Clergy" means to support the ministry of staff, and to encourage and motivate the laity to support and engage with staff leadership, specifically the clergy.
- Has fiduciary responsibility, approves expenses, sets the budget, and assures an annual audit occurs.
- Participates actively in the Giving Program to help secure the funds required to support the work of the Parish.
- Sets policy for the Parish.
- Is the primary agent of support and accountability for the Rector/Priest-in-Charge (the Vestry's annual review of the Rector/Priest-in-Charge being a primary tool for this).
- Each member serves on Vestry committees and chairs them as needed.
- Members are spokespeople for the church's values, mission and vision.
- Members are informed and able to articulate the positions the Vestry takes and actively work toward the accomplishment of agreed-to goals around those positions.

As the Vestry table is an extension of the Eucharistic table, the Vestry is supposed to be representative of the diversity of the congregation so that in its deliberations, the entire congregation is represented as they are at the Eucharistic table.

Their duty of loyalty underscores the expectation that Vestry members, by their individual and corporate actions, will not disparage the parish or its leadership, verbally or in writing, either in person, through written correspondence or over social media platforms.

## **Senior Warden**

The Senior Warden is chosen by the Rector/Priest-in-Charge from among the Vestry and is:

- The primary ecclesiastical authority and presider at Vestry meetings in the Rector/Priest-in-Charge's absence, unless an Acting Rector/Priest-in-Charge is designated.
- The lay leader of the Vestry, working in collaboration with the Rector/Priest-in-Charge and Junior Warden to lead the Vestry in the fulfilling of its mission.
- Sets the agenda for Vestry meetings in collaboration with the Rector/Priest-in-Charge and Junior Warden.

## **Junior Warden**

The Junior Warden is chosen by the Vestry from among the Vestry and is:

- The primary assistant to the Senior Warden in carrying out their work.
- A collaborator with the Rector/Priest-in-Charge and Senior Warden in leading the Vestry in fulfilling its role.
- Responsible for setting Vestry assignments to Vestry Committees.
- The presider at Vestry meetings in the absence of the Rector/Priest-in-Charge, Acting Rector/Priest-in-Charge and Senior Warden.

## **Clerk**

The Clerk is chosen by the Vestry, and may or may not be a member of the Vestry. The Clerk records the minutes of all meetings of the Vestry.

## **Treasurer**

The Treasurer is chosen by the Vestry and "shall oversee the monies" of the Parish, working in collaboration with the Rector/Priest-in-Charge, Wardens, Finance Committee and staff. The Treasurer may or may not be a member of the Vestry

## **Staff**

Staff, both clergy and lay, serve at the pleasure of the Rector/Priest-in-Charge and under the supervision of the Rector/Priest-in-Charge and their designee(s) and are charged with:

- Working collaboratively with the Rector/Priest-in-Charge, Vestry, Vestry Committees, congregation and one another to embody the values and carry out the mission and vision of the Parish in accordance with the Values, Mission and Vision established by Rector/Priest-in-Charge and Vestry.
- Equipping the Parish community as the primary ministers of the church.
- Where appropriate to job descriptions, working with appropriate Vestry Committees in establishing budget priorities and managing area budgets.
- Aspects of the functioning of the congregation designated to them in their job descriptions.

## **Vestry Committees**

Vestry Committees are an organizing structure to carry out the Mission and Vision of the Parish in accordance with the Core Values, Mission and Vision set by the Rector/Priest-in-Charge and Vestry.

Vestry Committees are charged with:

- Grounding their work in the Core Values, Mission, and Vision of the Parish.
- Making and executing decisions for their specific area, in collaboration with staff, in matters that do not require Vestry approval.
- Working with staff to manage budget areas.
- Communicating their activities to both the Vestry and to the Parish at large (through the Communications structures of the Parish).
- Forwarding to the Vestry any matters for discussion or decision that fall under the articulated responsibilities of the Vestry (e.g. Vestry Committees cannot spend money outside their budget or establish policy for the Parish).

Vestry Committees have a chair, who does not need to be a member of the Vestry. In the case where the chair is not a Vestry member, a Vestry member shall serve as a liaison to the Vestry to facilitate the Vestry-Committee relationship.

There are two committees mandated in the bylaws.

- Executive Committee – Made up of the Rector/Priest-in-Charge, Senior Warden and Junior Warden. “Where, in the estimation of the Executive Committee, an electronic vote of the Board is impracticable, the executive committee may exercise the powers of the Board in the management of the business of the corporation between meetings of the Board. In such cases, the Board shall formally ratify the action of the Executive Committee by a subsequent electronic vote or at its next regular meeting.” (Article V, Sec. 2, ASC bylaws)
- Finance Committee – Will “supervise and invest the funds of the church.” Appointed by the Rector/Priest-in-Charge with approval of the Vestry.

The following committees have been created by the Vestry and are not mandated in the bylaws: Buildings & Grounds; Children, Youth and Families; Congregational Life; Giving; Pastoral Care, Healing and Health and Spiritual Growth; Peace & Justice; Personnel.

### **Task Forces**

The Vestry may appoint a task force for a specific purpose, task and duration. The membership, leadership and responsibilities of that task force are all subject to Vestry approval. Task forces that are currently functioning will be discussed during Vestry orientation. Questions about task forces should be directed to the Junior Warden.

### **Advisory Boards**

The Vestry or the Rector/Priest-in-Charge may appoint an advisory board to advise in areas of responsibility and leadership. The following advisory boards are currently active: Advisory Body for Liturgy and Representation; Racial Justice Advisory Board.

## All Saints Culture

All Saints Church strives to create a culture that lives into the open Eucharistic Table, which is at the heart of our community. God and our core values, not the individual, are at the center. The role of the Rector/Priest-in-Charge and priests are to gather our community at Christ's table and to bring all the gifts of the people into resonance with God's all-inclusive love. Like Christ, we seek a holy and healthy use of power with others, not power over others to dominate. We seek to transform a hierarchy of authority to a hierarchy of responsibility and service. We strive to collaborate and empower each other, trusting abundance, rather than competing from a scarcity mindset. We work to dismantle white supremacy within our community and in the world.

Historically, the western Christian church has mirrored a white patriarchal culture, and an organization that centers the Rector/Priest-in-Charge. For the last two years, we have been moving into a collaborative organizational model that aligns with and supports our values while utilizing knowledge of contemporary business practices and human development to empower creativity, achieve effectiveness, and create a thriving staff and congregational culture.

We aspire to be the beloved community of God, living out our baptismal vows to seek and respect Christ in all persons. That begins with how we treat each other. Respecting each other means to:

- refuse indirect communication and gossip;
- assume best intentions;
- keep confidence;
- problem solve instead of blame, shame or attack ourselves or others.

Transforming the human race into the human family begins with us. See *Guidelines for Respectful Communication* on page 18 of this manual.

God is unity across diversity. We seek to honor difference; to be aware of both the intent and the impact of what we do or say; to try on different perspectives; to take full responsibility for creating a cooperative rather than a competitive system. We speak truthfully, not losing compassion and respect for the person to whom we are speaking. See *Guidelines for Recognizing & Valuing Difference* on page 19 of this manual.

## Staff Directory

For pictures to help you put a face with a name, go to the pictorial staff directory, located on the All Saints website here: [Clergy & Staff Directory - All Saints Church, Pasadena \(allsaints-pas.org\)](#). You can contact specific staff members through this directory by clicking on their name and filling in the form that comes up.

To find the directory on the website, go to [allsaints-pas.org](http://allsaints-pas.org). Hover over “Who We Are” in the top navigation bar, and click on “Leadership” in the drop down menu. On the page that comes up, click on Clergy & Staff Directory.

## Vestry Directory

A pictorial directory of Vestry members is located on the All Saints website here: [Vestry Directory - All Saints Church, Pasadena \(allsaints-pas.org\)](#). As with the Staff Directory, you can contact specific Vestry members through this directory by clicking on their name and filling in the form that comes up.

To find it, go to [allsaints-pas.org](http://allsaints-pas.org). Hover over “Who We Are” in the top navigation bar, and click on “Leadership” in the drop down menu. On the page that comes up, click on Vestry Directory.

## Definition of a Volunteer

While the scope of volunteerism is huge, the definition of a volunteer is quite simple: “one who freely offers to perform a task for an organization without pay.” The task can be small or large, one-time or long-term. Whatever the task, the person taking it on as a volunteer is critical to the work of the organization.

We are a community of faith and volunteers are, by our definition, “partners in ministry.”

- As a community of faith, we cannot function without volunteers – partners in ministry; partners who are people assisting God in taking care of one another.
- The main purpose to volunteer, or be a partner in ministry, is for personal transformation. Partners are not just here for their labor.
- To answer a call for ministry as a volunteer is to be co-creator with God in moving God’s mission forward.

## Importance/Impact of Volunteers at All Saints Church

That volunteers are the life-blood of most non-profit organizations is especially true at All Saints Church. From welcoming guests to keeping our campus beautifully planted; from forming the spiritual foundation of our children and youth to feeding our unhoused and hungry siblings; from providing soul-stirring music to making calls to encourage fellow parishioners to get registered and to vote; from decorating for Homecoming to taking the Eucharist to community members who are not able to come to church; from a one-time event to an ongoing commitment – All Saints Church is able to thrive and make a difference in the lives of individuals, the community and the world only because of the dedication, skill and selfless love of all of our volunteers.

Imagine our worship services without the choir, without the altar being set for the Eucharist, and without ushers to welcome people into the church and keep everything flowing smoothly. Without volunteers, our children and youth would not have Children’s Chapel, Sunday School, or Wednesday Night Youth Group. How festive or fun would events like Homecoming, Shrove Tuesday or Advent Wreath making be without volunteers to make them come to life? Imagine our campus without the beautifully maintained flowers, plants and trees. Most of all, the incredible ministries that nourish the souls of All Saints parishioners would not exist without the people who lead them – all volunteers.

Our staff are amazing, but they are simply too few to accomplish everything in this very active community on their own. The value of the people who give their time to All Saints Church, regardless of the task, is priceless.

## Personal Benefits of Volunteering

While volunteers are critical to the overall ministry of All Saints Church, the act of volunteering often provides personal benefits to each volunteer, such as

- Fulfillment and a sense of achievement
- A sense of purpose
- Fun and community
- A deeper spiritual connection
- Helping stay physically healthy
- Mental stimulation
- Gaining skills and experience
- Helping counteract the effects of stress, anger, and anxiety
- Helping overcome challenges

You have likely already experienced some of these benefits yourself, and know how fulfilling volunteering can be. We encourage you to share the joy by inviting a friend or family member to volunteer with you and enjoy some of these benefits for themselves.

Perhaps the best benefit of all is the satisfaction of knowing your work is making an impact on the community – not just the All Saints community but the city, the state, the country and the world; you are part of helping All Saints thrive and be a beacon of light in the world.

## Finding the Right Volunteer Opportunity

Thinking about what you want to get from volunteering is a great way to start identifying an opportunity that is right for you. Do you want to...

- Meet people
- Make a difference
- Gain confidence
- Take on a challenge
- Learn a new skill
- Be part of a community
- Have fun!

Whatever you want from your volunteer work, there is an opportunity at All Saints that can help you achieve it, whatever your gifts, skills and interests. You may find it helpful to engage in a conversation with a staff member or a spiritual director to discern a place where your desire meets the needs of the community. However you find your place, you may find volunteering to be one of the most rewarding investments you will ever make.

For a list of the various volunteer opportunities at All Saints, please visit the Volunteer Opportunities page on the All Saints website, at <https://allsaints-pas.org/volunteer-opportunities/>, or click “Get Involved” in the top navigation bar of the All Saints website, and then click on “Volunteer Opportunities” in the dropdown menu.

## Leadership

At All Saints Church, volunteer leaders fill a wide range of critical roles to guide our efforts to make a difference and accomplish change.

In keeping with the All Saints mission and core values, we strive to practice servant leadership, where our leaders put the needs of those they serve first. Servant leaders share power, helping people develop and perform as highly as possible and grow as individuals. When people are growing, they have more desire and capability to accomplish things.

Many parishioners bring leadership skills and experience to their volunteer roles, while others demonstrate leadership ability even when their experience is slight. For All Saints Church to thrive, it is critical to have effective volunteers in leadership positions. To that end, the Leadership Support & Development Committee seeks to nurture and equip individuals with leadership skills for ministry, providing resources and training, and thus providing options and opportunities for continued and varied involvement in ministries and programs.

Leading a ministry may sound daunting, but there is help to guide you step by step. Along with offering periodic training workshops, the Leadership Support & Development Team has developed excellent training tools that can be found on the All Saints website by typing “Small Group Resources” in the search box, and then clicking “Read More” in the Small Group Resources box that comes up. For ease of access, here are links to two of the main leadership manuals:

[Leading a Ministry or Committee Training Manual](#)

[Facilitating Small Groups Training Manual](#)

## Minors as Volunteers

We love to have youth involved in the life of All Saints Church as volunteers! Youth under the age of 18 who wish to participate in a volunteer opportunity must have written permission from a parent or guardian before they may begin service. Care will be taken to ensure that all volunteer tasks assigned to a minor will be performed in a non-hazardous environment and will comply with all appropriate requirements of child labor laws.

## Code of Conduct

All Saints Church is comprised of diverse people and groups that have different relationships to one another. It is essential in such a community that all members recognize and respect not only their own rights and responsibilities, but also the rights and responsibilities of other members of the community, as well as those of All Saints itself. To ensure orderly operations and provide the best possible work and worship environment, All Saints Church expects employees, Vestry members, volunteers and ministry leaders to follow rules of conduct that will protect the interests and safety of all employees, parishioners, and the organization.

All volunteers have a responsibility to comply with policies, procedures, applicable laws and this Code of Conduct, which requires that volunteers of All Saints Church should:

- Behave honestly and with integrity
- Act with due care and diligence
- Treat everyone with respect and courtesy; harassment of any type is unacceptable
- Comply with all applicable laws
- Use All Saints' property and money efficiently, carefully and honestly with due authorization and without misapplication and/or misappropriation
- Maintain confidentiality
- Disclose, and take steps to avoid, any conflicts of interest whether real or apparent
- Not provide false or misleading information
- Not make improper use of internal information or their authority in order to gain, or seek to gain, an advantage for themselves, family members or friends, and
- Behave in a way that upholds the core values, integrity and reputation of All Saints Church.
- Refrain from airing grievances about All Saints Church, its staff, its leadership and other volunteers in a public forum such as any social media platform

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, including removal from volunteer service and possible legal consequences:

- Theft or inappropriate possession or removal of All Saints' property
- Negligence or improper conduct leading to damage of church- or parishioner-owned property
- Offenses regarding possession, distribution, sale, transfer, or use of illegal drugs
- Fighting or threatening violence
- Possession of firearms, explosives or dangerous materials while on campus or at any All Saints-sponsored event
- Violation of safety or health rules
- Sexual or other unlawful or unwelcome harassment
- Unauthorized use of telephones, computer systems/internet access, mail system, or other All Saints-owned equipment
- Unauthorized disclosure of confidential or personal information
- Violation of the law
- Violation of All Saints' policies

## Confidentiality

All information regarding individuals or finances used or acquired during engagement as a volunteer is confidential and is not to be used or shared outside of the assigned work. This applies to all information maintained by All Saints Church, which may be in the form of printed materials, electronic data, or other formats.

- Confidential information regarding individuals may include, but is not limited to, names, contact information, giving and pledge history, pastoral care notes and any other information that may be accessed in the course of volunteer work.
- Confidential financial information may include, but is not limited to, financial and budget information, staff salaries, potential staff reductions, and any other information discussed in a confidential situation.
- Each volunteer is responsible for proper usage of this information while in their possession
- If any misuse of information becomes known to a volunteer, the staff liaison must be informed immediately
- Information may never, under any circumstance, be saved, copied, shared, revealed or transferred, in any format, without prior written approval from the Rector/Priest-in-Charge or their designee.

## Conflict of Interest

A high standard of integrity, objectivity and impartiality is important in all work, decisions and transactions at All Saints Church. Consistent with this, volunteers must avoid any activity that presents a conflict of interest with their role, whether accidental or intentional.

Examples of activities that represent a conflict of interest include, and are not limited to:

- Using knowledge gained or associations made through volunteer work at All Saints Church for personal gain or advantage.
- Divulging any confidential information received in the performance of duties.
- Engaging in, or participating in making decisions about, any All Saints business or activity which would financially benefit the volunteer or the volunteer's immediate family.
- Accepting any payments, services, entertainment or other favors for the volunteer's personal benefit from any supplier, customer, contractor, or any other organization engaging in, or attempting to engage in, business with All Saints Church.

Volunteers should consult with their staff liaison, the Rector/Priest-in-Charge or Wardens with any questions about a situation that may compromise church ethics or represent a conflict of interest. If an actual or potential conflict occurs, it should be disclosed immediately to your staff liaison, Volunteer Coordinator, or the Rector/Priest-in-Charge.

# Guidelines for Respectful Communication

1. If you have a problem with someone, go to them in person privately and speak to them lovingly.
2. If someone comes to you with a problem with someone else, encourage them to talk with that person.
3. If someone consistently will not approach the person with whom they have a problem, offer to go with them to help.
4. Assume the best motivations of one another and don't try to guess each other's intentions and motivations. When in doubt just ask, "What are your reasons for saying that?" or "What are your reasons for doing that?" or "What makes this important to you?"
5. If someone tells you something in confidence, don't tell. The only exceptions are if a person is going to harm themselves or someone else or if a child has been physically or sexually abused.
6. Do not read or write unsigned letters or notes.
7. Speak your own truth for yourself. Don't say "lots of people think . . ." to try to add weight to your point. Speak your own truth and let other people do the same.
8. When in doubt, just say it—as lovingly as possible. Own up front if you think you might not say something perfectly. And be graceful to one another when we have trouble expressing something or make a mistake.
9. Any conversation that involves conflict is best had in person and is worst had using the internet. The only email that should be sent when you're in conflict with someone is "When can we get together and talk?"
10. Pray for one another. That's not just a throwaway line. Lifting one another to God in prayer is how we learn, slowly and sometimes painfully, but ultimately joyfully, to see each other and treat each other as God's beloved.

*Originally from a Nazarene pastor in Arkansas, passed to Greg Rickel (now bishop of Olympia), who passed them to Mike Kinman. He tweaked them and introduced them at Christ Church Cathedral in St. Louis where they provided effective "rules for engagement" during his time there.*

## Guidelines for Recognizing and Valuing Difference

In order to capitalize on our unique cultural perspectives and expertise, we seek to apply the following guidelines to our interactions.

- 1. “Try On”:** This is re-conceptualizing a different perspective. Try on each other’s ideas, feelings, and ways of doing things for the purpose of greater understanding. Keep what you like and let go of the rest at the end of the work session. Try on is like trying on clothes without necessarily buying them. It is an invitation to unfamiliarity.
- 2. It’s OK to disagree:** One of the necessary ingredients for differences to be expressed and valued is that people let go of the need to be, think, or act the same. Truth can be valid without agreement.
- 3. It’s not OK to blame, shame, or attack ourselves or others because of our differences:** Attacking, shaming and blaming are incompatible with problem solving.
- 4. 100% responsibility:** In order to create a cooperative rather than a competitive system, each person is 100% responsible for asking for and arranging to get what he/she wants.
- 5. Notice both the process and content:** Content is what we say, while process is how and why we say or do something and how the group reacts. Notice who’s active and who’s not, who’s comfortable and who’s not, who’s interested and who’s not, and ask about it.
- 6. Practice self-focus:** Begin by talking about your own experience. It is helpful to make “I” statements when speaking about yourself and your experience, rather than saying “you,” “we,” or “one”. When you intend to refer to others, be specific about who those others are – by name or group. This allows me to go beyond the level of blame, shame or attack to the level where I can discover and learn my own internal processes. It invites comfort with who I am and how I think and feel.
- 7. Be aware of both intent and impact:** In most people there are good intentions. The issue is impact. I only have about 50% control of my impact. The way to stay involved in a cooperative process is to learn where intent and impact aren’t the same and try to bring impact in line with intent.
- 8. Ask questions of self and of others:** What does that mean for me? Am I in a place of discomfort? The invitation is to move into discomfort. The invitation is not to move into unsafety.
- 9. Maintain confidentiality:** Confidentiality with regard to personal sharing is important. You can convey the work of the group, your own stories and perspectives, your own learning, and the public work from the group. Allow others to tell their own stories. It’s okay to share your personal stuff outside the group—but not someone else’s personal stuff. Negotiate sharing personal conversations prior to sharing outside the group.
- 10. Practice both/and thinking; watch “but”:** This is a different worldview where people claim multiple truths. The Western mind is comfortable with claiming an either/or truth. Look for ways to fit ideas together and not set up an “either/or” process or a competition between ideas. Look for the existence of many truths from the perspective of the many cultural backgrounds involved.

*(from VISIONS, Inc.)*

# Process to Express Concerns & Grievances

All Saints Church encourages an open, frank and safe atmosphere in which problems, complaints, suggestions, and questions are taken seriously and responded to in a timely manner. Volunteers and staff members are expected to treat each other with mutual respect and are encouraged to offer positive and constructive criticism. Also, they are expected to refrain from gossip and from speaking poorly about each other.

If a volunteer disagrees with established rules of conduct, policies, or practices, or if a situation occurs when a volunteer feels uncomfortable, they can express their concern in a reasonable, business-like manner, through the appropriate problem resolution procedure below.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of concerns and problems can trust and confidence in each other be developed, and the efficient and harmonious work of the church be ensured.

## **Concern involving another volunteer**

1. If a volunteer has a concern or problem with another volunteer, they are encouraged to talk with the other volunteer in an effort to resolve the problem.
2. If that person is unavailable, if the volunteer believes it would be inappropriate to contact that person, does not feel safe or comfortable going to that person, or if the concern remains unresolved after a one-on-one discussion with that person, the volunteer should present the problem to their staff liaison or ministry leader, or the Volunteer Coordinator.
3. Your staff liaison or the Volunteer Coordinator will discuss with you a plan of action that prioritizes your safety and level of comfort with continuing as a volunteer.
4. If the problem or concern is unresolved, the volunteer may present it to the Rector/Priest-in-Charge.

## **Concern involving a staff member**

1. If a volunteer has a concern or problem regarding a staff member, the volunteer should present the problem to their staff liaison.
2. If the concern involves the staff liaison, the problem should be presented to the Rector/Priest-in-Charge.

## **Concern involving the Rector/Priest-in-Charge**

1. Should the volunteer's concern involve the Rector/Priest-in-Charge, the volunteer should present the problem to the Wardens.

If a staff member has a concern with a volunteer, a brief, written explanation can be given to the Rector/Priest-in-Charge as soon as possible after the situation develops. The written explanation should summarize the nature of the concern, what efforts have been made to try to resolve the issue, the results of those efforts, and what would feel like an appropriate resolution. Upon receiving this written explanation, the Rector/Priest-in-Charge will review the situation, meet with all individuals involved, and make a decision concerning the situation.

In all of these situations, every effort will be made to maintain confidentiality within the scope of the investigation and review of the conflict/concern.

## Screening and Selection of Volunteers

Many volunteer opportunities at All Saints require little or no screening, just a desire to help in that area. However, some of the volunteer areas have specific processes for recruiting, screening and accepting volunteers into their programs. For example, to join one of the adult choirs you must audition. Ministries that work with children or youth, have access to financial information, or make home or hospital visits require background checks and *Safe Church, Safe Communities* training. Once you know where you would like to serve at All Saints, check with the staff liaison or lay ministry leader for information on the screening and selection process that particular ministry area.

## Importance of Volunteer Schedules/Commitments

With so many volunteers filling so many different roles to keep All Saints ticking, schedules are extremely important. It is essential that you be realistic about the time you have to devote to your volunteer task. You are one piece of an overall puzzle, and once you have committed to perform a certain duty at a specific place and time, other people and the All Saints system in general are counting on you to follow through. We are a team; be mindful that your presence is valued and necessary.

We understand, however, that situations or illnesses out of your control will arise and change your plans. When this happens, please contact your staff liaison or lay ministry leader with as much notice as possible so they can arrange for someone to fill in for you.

## My All Saints

**[My All Saints](#)** is the web portal through which parishioners are able to manage and update their personal information in the All Saints Church Pasadena database. Additionally, they can view the groups they are part of, and track their giving. By using My All Saints, parish leaders and volunteers can view group documents and send group texts and emails.

The quick video tutorial at the link below introduces My All Saints, how to sign up (if you haven't already done so) and log in, what can be seen there, and how to update personal information. (When using this link, you may need to click on the "Browse YouTube" button to open the window with the tutorial.)

[My All Saints Video Tutorial](#)

This Ministry Leaders' How-To Guide, located on the All Saints Church website, walks through the basics of checking personal information and groups, and gives clear instructions on how group leaders can send group emails and text messages:

[MyAllSaints Ministry Leaders How To Guide \(allsaints-pas.org\)](#)

For more information or assistance with My All Saints, email [ArenaHelp@allsaints-pas.org](mailto:ArenaHelp@allsaints-pas.org).

## ***Safe Church, Safe Communities Training***

### **1 Corinthians 12:12, 26-27**

*Christ is just like the human body—a body is a unit and has many parts; and all the parts of the body are one body, even though there are many. If one part suffers, all the parts suffer with it; if one part gets the glory, all the parts celebrate with it. You are the body of Christ and parts of each other. (Common English Bible)*

From the Diocese:

*“Each of us has a unique part to play in the life of the church and in the life of our communities. We are all part of the body as a whole and we are all important to the work of the church. Each of us has gifts to bring and share.*

*The obligation to seek and serve Christ in all persons and to respect the dignity of every human being is binding for all the baptized. The authority with which **leaders** — ordained persons, adults who minister with minors (**children** and **youth**), youth in leadership roles, and adults who minister with vulnerable humans — are entrusted, creates an inherent power imbalance in the **pastoral relationship**. This power imbalance derives from the leadership role and, in the case of clergy, the symbolic authority of an ordained person. Christian leadership is intended to provide occasions for guidance and grace, and its abuse is always and unequivocally wrong.”*

To assure the safety of all parishioners in dealings with church leadership, *Safe Church Model Policies* were adopted in 2017 and recently the *Task Force to Develop Model Anti-Sexual Harassment Policies & Safe Church Training* has been working hard to create new trainings to accompany the model policies.

Volunteers in certain departments are required to complete *Safe Church, Safe Communities* training. The specific modules required will be assigned by your staff liaison, along with the date by which the training must be completed.

# Emergency Procedures

The primary goal of All Saints' disaster preparedness work is life safety – keeping as many children and adults as safe as possible. The Emergency Planning Committee has produced a manual to train and guide staff in emergency procedures for earthquakes, fire and threat requiring lockdown. It includes an emergency preparedness calendar of general staff and department specific trainings and equipment check dates.

Emergency preparedness is discussed in both Ministry Leader Training and Vestry Orientation, and the parish will be introduced to the All Saints Church Emergency Plan through adult education offerings and *This Week At All Saints* articles during earthquake preparedness month in April each year. Volunteer jobs that need to know how to evacuate folks in an earthquake or fire – such as ushers, greeters and Children, Youth & Families volunteers – will receive specific training for their areas.

For smaller emergencies, it is important for all volunteers to know where on campus to find first aid kits, the emergency landline for calling 911, and portable defibrillators. Only trained personnel may use a defibrillator but it is important for everyone to know where they are located.

- **(1) Emergency Landline Telephone for calling 911**
  - South Tower
- **(2) AEDs (portable defibrillators)**
  - Church, in Baptistry drawer with the AED label
  - Regas House, at the double-door entrance
- **(4) Large First Aid Kits**
  - Usher Room near the Baptistry in the Sanctuary
  - Baptistry in the Sanctuary
  - Sweetland Hall Kitchen
  - Office Building, in the Kitchenette off the workroom
- **(11) Small First Aid Kits**
  - OCC Trailer (In the IT office at the east end of the trailer)
  - Music Room, down the back staircase in Regas House
  - Choir Room, down the front staircase in Regas House
  - CYF, main floor of Regas House (2)
  - Scott Hall (5)
    - Scott Hall #1: West wall
    - Scott Hall #2: South side, inside wall cabinet
    - Scott Hall #3: North side, inside wall cabinet
    - Scott Hall #4: South side, inside wall cabinet
    - Scott Hall #5: North side, inside wall cabinet
  - Office Building, 2<sup>nd</sup> floor

## How to Report an Incident, Accident or Injury

Providing a safe and healthful work and worship environment for staff, parishioners, and visitors is a top priority for All Saints Church. Keeping the campus safe depends on the alertness and personal commitment of all.

Each employee and volunteer is expected to obey safety rules and to exercise caution in all work activities. Any unsafe condition should be reported immediately to their staff liaison, the Volunteer Coordinator or the Facilities Manager. Volunteers who violate safety standards or who cause hazardous or dangerous situations may be removed from volunteer service.

To ensure volunteer, parishioner and staff safety, all incidents and accidents, regardless of how minor they appear or whether or not they result in injury, must be reported immediately to the staff liaison and/or the Facilities Manager who will assist in filling out the incident report form. Report every injury, no matter how insignificant it seems.

It seems obvious to most of us that an accident on campus needs to be reported, especially if it results in even a slight injury, but many of us tend to dismiss incidents if no harm or injury is evident. However, reporting a situation that seems unusual, curious, troubling or unsafe may be the step that keeps something harmful from happening to someone else.

Some situations are obviously reportable, such as an armed person on campus or someone vandalizing church property. Others may not seem so obvious, but are equally as important to report. It could be something as simple as a puddle or hole that someone could slip in, a backpack or bag that doesn't appear to have an owner, or a chair that is about to break, or more dangerous situations like a person who seems to be following children, a threat made to you or a member of the staff or congregation, or a heated verbal exchange that appears to be escalating. The adage **"if you see something, say something"** definitely applies!

# Facilities Use

## Access and use of facilities and rooms

Ministries and groups are welcome to use rooms and open spaces on the All Saints campus for meetings and gatherings during daytime and evening hours when the campus is open; however, advance booking of rooms and spaces in the church calendar is required to avoid conflicts with other events or meetings.

## Booking rooms

To reserve a room or space in the church calendar, fill out the Event and Publicity Form on the website **no later than** three weeks prior to your event. The larger the event, the earlier you should submit the form. Here is the link:

<https://allsaints-pas.org/event-and-publicity-request/>

This form streamlines the booking and publicity process for all events, from one-time meetings to multi-day conferences. It gathers, in one central place, all of the information needed by various departments. For example, it gives the staff all of the information they need to schedule your event and request the desired set-up. It gives the Buildings & Grounds department advance notice of your event so they can anticipate appropriate staffing. Additionally, it gives the Communications department all of the information they need to create the necessary publicity to help your event be successful.

It also helps Ministry Leaders by guiding them to think through all of these questions well in advance of the event.

Once you have submitted the form, the appropriate staff member(s) will be in touch with you to confirm that it has been received and is being worked on.

If you have any questions, please contact the staff member for your ministry area.

## Kitchen etiquette

The kitchen is available to be reserved in the calendar if your meeting or event involves food preparation. To reserve the kitchen, you need to also reserve either Sweetland Hall or the Seminar Room so your group will have access to the kitchen without interrupting another group's meeting.

Please note the following kitchen use etiquette:

- All Saints is not responsible for the loss of items stored in the kitchen. To help avoid theft or the inadvertent or unauthorized use of items meant for a specific group, label all food and beverages left on the counter or stored in the refrigerator or freezer. If something is left over and is available for use by others, it is helpful to have that labeled as such.
- When using the kitchen to prepare food, please use safe prep practices, including washing hands frequently.

- If you are serving food, please wear food-handler gloves provided in the kitchen.
- When finished, please clean all counters and preparation surfaces. Wash all dishes and utensils that were used, dry them, and put them back into the appropriate cupboard, drawer or shelf. Leave the kitchen as clean or cleaner than you found it.
- Be aware that sound in the kitchen carries to gatherings in both of the connecting rooms and can be disruptive to meetings in those rooms. Please be considerate and keep the noise level in the kitchen to a minimum.

## Reimbursement of Expenses

Only expenses that are pre-authorized are eligible for reimbursement.

To receive a reimbursement, submit the original receipt(s) in an envelope or folder to the staff member who works with your ministry. Be sure to include your name and address, and the event name, description and date for which the purchases were made. Staff will add the proper account number, get approval for the reimbursement, and submit it to the bookkeeper for payment.

Please allow at least two weeks from submission to receive payment.

Reimbursement requests should be submitted in a timely manner. Expenditures that are more than six months old are no longer eligible for reimbursement. All expenses for a calendar year must be submitted by the beginning of December to be paid from the current year budget. After that date, expenses will come from the new calendar year budget.

# Communications

## Publicity

If you have an upcoming event for which you need publicity, fill out the Event and Publicity Form on the website **no later than** three weeks prior to the event. The larger the event, the earlier you should submit the form. Here is the link:

<https://allsaints-pas.org/event-and-publicity-request/>

This form streamlines the booking and publicity process for all events, from one-time meetings to multi-day conferences. It prompts you to think through all of the information needed by the Communications department to create the necessary publicity to help your event be successful.

## Flyers and Handouts

When producing flyers and handouts, please note that they must include the church logo and a listed contact person, who can be a member of the ministry or a staff member. Submit flyers and handouts to your staff contact who will check it for accuracy and approve it, or let you know of any necessary changes.

## Communications 101

For an overview of the various communication platforms used by All Saints, look at the Communications 101 presentation located on the Leadership page of the All Saints website. Use this link: <https://allsaints-pas.org/leadership/> or go to [allsaints-pas.org](https://allsaints-pas.org) and click on “Who We Are”. In the dropdown menu, click on “Leadership”. Once on the Leadership page, scroll down to Communications 101 where you will find a link to the presentation in either PDF or PowerPoint.

## Social Media

The All Saints Social Media Policy (detailed below) applies to all online or mobile-based tools for sharing content and discussing information, whether controlled by All Saints or hosted on other platforms (such as Facebook), on which members of the All Saints community engage in activities relating to All Saints Church Pasadena. It is important for all volunteers who use social media to read the policy and follow the guidelines set forth within it.

## Connect With Us

All Saints Church  
132 N. Euclid Avenue | Pasadena, CA 91101  
626.796.1172

[www.allsaints-pas.org](http://www.allsaints-pas.org)

Whoever you are and wherever you find yourself on the Internet there is a place for you at All Saints Church, where we are living out God's love, justice and compassion one newsletter, website page, video clip, Instagram and Facebook update at a time!



### Website:

Visit the All Saints Website for a comprehensive look at the work & witness of All Saints Church [www.allsaints-pas.org](http://www.allsaints-pas.org) – including livestream links to Sunday worship and other events.



### YouTube:

Subscribe to the All Saints Church Pasadena channel for sermons, forums, etc.  
<https://youtube.com/allsaintspasadena1>



### Facebook:

- **Page:** Like our ASC Facebook page to stay up to date on events, actions and programs. @AllSaintsPasadena <https://www.facebook.com>
- **Group:** Join our ASC Facebook group to connect with other members of the wider ASC community. <https://www.facebook.com/groups/4760348537>



### Instagram:

- Follow @allsaintspas for awesome photos and video moments
- Follow @ascchildren for updates, events, amazing art from our kids and more



### Podcasts:

Subscribe to All Saints Church Pasadena via iTunes  
<https://podcasts.apple.com/us/podcast/all-saints-church-pasadena-podcast/id256713207>

# Social Media Policy

All Saints Church Pasadena – updated 3/2020

This Social Media Policy (the “policy”) applies to all online or mobile-based tools for sharing content and discussing information, whether controlled by All Saints or hosted on other platforms (such as Facebook), on which members of the All Saints community engage in activities relating to All Saints Church Pasadena. The term “social media” refers to activities that integrate technology, telecommunications and social interaction through the use of words, images, video or audio tools. Examples include, but are not limited to, social websites, blogs, message boards, wikis, podcasts, image and video-sharing sites, live webcasting and real-time web communities.

## General Guidelines

**Be selective:** There are a variety of digital media available. Use the right medium for your message. A blog or social network might not be the right place for messages intended only for a small group. Email or other means might be best.

**Be responsible:** Social media are individual interactions, not official parish communications. Members of the All Saints community are personally responsible for their posts and should use “I” statements so it is clear that opinions expressed are personal and not official. Official statements of parish policy may only be made by the Rector/Priest-in-Charge or their designee.

**Be smart:** A blog or community post is visible to the entire world. Remember that what you write will be public, and potentially for a long time. Be respectful to our community. A good rule of thumb might be to post nothing that you wouldn’t want your mother or a judge in a court of law to read.

**Identify yourself:** Authenticity and transparency are driving forces behind social media. Use real identities to the greatest extent possible rather than anonymous posts and comments.

**Respect the privacy of others:** Do not publish the personal information of others in the community without their permission or, in the case of minors, written permission of their parents.

**Be respectful:** All Saints is a thoughtful and prayerful community that encourages free expression and values civil debate. If you disagree with others, do so with civility. Respect your audience, express your views with appropriate language, and be respectful of the Church and its teachings.

**Do not tell secrets:** Respect the confidentiality of matters that are shared with you in confidence, or that are meant to be kept confidential by the nature of your work, ministry or volunteer mission.

## **Specific Policies**

### **1. Use of Official Name and Logo.**

Any use of the All Saints Church Pasadena name or logo for branding or titling pages, blogs, or other similar elements of social media must be approved in writing prior to use. Requests for prior consent to use such names or logos should be made to the Director of Digital Communications. Any uses in existence at the time of adoption of this policy are not grandfathered and should be authorized pursuant to this policy. Permission to use the name or logo of the parish may be revoked at any time in the sole discretion of All Saints. This policy, however, should fully preserve free expression. It should not, for example, be interpreted to limit the ability of members of the All Saints community from using the name of All Saints to identify themselves in profiles, discuss matters relating to All Saints, or other similar uses.

### **2. Interpretation.**

In areas where this policy does not provide a direct answer for how members of our community should answer social-media questions, members should use their best judgment and take the most thoughtful and prudent action possible, bearing in mind All Saints' need to preserve accountability for the use of its name in all social media.

### **3. Duties of Moderators.**

Moderators of official All Saints social media are responsible for ensuring compliance with this policy statement. All comment and blog response areas must be moderated; all social media pages/groups/platforms must include a staff admin. Those responsible for such areas must monitor and review for posts or comments that do not meet our standards for civility, that misrepresent the position of the parish, that include profanity, defamatory language or speech that is otherwise inappropriate or off-topic and any commercial or fundraising posts. Anonymous comments should not be permitted. All moderation functions should reserve the right to delete comments or posts in violation of the above – and to ban repeat offenders.

### **4. Individual Judgment.**

Even when engaging in social media for personal use, the post and comments of a member of the All Saints community may be viewed as a reflection on All Saints. Users should use their best judgment when engaging in social media activities and should be on guard against actions and discussions that could harm the interests of our community. Moderators reserve the right to remove posts or comments deemed in violation of the above.

### **5. Group Engagement.**

The following standards are expected for members of all social media groups affiliated with All Saints Church:

[a] Treat your fellow group members with the same respect with which you wish to be treated.  
(Luke 6:31)

[b] Posts or comments directed at another group member with words that are harmful, threatening or not in-line with our ethic of mutual respect will be removed at the discretion of the moderator.

[c] The moderator is entitled to deny entry to any member they choose. They are also empowered to remove members who do not comply with the norms established for respectful engagement outlined under the general guidelines above.

#### 6. Transparency.

Users' social media communications are made in their personal capacity and not on behalf of All Saints. Statements made by members of the All Saints community should not be taken as expressing the formal position of All Saints unless the speaker is specifically authorized to do so by the Rector/Priest-in-Charge or the Rector/Priest-in-Charge's designee.

#### 7. Copyright Laws.

Users must comply fully with copyright law when posting and uploading copyrighted materials. Any posting of materials to official All Saints social media must be limited to materials in which the copyright is owned by the party seeking to post the information. Images and other materials from the All Saints parish website shall not be copied and uploaded to other forums without the prior written consent of the Director of Communications. This policy should not be construed to limit discussion of matters using the All Saints name, and it should not be interpreted to limit users' ability to link to All Saints sites.

#### 8. Privacy.

All users of social media within the All Saints community should take care to safeguard the privacy interests of other community members. In particular, personally identifiable information (that is, information that can identify a particular person, including name, phone number, address or email address) should not be disclosed without the prior written consent of the person identified. In cases where a user has consented to the publication of such information, appropriate privacy settings and levels should be utilized. Users of social media must comply with the All Saints Privacy Policy.

#### 9. Minors.

Social media maintained by All Saints are not intended for the use of children under the age of 13. Any site operated by All Saints that is oriented toward youth between the ages of 13 and 18 must require registration for all users and must be password-protected so that only registered users may access the site. Registration for such a site must require the use of a legal name and valid contact information, such as an operational email address. Users of such a site may not post images of minors without the prior written consent of a parent or legal guardian of any minor depicted.

#### 10. If You See Something, Say Something.

Any use of social media that does not comply with this policy should be brought to the attention of the Communication Department at [communication@allsaintspas.org](mailto:communication@allsaintspas.org)

#### 11. Commercial/Promotional/Fundraising Posts:

Moderators reserve the right to remove posts of commercial, promotional or fundraising nature – including promoting personal blogsites.

## 12. Partisan Political Posts:

Moderators reserve the right to remove posts advocating for or against a partisan candidate.

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### Questions and Updates.

This policy was drafted by the All Saints Social Media Task Force in collaboration with the parish staff and approved by the Rector/Priest-in-Charge. Questions concerning the policy should be directed to the Director of Communications at [kholeman@allsaints-pas.org](mailto:kholeman@allsaints-pas.org). This policy may be updated and modified at any time. Users will be apprised of changes in this policy by our posting this policy on the All Saints website at [www.all saints-pas.org](http://www.all saints-pas.org).

## Evaluation

Area and ministry leaders are encouraged to have verbal discussions with their volunteers on a regular basis to assist in their growth. If you are a volunteer with ongoing responsibility, you may be given a formal evaluation by the staff person responsible for your volunteer area. If your staff liaison does not standardly give evaluations, or if you are a periodic or one-time volunteer, you may ask your staff liaison to provide an evaluation of your work.

In the rare situation when corrective action is necessary after an evaluation or an incident, that action may include additional training, re-assignment of a volunteer to a new position, suspension of the volunteer, or removal from volunteer service.

Decisions involving corrective action of a volunteer will be reviewed for appropriateness by the staff liaison and the Volunteer Coordinator. When necessary, the Rector/Priest-in-Charge may also be involved in corrective action decisions.

If corrective action is taken, the volunteer will be informed of the procedure for expressing their concern about the decision, including an opportunity to provide a written request to air their concern to the Volunteer Coordinator.

# Ending Volunteer Service

Your volunteer position may conclude at the end of a particular project or event, or at a set time, and you are also free to end your volunteer service with All Saints Church at any time. Following are several ways that volunteer service concludes:

## **Terming Out**

Some of All Saints' ministries, committees and volunteer opportunities rotate members in and out based on specified term limits. Once a member reaches the end of their term, they "term out," opening space for a new person to join, and allowing the member the possibility of a new serving opportunity.

## **Leave of Absence**

If a volunteer temporarily needs time away from their serving situation and intends to return, they can talk with their staff liaison and request a leave of absence. When they are ready, the volunteer can step back into the job they were doing. A volunteer may be asked by their leader to take a leave of absence if their behavior is inappropriate or disruptive to the rest of their volunteer team.

## **Resignation**

Periodically, circumstances arise that make it impossible for a volunteer to fulfill their service commitment; circumstances such as illness, relocation or increased family or work responsibilities. If this happens, the volunteer should notify their staff liaison and/or lay ministry leader that they wish to resign from their commitment. Because volunteers are so important to the church and our programs, we request that you provide advance notice of your departure and a reason for your decision.

## **Removal**

Serious and/or repeated infractions of All Saints policies or the Code of Conduct, or unlawful behavior, may result in a volunteer being asked to step down from their service, at the discretion of the staff liaison. A volunteer may be removed from their position for a variety of reasons, including, but not limited to: gross misconduct or insubordination; being under the influence of alcohol or drugs; theft of property or misuse of church equipment or materials; abuse or mistreatment of staff, parishioners or co-volunteers; failure to abide by church policies and procedures; failure to meet physical or mental standards of performance; and failure to satisfactorily perform assigned duties.

# Alcohol Use (At Sponsored Events) Policy

*Adopted by the Vestry of All Saints Church, Pasadena, on October 3, 2017*

Based on guidance from the 78<sup>th</sup> General Convention in July 2015, All Saints Church, Pasadena (ASC) hereby adopts the following policies and procedures regarding the use of alcohol.

1. ASC seeks to create a welcoming and safe environment for all of God's people, including those in recovery. To that end, all committees and ministries must purposefully regulate alcohol use at their functions.
2. ASC clergy shall acknowledge the efficacy of receiving the sacrament in a non-alcoholic form, e.g., grape juice.
3. The serving and/or consumption of non-sacramental alcohol at ASC sponsored events, on church property, and at rented facilities, shall be permitted only when all of the following conditions are met:
  - a. The Rector/Priest-in-Charge, or his/her designee, wardens, and/or vestry approves the serving of alcohol prior to the event.
  - b. Non-alcoholic beverages must be offered in a way that is equally attractive and accessible as alcoholic beverages. Hard liquor (anything other than beer or wine) is not permitted.
  - c. All federal, state and local laws regarding alcohol use are complied with, including the prohibition of serving alcohol to anyone under the age of 21 or permitting anyone under the age of 21 to consume alcohol. Serving alcohol at events where minors are present is discouraged, and if minors are present, alcohol must be served at a separate station that is monitored at all times by an adult. Alcohol may never be served at a youth event or a youth sponsored event.
  - d. Moderation is observed at all times in the serving and consumption of alcohol.
  - e. Food must be served when alcohol is present.
  - f. Recognizing the effects of alcohol as a mood-altering drug, no business or open discussion of issues is conducted during or after the serving of alcohol. Business includes the work of vestry, discernment and recruitment committees, and all committees and ministry meetings, as opposed to social events.
  - g. Any beverage or food that contains alcohol must be clearly labeled as such.
  - h. The availability of alcohol must not be advertised or promoted as the attraction of an event, e.g., wine and cheese reception, cocktail party, beer tasting, etc.
4. All committees and ministries are encouraged to discuss ASC's relationship with alcohol and thoughtfully determine whether alcohol should be included at sponsored events.

## Copier Use and Confidentiality of Codes

Copiers are to be used for All Saints business only. Codes to activate the copiers are confidential, only for use by staff members and Sunday front desk volunteers, and are not to be shared with parishioners or ministry leaders regardless of their status in the parish.

Any ministry that requires copies should work through their staff liaison. The staff person may not give the code to the ministry representative. Instead, the staff member must enter the code into the copier themselves, or arrange with another staff member or Sunday front desk volunteer to do so for the ministry. Once the code has unlocked the copier, the ministry representative may use the machine to make the appropriate copies.

If a ministry volunteer or Vestry member inadvertently becomes aware of a copier code, they must keep that code confidential and not share it any other parishioner, ministry leader or non-staff person. They must immediately alert the Office Manager that they are aware of a code, and which code it is.

Any staff member, Vestry member or volunteer who is aware of a breach of this confidentiality must report it immediately to the Office Manager who will then decide if the codes need to be changed to protect All Saints from unwarranted copier costs.

Volunteers and Vestry members must respect this policy and not encourage staff members or Sunday front desk volunteers to divulge copier codes, as doing so would ask them to violate policy. Any Vestry member or volunteer found to be using copier codes outside of the authorized usage will be subject to reimbursing All Saints Church for costs associated with use. Repeated disregard of this policy may result in restricted access to the workroom area of the office.

## Declaring All Saints A Gun-Free Zone

*Adopted by the Vestry of All Saints Church, Pasadena, on May 8, 2018*

In accordance with our discipleship of Jesus Christ and the vision of the All Saints Church Gun Violence Prevention Task Force to “create communities that are peaceful, safe and secure — where people do not live in fear of the impact of gun violence and we protect the sacredness of every human being” – we declare All Saints Church a Gun Free Zone.

Specifically, this means:

- At no time will guns be allowed in the Nave (primary worship space) of All Saints Church.
- A gun will be allowed on campus if it is part of the mandated uniform of an on-duty law-enforcement officer who has been asked by All Saints Church staff or wardens to be on campus in performance of their duty.

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*This policy is in accordance with 2012 General Convention resolution D003*

*Resolved, That the 77th General Convention requests every parish and every diocesan place of work to declare their establishments as Gun Free Zones.*

*Any questions about this policy, its interpretation and application are to be referred to the Rector/Priest-in-Charge, who has canonical authority over church buildings. The Rector/Priest-in-Charge's decisions in this matter are final.*

## Drug and Alcohol Use by Individuals

It is All Saints Church's desire to provide a drug-free, healthful, and safe environment for everyone who works on, meets on, or visits our campus. To promote this goal, volunteers are required to be in appropriate mental and physical condition when attending meetings, engaging in All Saints work as a volunteer, or representing All Saints at any worship service or event.

While on All Saints Church premises and while conducting All Saints business-related activities off All Saints Church premises, no volunteer may use, possess, distribute, sell, or be under the influence of illegal drugs. No volunteer may be under the influence of alcohol while conducting All Saints business-related activities.

Violations of this policy may lead to disciplinary action, including removal from volunteer service and possible legal consequences.

A volunteer with drug or alcohol problems may request approval to take time away from their volunteer obligation to participate in a rehabilitation or treatment program.

## Political Activity in an Election Season

*All Saints Church ▪ September 18, 2008*

Recognizing that parishioners who come to worship or meetings are free to express themselves and their political beliefs, All Saints Church has established the following procedures and policies for employees and for volunteers who are acting in a role representing All Saints Church or the ministries of All Saints Church:

- No buttons advocating for or against a particular candidate are to be worn;
- No clothing advocating for or against a candidate is to be worn;
- No advocacy for or against a candidate can be expressed at a table on the lawn.

This applies to Vestry members, volunteers working a ministry table, to lay Eucharistic ministers, ushers, acolytes, choir members and staff in worship, and to employees during their time on campus or representing the parish at events off-campus.

Advocacy and the wearing of buttons or clothing expressing an opinion for or against propositions is permissible.

Volunteers in leadership in All Saints ministries may not send emails to their ministries with content that advocates for or against a candidate, and may not include links to candidate-related blogs or websites on the emails they send as ministry leaders or participants.

## Violence Prevention

All Saints Church is committed to preventing violence on our campus and to maintaining a safe environment for everyone. Given the increasing violence in society in general, All Saints Church has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur on its premises.

All employees, parishioners, and visitors should be treated with courtesy and respect at all times. People are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others. Firearms, weapons, and other dangerous or hazardous devices or substances are prohibited from the premises of All Saints Church without proper authorization.

Conduct that threatens, intimidates, or coerces an employee, a parishioner, or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age, sexual orientation, gender identity, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to the Rector/Priest-in-Charge, the wardens, an Associate Priest, or your staff liaison. This includes threats by employees, as well as threats by parishioners, vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals or activities should also be reported as soon as possible to a member of the staff. Do not place yourself in peril. If you see or hear a commotion or disturbance, do not try to intercede or see what is happening.

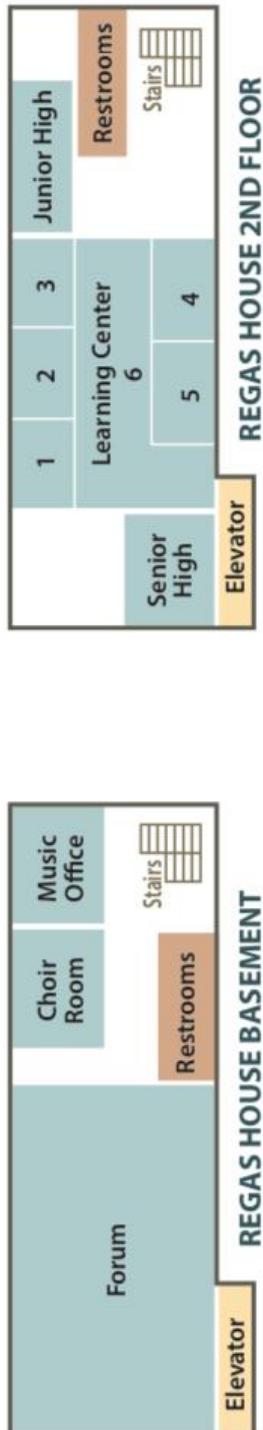
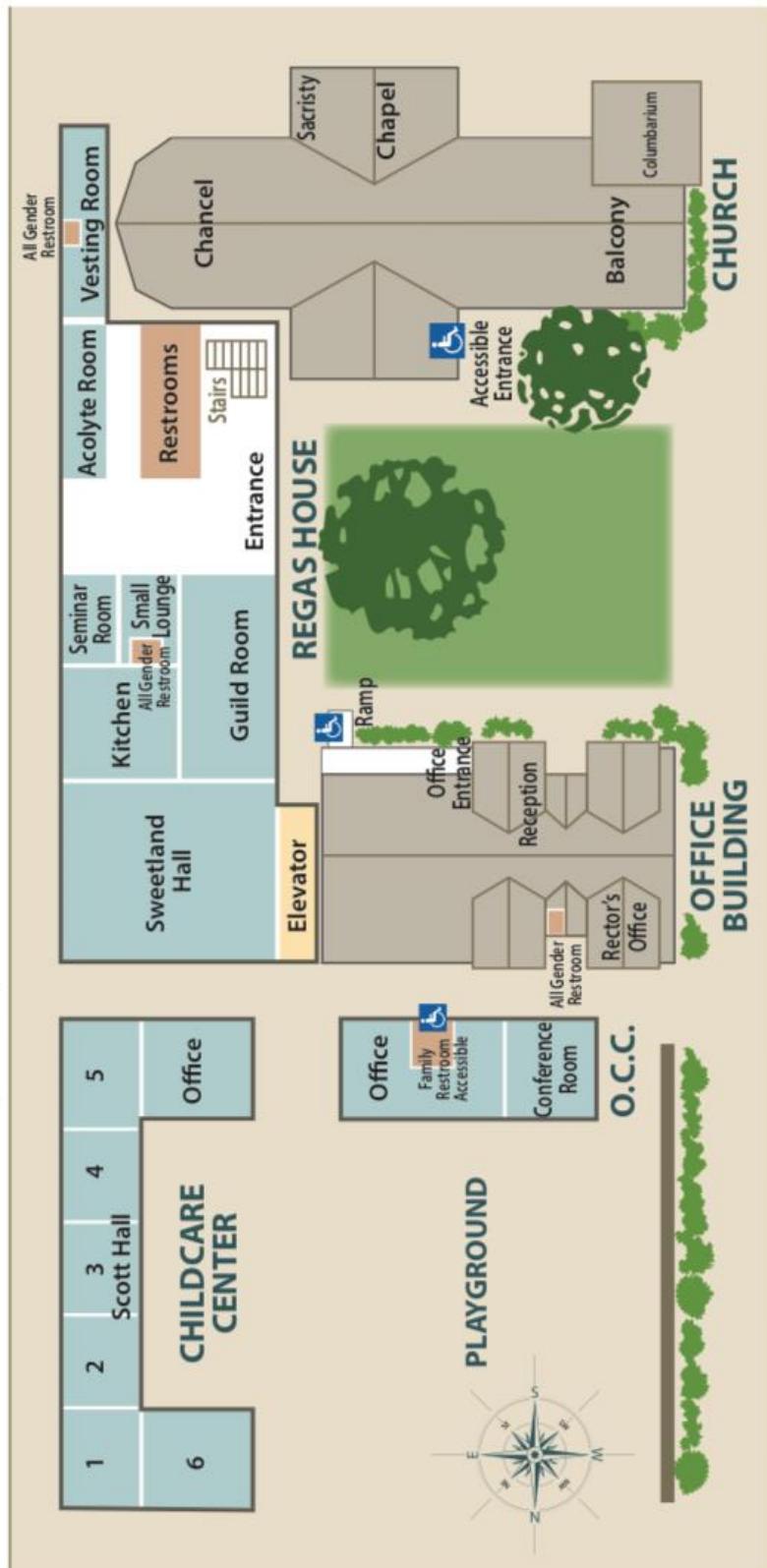
All Saints Church will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical. In order to maintain campus safety and the integrity of its investigation, All Saints Church may suspend the subject of the report pending investigation.

When a volunteer is determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines, they will be subject to prompt disciplinary action including removal from volunteer service and possible legal consequences.

All Saints Church encourages employees and parishioners to bring their disputes or differences with other employees or parishioners to the attention of Rector/Priest-in-Charge, the wardens, an Associate Priest, or any other member of management before the situation escalates into potential violence. All Saints Church is eager to assist in the resolution of disputes.



ALL SAINTS CHURCH  
CAMPUS MAP



# White Supremacy Culture

## About White Supremacy

The term white supremacy refers to the ways in which the ruling class elite or the power elite in the colonies of what was to become the United States used the pseudo-scientific concept of race to create whiteness and a hierarchy of racialized value in order to

- disconnect and divide white people from Black, Indigenous, and People of Color (BIPOC);
- disconnect and divide Black, Indigenous, and People of Color from each other;
- disconnect and divide white people from other white people;
- disconnect and divide each and all of us from all creation.
- disconnect and divide each of us from ourselves and from source (see below).

The power elite constructed white supremacy (and construct it still) to define who is fully human and who is not.

## Intersectionality

The power elite constructed (and continues to construct) white supremacy to intersect with, support, reinforce and reproduce capitalism, class oppression, gender oppression, heterosexism, ableism, Christian hegemony, to name a few. These in turn function to support, reinforce, and reproduce white supremacy. In other words, white supremacy operates in collaboration with other oppressions; they reinforce and reproduce each other.

The power elite constructed (and continues to construct) white supremacy to serve capitalism, to commodify and dehumanize all living things in the name of power and profit for a few at the expense of the many. And they did this well (and still do), and they did this cleverly (and still do), constructing white supremacy to be ever more adaptable. So, while historically those who benefit most from these constructions were and are white, male, owning class, gender conforming, heterosexual, able-bodied, Christian, English speaking ... (etc.) ... white supremacy has evolved to constantly extend an invitation to many of us, inviting us to join when assimilation (or joining) serves the ability of the power elite to profit at our expense.

## White Supremacy is a Project of Conditioning

White supremacy is a project of psychic conditioning and toxic belonging. The invitation to join is toxic to all who say yes. When we say yes, we visit this toxicity on others and everybody suffers, including us. And when we say no - for we have among us those who have said no from the very beginning - when we say no, we discover the secret of joy.

## White Supremacy is a Project of Colonization

White supremacy is a project of colonization - a project of "appropriating a place or domain for one's use." White supremacy colonizes our minds, our bodies, our psyches, our spirits, our emotions ... as well as the land and the water and the sky and the air we breathe. White supremacy tells us who has value, who doesn't, what has value, what doesn't in ways that reinforce a racial hierarchy of power and control that dis-eases and destroys all it touches.

When we say that our goal is to get free, we mean we are engaged in the collective project of freeing ourselves from this project of colonization. We are decolonizing ourselves.

## **White Supremacy Culture**

Culture reflects the beliefs, values, norms, and standards of a group, a community, a town, a state, a nation. White supremacy culture is the widespread ideology baked into the beliefs, values, norms, and standards of our groups (many if not most of them), our communities, our towns, our states, our nation, teaching us both overtly and covertly that whiteness holds value, whiteness is value. It teaches us that Blackness is not only valueless but also dangerous and threatening. It teaches us that Indigenous people and communities no longer exist, or if they do, they are to be exoticized and romanticized or culturally appropriated as we continue to violate treaties, land rights, and humanity. It teaches us that people south of the border are "illegal." It teaches us that Arabs are Muslim and that Muslim is "terrorist." It teaches us that people of Chinese and Japanese descent are both indistinguishable and threatening as the reason for Covid. It pits other races and racial groups against each other while always defining them as inferior to the white group.

## **White Supremacy Culture Comes After All of Us**

We are all swimming in the waters of white supremacy culture. We are all navigating this culture, regardless of our racial identity. We are not all affected in the same ways – some of us are encouraged to join and collude without awareness that an invitation has been extended, some are invited to participate at the cost of separating ourselves from our communities and families, some are shamed because we can never fully join no matter how hard we try, some are denied any invitation in order to be targeted or exploited or violated.

White supremacy culture is constantly encouraging all of us in all our racial identities to cooperate and collude. Because we all live in this white supremacy culture, these characteristics have the potential to show up in the attitudes and behaviors of all of us, particularly as we strive to survive and gain a foothold in institutions and fields that either overtly or covertly adopt white supremacy culture values.

White supremacy culture always operates to target Black, Indigenous, and People of Color communities and individuals while in theory "benefitting" white communities and people. White supremacy culture harms us all. It invites white people into a silencing, a numbing, and a disconnection from our basic humanity in service of a false safety based on the idea that those of us who are white are both better and normal.

White supremacy culture also promises to reward BIPOC communities and people who collude in an effort to survive; the encouragement to assimilate and adapt to these characteristics often promises the illusion of safety while in reality rarely doing so. Whatever safety is offered can be and is bought at the expense of authentic relationship with community and self.

## **Refusing to Comply**

The good news is that while white supremacy culture informs us, it does not define us. It is a construct, and anything constructed can be deconstructed and replaced. We are not victims; our history is both witness to and record of how many of us refuse(d) to cooperate.

## A Word about Class

The original list of white supremacy characteristics is really a list that defines and expresses white middle and owning class values and norms. White middle- and owning-class power brokers embody these characteristics as a way of defining what is "normal" and even "aspirational" or desired – the way we should all want to be. We know this because of how those who do not belong to the white middle and owning classes are required to adopt these characteristics in order to assimilate into this desired norm (when such assimilation is allowed).

As a result, many poor and working class white people report they have not and do not internalize some of these norms.

These characteristics are not meant to describe all white people. They are meant to describe the norms of white middle-class and owning class culture, a culture we are all required to navigate regardless of our multiple identities.

None of these characteristics stand-alone; they intersect and intertwine in devastating ways. I have combined some that act as best buddies: one right way and perfectionism, for example, and right to comfort with fear of open conflict.

One of the ways that white supremacy comes after us is how we internalize these characteristics into our very personalities. White supremacy culture would have us believe that we can (and should) pinpoint our motivations or actions to determine if they are based on our racism (those of us who are white) or some other aspect of our personality. The idea seems to be that if we "prove" our perfectionism isn't motivated by racism, then it's "all right," when in fact, our perfectionism is never all right.

## THE CHARACTERISTICS

The invitation for this and every characteristic is to investigate how each and all characteristics and qualities lead to disconnection (from each other, ourselves, and all living things) and how the antidotes can support us to reconnect. If you read these characteristics and qualities as blaming or shaming, perhaps they are particularly alive for you. If you find yourself becoming defensive as you read them, lean into the gift of defensiveness and ask yourself what you are defending. The description of these characteristics are meant to help us see our culture so that we can transgress, transform and build culture that truly supports us individually and collectively. Breathe into that intention if you can.

What follows is a summary. For a more detailed description of the Characteristics of White Supremacy Culture, go to [https://drive.google.com/file/d/1XR\\_7M\\_9qa64zZ00\\_JyFVTAjmjVU-uSz8/view?usp=sharing](https://drive.google.com/file/d/1XR_7M_9qa64zZ00_JyFVTAjmjVU-uSz8/view?usp=sharing)

### **15 Characteristics of White Supremacy Culture – summary**

#### Perfectionism

- Focus on what's wrong, not what's right
- Mistakes reflect badly on people – doing wrong = being wrong
- Little time, energy or money put into reflection or identifying lessons learned.

*Antidote – Develop culture of appreciation, expectation of mistakes and learning from them*

### Sense of urgency

- Not enough time taken to be inclusive, think long-term, learn from mistakes
- Sacrifice potential allies for quick/highly visible results
- Reinforced by funding proposals that promise too much work for too little money and by funders who expect too much for too little.

*Antidote – Realistic work plans, leadership that understands that things take longer than anyone expects; discussion/planning for what it means to set goals of inclusivity and diversity; realistic funding proposals with realistic time frames.*

### Defensiveness

- Criticism is seen as threatening and to be avoided.
- Institutional energy spent on making sure people's feelings aren't hurt/working around defensive people/
- Calls for change are seen as personal attacks.

*Antidote – Understand link between defensiveness and fear of loss*

### Quantity over quality

- All resources directed toward producing measurable goals. Product over process.
- Hyper focus on numbers – attendance, income – over quality of community and relationship
- Discomfort with emotions

*Antidote – Include process or quality goals in planning. Center organizational values in decision-making. Depart from agendas as necessary to address underlying concerns.*

### Worship of the written word

- If it's not written down, it doesn't exist. Non-written communication not valued.
- People with writing skills valued more than people with other skills

*Antidote – Learn the many ways how people get and share information. Create alternative forms of documentation; make sure anything written can be clearly understood.*

### Only one right way

- One right way to do things and once you learn it you will understand and agree.
- If you don't adapt or change, something is wrong with you.

*Antidote – Accept there are many ways to get to the same goal. Develop ability to notice when people do things differently as a gift. Never assume you know what's best for a community in isolation from meaningful relationships with that community.*

### Paternalism

- Decision-making is clear to those with power and unclear to those without it, though impact of decisions is clear to those without power.
- Those with power don't need to understand the views/experiences of those without and can make decisions for them.

*Antidote – Transparency about who makes what decisions. Include people affected by decisions in decision-making; make sure everyone understands the budget.*

### Either/or thinking

- No sense things can be both/and
- Creates Power seen as limited, little or no sharing of power
- Those with power feel threatened and see it as a reflection on their leadership when suggestions are made about how things should be done.
- Those conflict and sense of urgency
- Often used to push agenda over those who are still reflecting

*Antidote – Notice when either/or language is being used and complex issues are being simplified, especially when the stakes seem high or an urgent decision needs to be made. Slow it down, take a break, encourage analysis and creative thinking. Avoid making decisions under extreme pressure.*

### Power hoarding

- With power assume they have the best interests of organization at heart and assume those wanting change are ill informed, emotional, inexperienced.

*Antidote – Include power sharing in values; leaders intentionally develop power and skills of others; understand change is inevitable and challenges to leadership can be healthy.*

### Fear of open conflict

- Conflict is avoided or ignored
- People raising uncomfortable issues are often blamed rather than examining the issue
- Insisting on politeness as terms for conversation – requiring people to check their anger.

*Antidote – Distinguish between being polite and raising hard issues; don't require hard issues to be raised in “acceptable” ways; once conflict is resolved, revisit it and see how it might have been handled differently.*

### Individualism

- People believe they are responsible for solving problems alone
- Accountability, if any, goes up and down, not sideways.
- Desire for individual recognition and credit. Competition more highly valued than cooperation and little time and resources given to developing skills for cooperation.

*Antidote – prioritize cooperative skill building, share credit, practice group accountability, create a culture where people bring problems to the group; use staff meetings as a place to solve problems, not just a place to report activities.*

### I'm the only one

- Connected to individualism – if something is going to get done right, I have to do it.
- Little or no ability to delegate work to others.

*Antidote – Evaluate based on ability to delegate and work as a team*

### Progress is bigger, more

- Success is always bigger & more
- Progress is an organization that expands ... smaller and less seen as failure.
- No value given to cost of bigger and more, increased accountability to funders as budget grows.

*Antidote – Create 7<sup>th</sup> Generation thinking by asking how our actions now will affect people 7 generations from now. Make sure cost/benefit analysis includes all costs ... including human cost.*

### Objectivity

- Belief that there is such a thing as being objective or neutral
- Belief that emotions are irrational and destructive and shouldn't be involved in decision-making.
- Ignoring or invalidating non-linear thinking.

*Antidote – Appreciate multiple worldviews and ways of understanding; sit with discomfort; assume everyone has a valid point and your job is to understand what it is; Appreciate emotional intelligence.*

### Right to comfort

- Those in power have a right to emotional/psychological comfort
- Scapegoating those who cause discomfort
- Equating individual acts of unfairness against white people with systemic racism, which daily targets people of color.

*Antidote – Embrace that discomfort is the root of all growth and learning; deepen understanding of racism and oppression and see how your personal experience and feelings fit into a larger picture. Don't take everything personally.*

For more extensive information about white supremacy culture, go to this article by Tema Okun (dRworks at [www.dismantlingracism.org](http://www.dismantlingracism.org)):

[https://www.whitesupremacyculture.info/uploads/4/3/5/7/43579015/okun\\_-white\\_sup\\_culture\\_2020.pdf](https://www.whitesupremacyculture.info/uploads/4/3/5/7/43579015/okun_-white_sup_culture_2020.pdf)