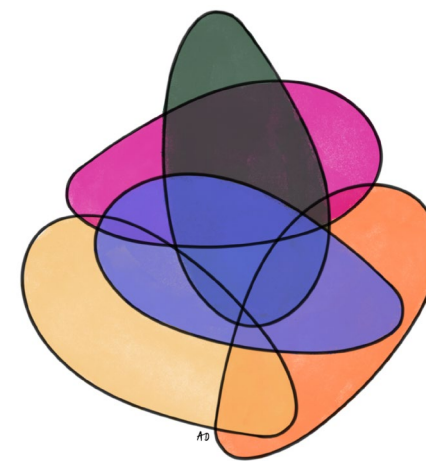
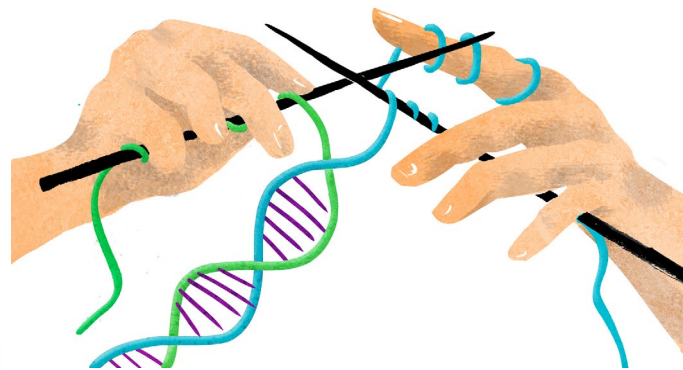


Embedding Equity:

Developing a process for lasting racial diversity, equity, and inclusion in your organization or community

Kerri Fisher, Associate Dean of DEI, Garland School

Approach:
Embedded,
Embodied,
Diunital
Intersectional



Definitions



DIVERSITY
of people,
perspectives



EQUITY
in policy, practice
& position



INCLUSION
via power, voice &
organizational culture

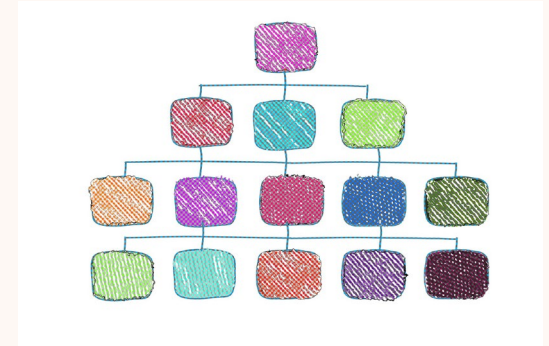
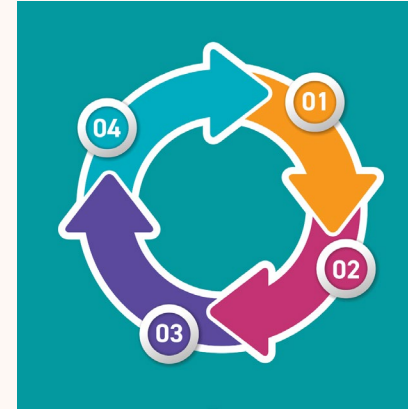


Thomas Theorem

IF A PERSON PERCEIVES
A SITUATION AS REAL,
IT IS REAL
IN ITS CONSEQUENCES.
-THOMAS THEOREM



7Ps of Embedding DEI in Our Organizations & Communities

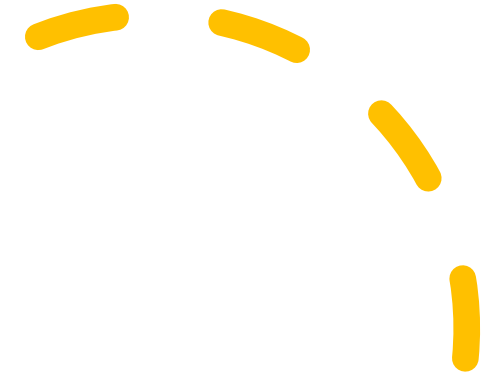


People:
Stories of
Stakeholders



People

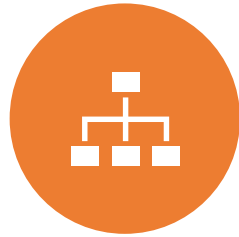
- Clients/Customers
- Colleagues
- Community
Members/Constituents



Considerations for Hearing from People (Equitably)



ACKNOWLEDGE POWER
DIFFERENTIALS & MAKE
DECISIONS
ACCORDINGLY....FOR EXAMPLE



USE A FORMAL PROCESS
ALONG WITH (OR INSTEAD OF)
INFORMAL ATTEMPTS



ALLOW ANONYMITY




REPEAT OPPORTUNITIES
MULTIPLE TIMES AND
MULTIPLE WAYS



TRANSPARENT USE OF AND
RESPONSE TO DATA
COLLECTED



Listening Tools

- Listening Sessions
 - Qualitative Interviews
 - Climate Surveys
 - Other Surveys (Exit, Satisfaction, etc.)
- 

Policies





Policy Considerations

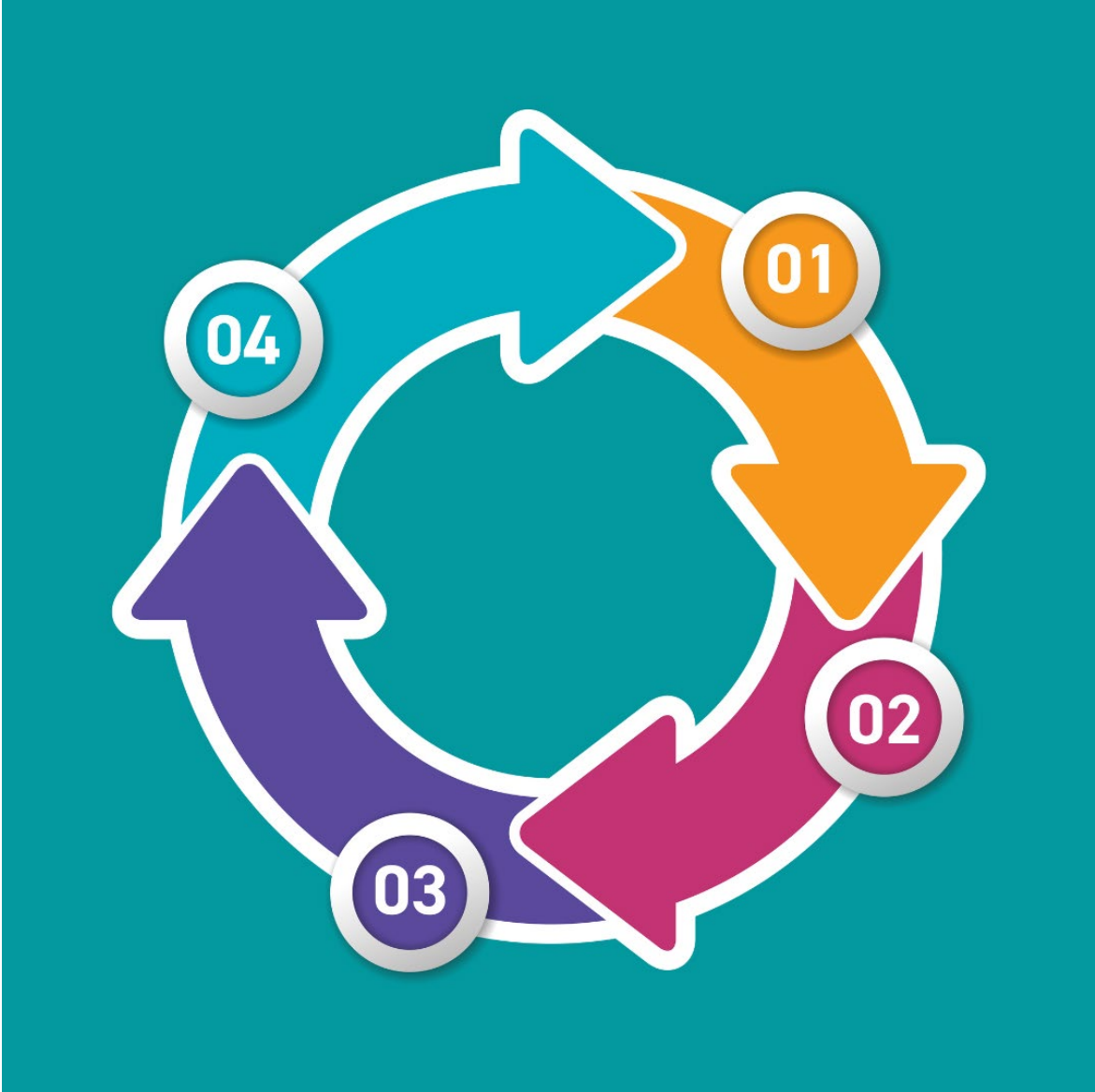
- Attendance
- **Discrimination**
- Hiring to Retiring (or Firing) Continuum (HTR/F)
- **Compensation**
- Vacation/Sick
- **Dress Code**
- Workload
- Wellness/Self-Care/Community Care/Rest
- Remote Work

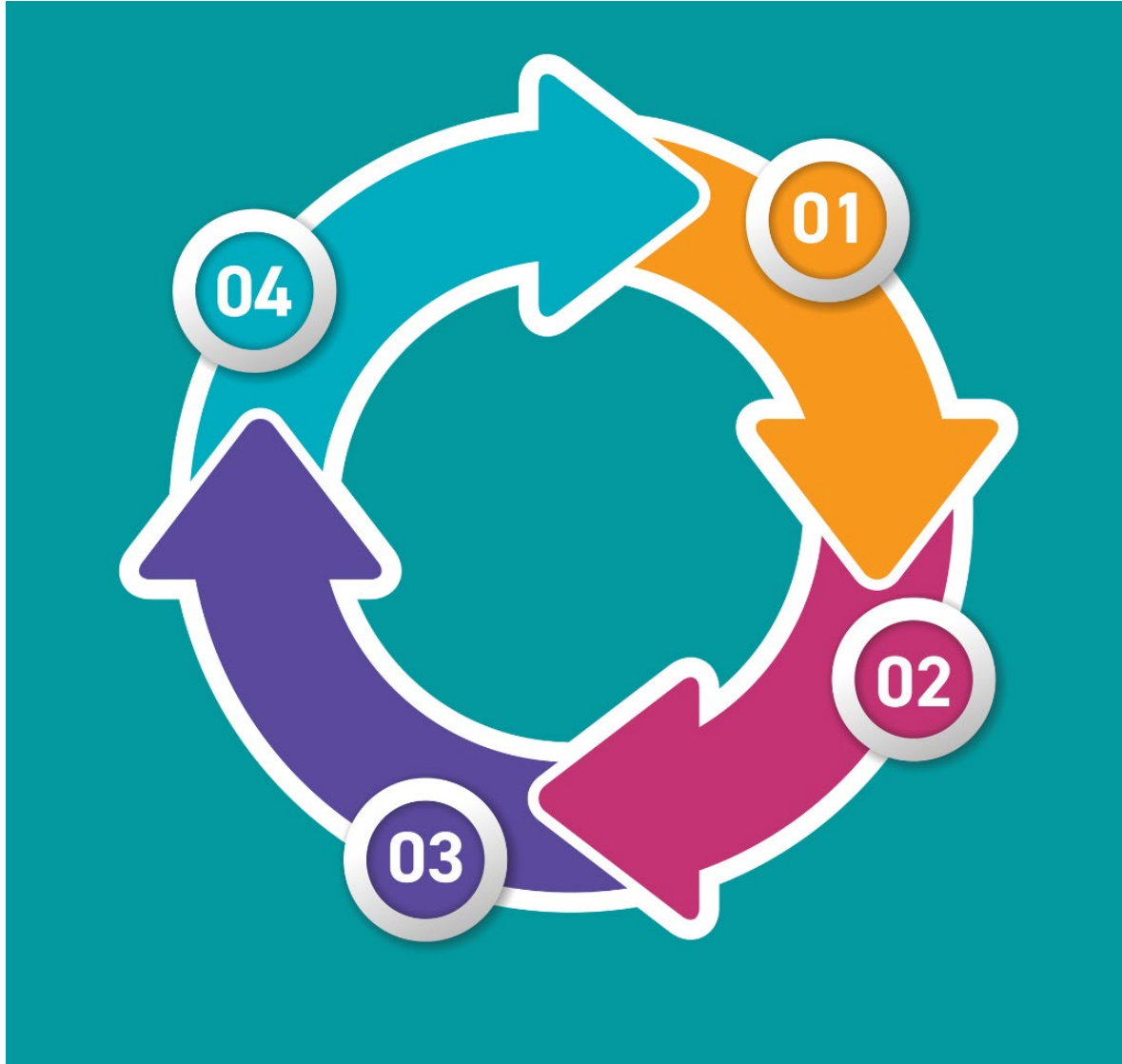


Practice Examples:

- The handbook/bylaws/agency policy manual has no internal process for reporting bias (racism, sexism, ableism, ageism, homophobia, etc.) of a colleague, supervisor, and/or provider.
- The work and/or client dress code policy says men must keep short haircuts, no dreads, braids, or twists and women should wear professional dresses, skirts and makeup appropriate for work.
- Because there has been no compensation policy/process an audit reveals that women and people of color at the agency have routinely received lower starting rates and fewer raises than their non-marginalized peers

Processes






Processes (Formal & Informal) Considerations

1. **Hiring/Firing** (Recruiting, Interviewing, Hiring, Orientation, Evaluation, Promotion, Retiring, Firing)
2. Concerns/Complaints/Compliance Processes
3. **Meeting/Communications Norms and Formats**
4. Fundraising
5. Data Management
6. **Payment**
7. Celebrations
8. Transitions



Practice Examples

- Administrators say that the reason there are no Spanish-speaking service providers even though many clients speak Spanish as a first language is just because Spanish speakers never apply.
 - Items at meetings are put up for a vote after no more than 5-minutes of discussion. The facilitator says “we value efficiency and transparency here.” For this reason, the votes were not anonymous, even when many supervisor/supervisee pairs are in the room.
 - Payment is delayed by several months for a special project and each month when the employee reaches out to administration they say, “oh you still haven’t received it, bummer--this is just the new system at our parent company”
- 

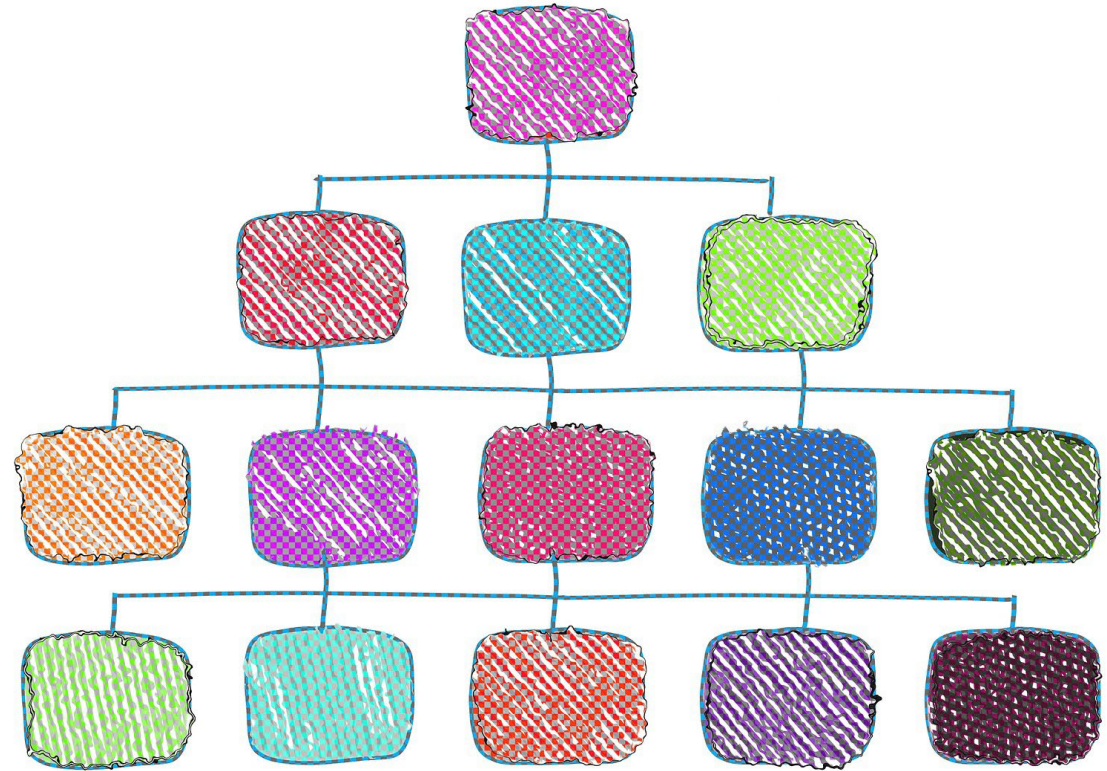


Identify

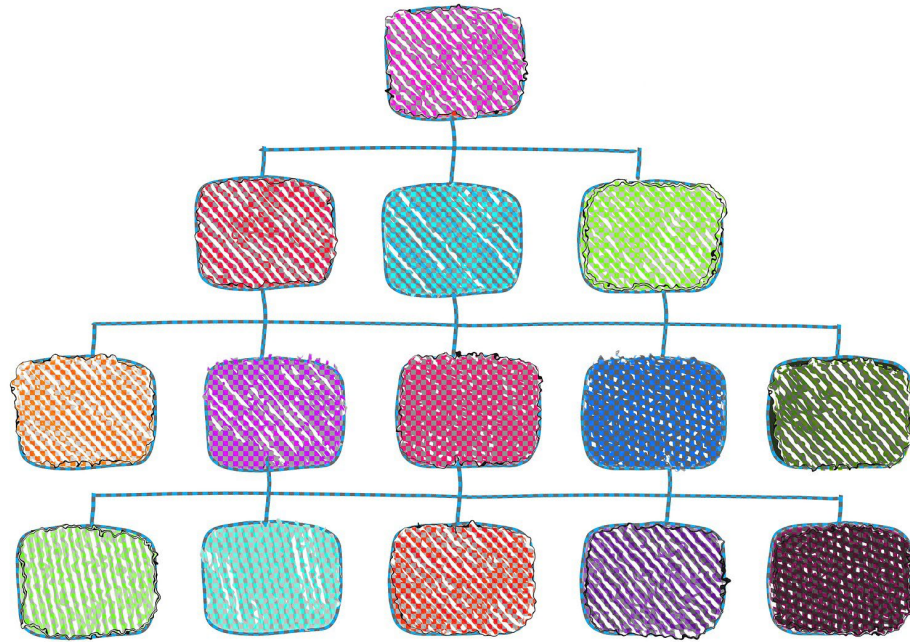


- How are policies and processes created, reviewed, and adapted (theoretically and actually) in my organization?
- Can I relate (or have I heard colleagues or client relating) to any of the examples?
- What is one policy or process I would like to assess/adapt to ensure more diversity, equity, and/or inclusion?

Point Positions




Point Position Considerations



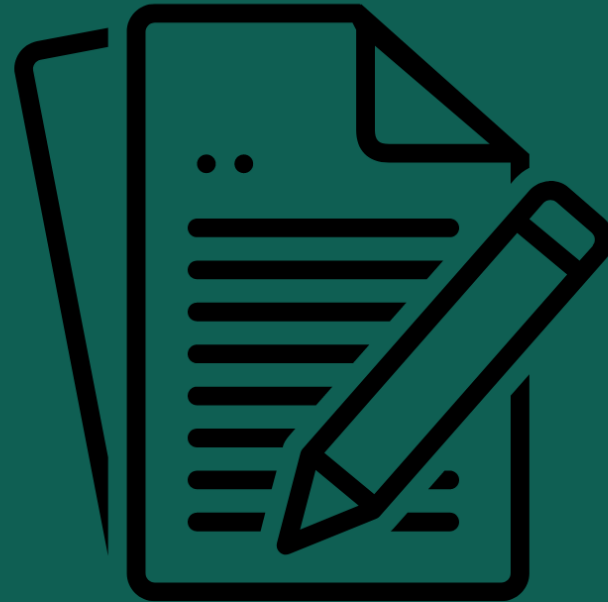
- Titles
- **Job Descriptions**
- Responsibilities/Tasks
- Org Charts
- Committee Assignments

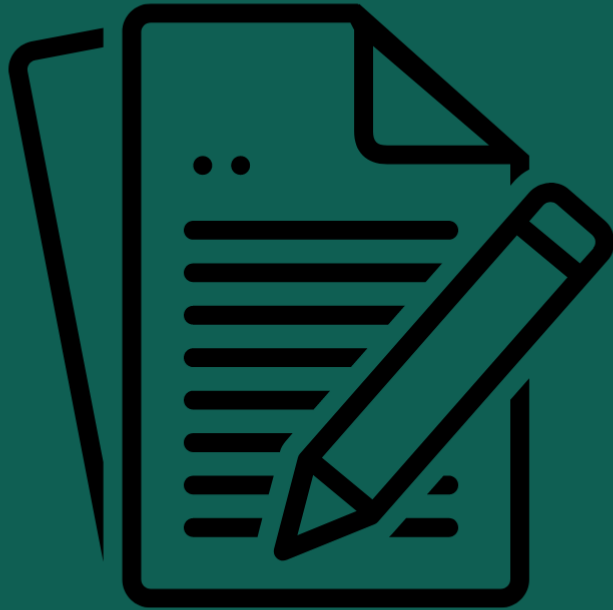


Practice Examples

- Cecilia, an accountant, is the only POC on a given team in her agency. She is asked to “let the administrators know how they can be more inclusive for people of color” and also to meet with any prospective candidates who are POC to “make them more comfortable.” She is also asked to translate documents for the agency on occasion. None of these responsibilities are in her title or job description, nor is she offered compensation or release from other expectations.
 - The Org Chart is old and outdated resulting in confusion about who to go to for supervision, resources, and/or bias reports.
- 

“Paperwork”
(and
phrasing)





Paperwork and Digital Material Considerations

- Handbooks
- Orientation Manuals
- **Website**
- Apps
- **Intake, Consent Forms, Contracts**

Practice Examples

- All of the promotional materials/website show white people in professional roles (often standing tall and authoritative) and people of color as clients (often pictured weeping, disheveled, and/or defiant)
- Intake paperwork and consent form demographic questions are binary (race, gender, marital status, etc.)



Identify



- How are position descriptions created, reviewed, and adapted (theoretically and actually) in my organization?
- Can I relate (or have I heard colleagues or client relating) to any of the examples?
- What is one thing regarding positions/Paperwork that I would like to assess/adapt to ensure more diversity, equity, and/or inclusion?

Purchases & Procurements



Purchase/Procurement/Partnership Considerations

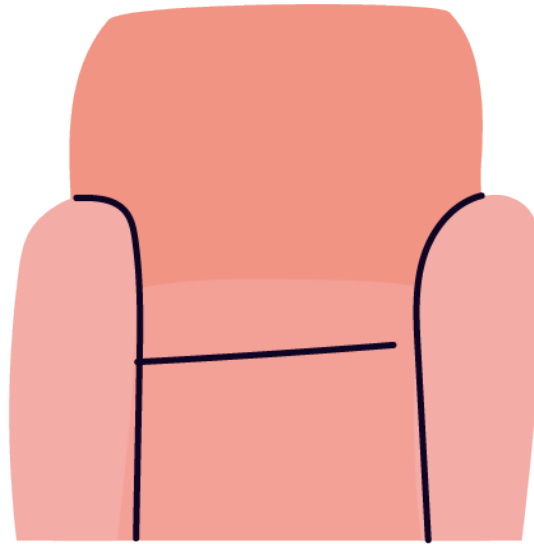


- 1. Property**
- 2. Materials**
- 3. Awards**
- 4. Grants**
- 5. Fellowships**
- 6. Collaborations**

Practic Examples

- An agency purchases property in an area that is historically culturally meaningful without any legitimate consultation, collaboration, and/or permission from the community (often that the agency indicates a desire to serve and/or work with).
- The highest award the agency gives is named after a family who is in the news for documented racism and homophobia.

Place



Place and Space Considerations



1. Images/Imagery/**Signage** in physical (and virtual) spaces

2. **Furniture**

- amount
- type
- size

3. Architecture

- Accessibility
- Confidentiality
- Beauty

Practice Examples

- The furniture in the agency is small and relatively fixed in such a way that disregards the size and or ability of clients/customers. The executive director says, “people should take responsibility for their own health, there is nothing wrong with our furniture.”
- The lack of signage in the building makes it very unclear how to get to the spaces that people need to get to, requiring them to wander, ask for help, intuit, etc. Some clients just give up and go home rather than persisting.



Action Plan

Which of these areas (Policy, Process, Point Positions, Paperwork, Purchases, & Place)

- require the most attention ?
- Could be quickly fixed (in equitable manner)?
- Do I have the most capacity/influence to change in my role?

Agency/Division/Unit/Group:

Intention(s) Goal(s)/Objective(s)/Task(s):

People: Who are the stakeholders that need to be engaged/listened to in order to equitably work toward the intention(s) goal(s), objective(s), task(s) and where are they represented in places of power (administrations, board, task groups, etc.)

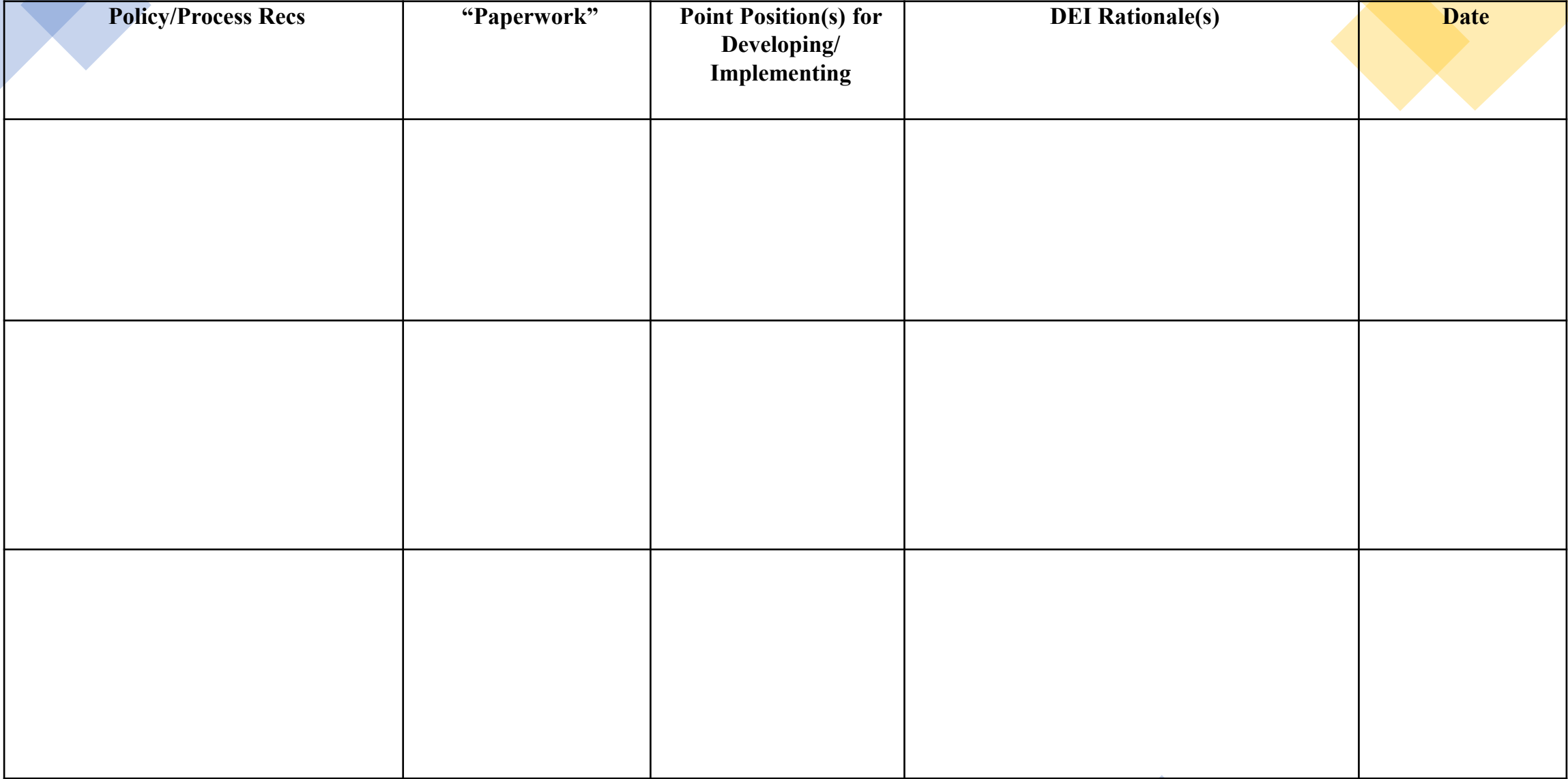
Place: How does our space demonstrate (or not demonstrate) recognition of the clients/communities we hope to serve (or employees we hope to employ)?

Paperwork/Phrasing/Public Presence: How does our paperwork, language, and public presence acknowledge (or not acknowledge) the presence of the people we hope to serve/attract?

Point Positions: How have we (or how should we) embedded DEI expectations/tasks into titles, roles, committee assignments, org charts, and where/when do we assess that those expectations/tasks are happening?

Process & Policies: What are 2 policies and/or processes that need revision at this time in keeping with the voice of the people and the stated intention(s), goal(s), objective(s), task(s) of the agency/unit/group?

Purchases & Procurements: What will need to be obtained or released in order to heed the voice of the people and the stated intention(s), goal(s), objective(s), task(s) of the agency/unit/group?



Policy/Process Recs	“Paperwork”	Point Position(s) for Developing/ Implementing	DEI Rationale(s)	Date



Questions and Reflections