DEI Basic Principles

Alfredo Hernandez – Equity Officer

Purpose/Objective

DEI Introduction
(basic principles)

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- The **roots of implicit bias** and its impact
- Establishing a **common language**
- Increasing capacity to **think systemically**
- **Culture as perception** shaper
- **Operationalizing equity** efforts

PROMOTING AWARENESS, COMPETENCY, AND INTENTIONALITY

Where does DEI work begin?

Understanding Root Causes

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Culture: a way of life that shapes **how we experience our experiences**

How does **implicit bias** <u>impact</u> you, the work you do and the people you serve?
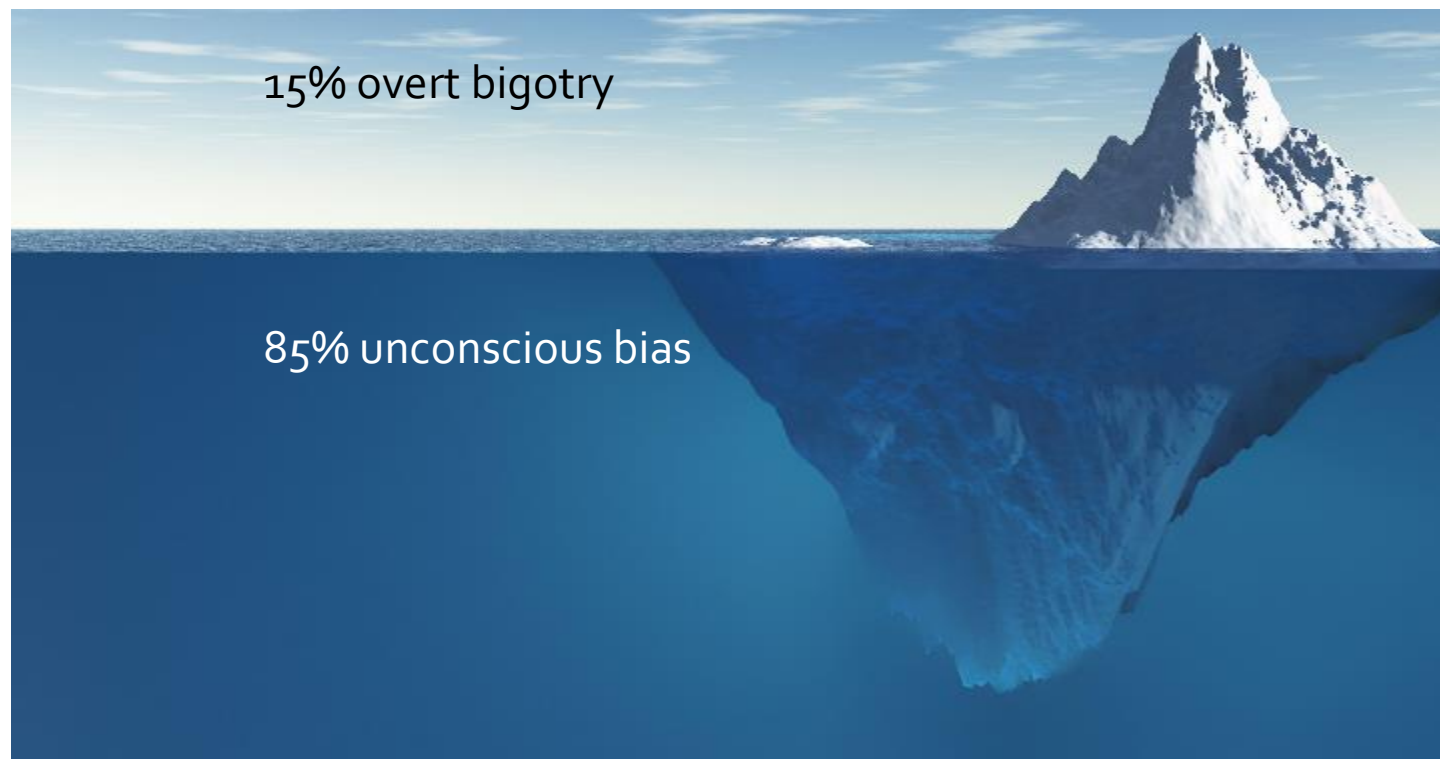
Explicit discrimination is no longer the main problem

15% overt bigotry

85% unconscious bias

Root Causes of Implicit Bias

What shapes and sustains implicit bias and cognitive dissonance?

HUMAN NATURE PREDISPOSES US TO BE BIAS

2. We are inundated by repetitive polarized/racialized messages
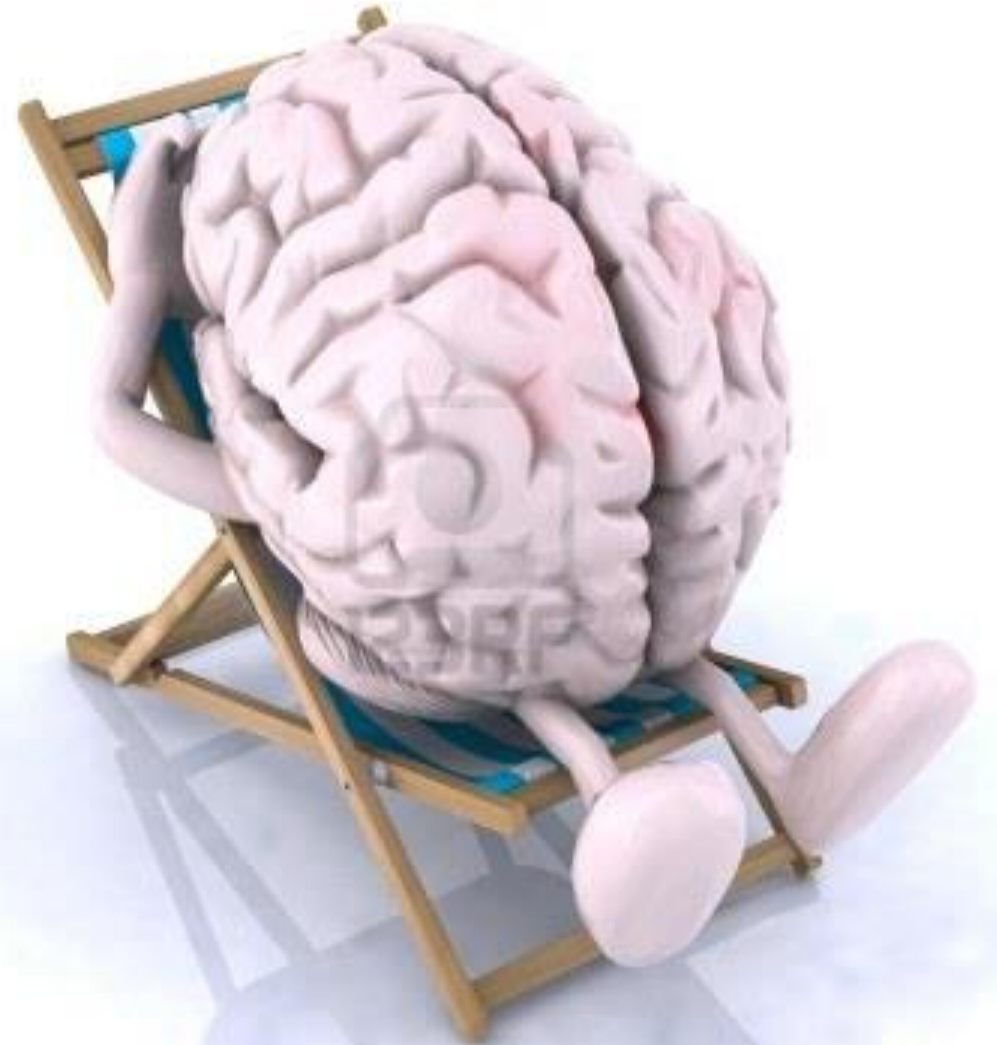
Impact of repetitive messages

Impact of repetitive messages

Our Brain Prefers to Relax

- Cognitive Scripts

- Primed to focus on certain things and fill in gaps

- Influenced by repetitive messages

- Messages shape behavior and responses

If there are three apples ...

| Hardwired to form bias | + | Polarized society | + | Mindless cognitive scripts impact behavior | = |

Unconscious **biases**
Unconscious **behavior**

Disconnect between our conscious and unconscious values

Beverly Daniel Tatum, PH.D

Strategies to Mitigate Implicit Bias – Personal/Interpersonal

- *Cultivate awareness of your own biases*
- *Take the implicit association test*
- *Counter-stereotypic training*
- *Increased cross-group exposure*
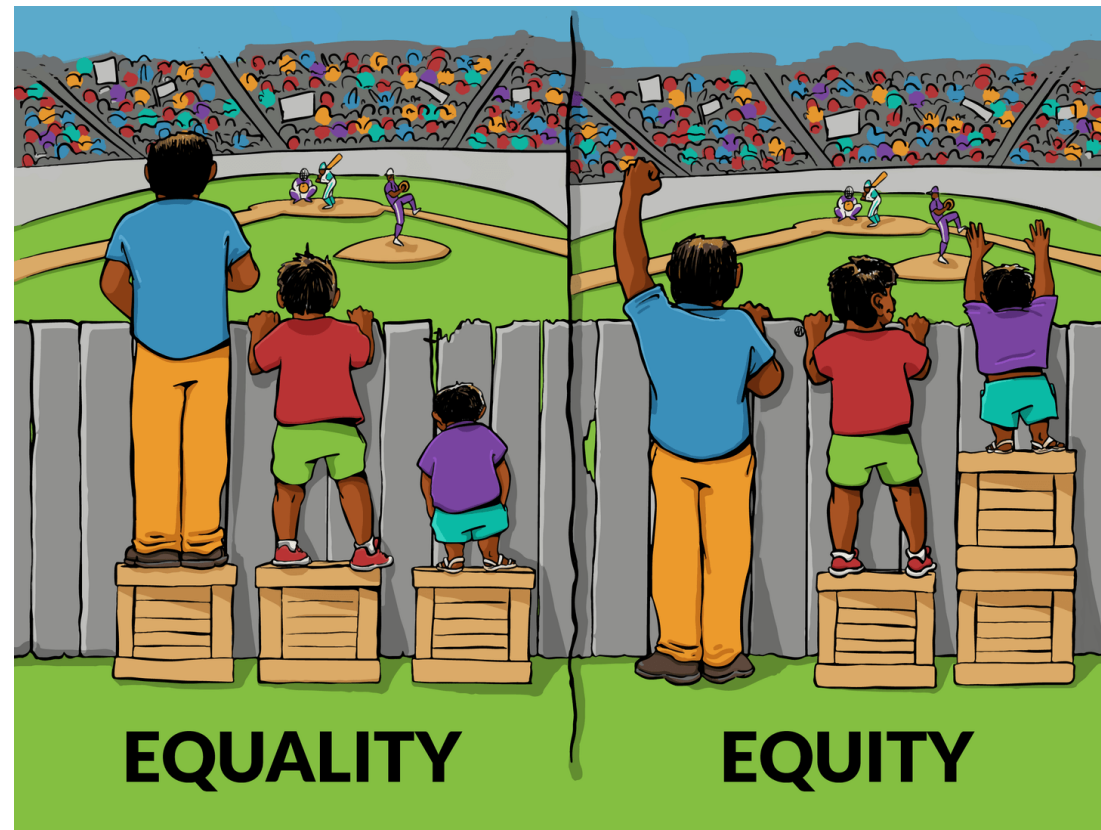
Creating a Common Language

Defining the Terms

maximize clarity to engage in meaningful dialogue through clear and concise definitions

Definition the Terms

Equality
Equity

EQUALITY

EQUITY

Equality=Sameness
Giving everyone the same thing → It only works if everyone starts at the same place

Equity=Fairness
We must first ensure equity before we can enjoy equality

Definition the Terms

Equity pays attention to difference

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Equity: *Fair and just treatment, access and opportunity for all people while building better outcomes for historically and currently disadvantaged/marginalized populations*

Definition the Terms

Diversity Inclusion

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Diversity: the range of human differences, abilities, experiences, and perspectives

Inclusion: fostering diversity, equity, support, and respect within every facet of organizational services and activities

Inclusion is not a natural consequence of diversity

Definition of the Terms

Prejudice
"…isms"

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Prejudice is a *preconceived judgment or opinion*, usually based on limited information.

**Ableism, sizeism, sexism, racism…** systems of advantage

System of Advantage

Increasing our capacity to think systemically

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Prejudice + power = system of advantage

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making. *Power is guided and sustained through **dominant narratives***

internalized — interpersonal — institutional — structural

Gender prejudice + power = sexism

Dominant Narrative:

We are all the same, regardless of sex or gender. Sexism is a thing of the past – at times women are at least a big part of the problem.

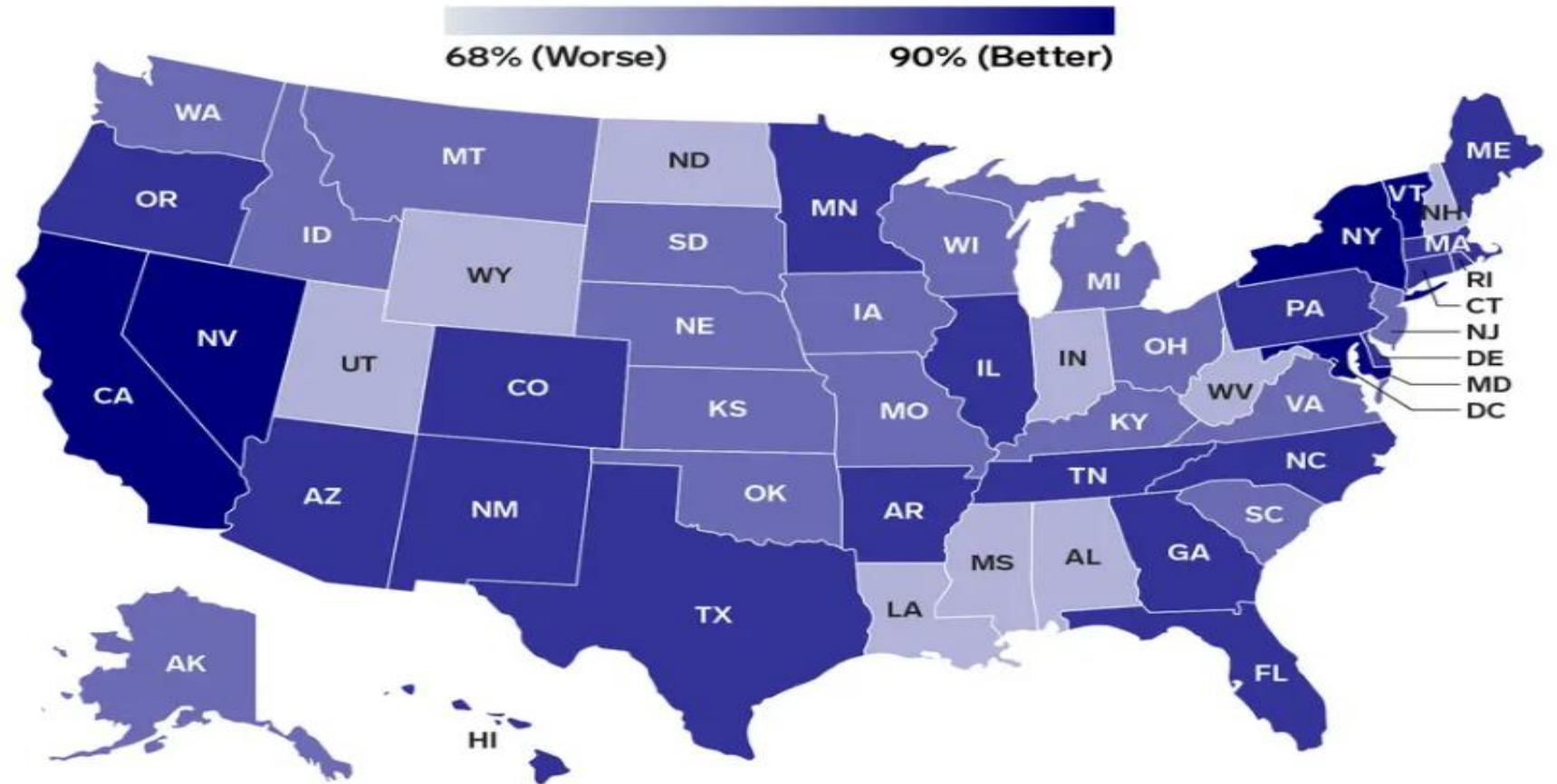> *System*: connected parts forming a complex whole
>
> *Power*: access to social, cultural and economic resources and decision making
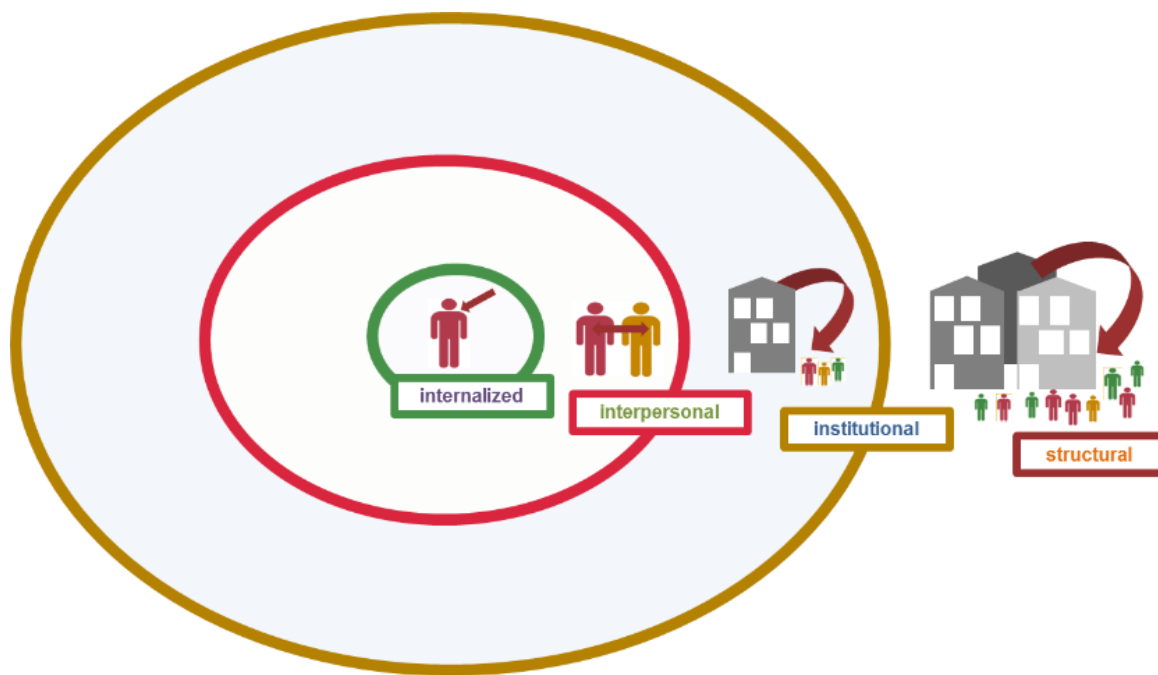
Prejudice + Power =
System of Advantage

Power is sustained through dominant narratives

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The average gender pay gap in the United States in 2018 was around 18.9%

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Female earnings as a percent of male earnings, 2018

68% (Worse)   90% (Better)

WA, OR, MT, ND, MN, ME, VT, NH, NY, MA, ID, SD, WI, MI, RI, CT, NV, UT, WY, NE, IA, IL, IN, OH, PA, NJ, DE, CA, CO, KS, MO, KY, WV, VA, MD, DC, AZ, NM, OK, AR, TN, NC, SC, TX, MS, AL, GA, LA, AK, FL, HI

Note: Data shows median earnings for full-time, year-round civilian employees 16 and over in 2018.

Source: US Census Bureau, "2018 American Community Survey"

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

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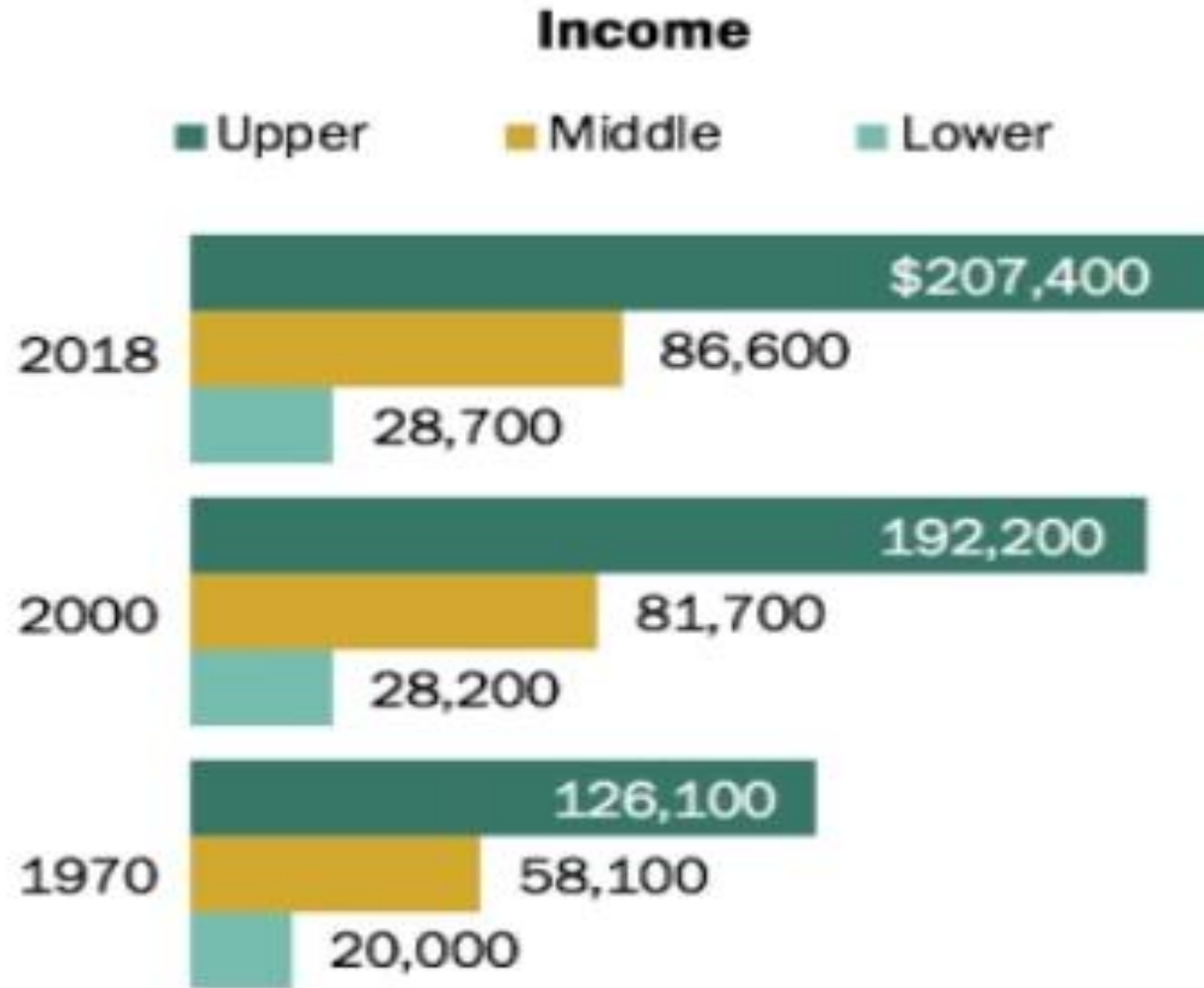# Class prejudice + power = classism

Dominant Narrative:

Those who are poor have not worked hard enough

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

The gaps in income between upper-income and middle- and lower-income households are rising, and the share held by middle-income households is falling

Income

- Upper
- Middle
- Lower

2018
- $207,400
- 86,600
- 28,700

2000
- 192,200
- 81,700
- 28,200

1970
- 126,100
- 58,100
- 20,000

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

Sexual orientation prejudice + power = heterosexism

Dominant Narrative:

I don't care what they do, I don't have a problem with it, none of my business.

System: connected parts forming a complex whole

Power: access to social, cultural an[...] resources and decision making

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

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Able-bodiedness prejudice + power = ableism

Dominant Narrative:

"Oh, I am so sorry...", "You're so inspiring!", "Well, the ADA ensures people with disabilities have full and equal access, so they don't experience the same type of discrimination as they did back then."

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

System of Advantage

This one is difficult to accept and/or recognize even when the equation (prejudice + power) is the same

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Racial prejudice + power = racism

Dominant Narrative:

We are post-racial, we don't see color, we are all the same, I only see humans, talking about race is the problem
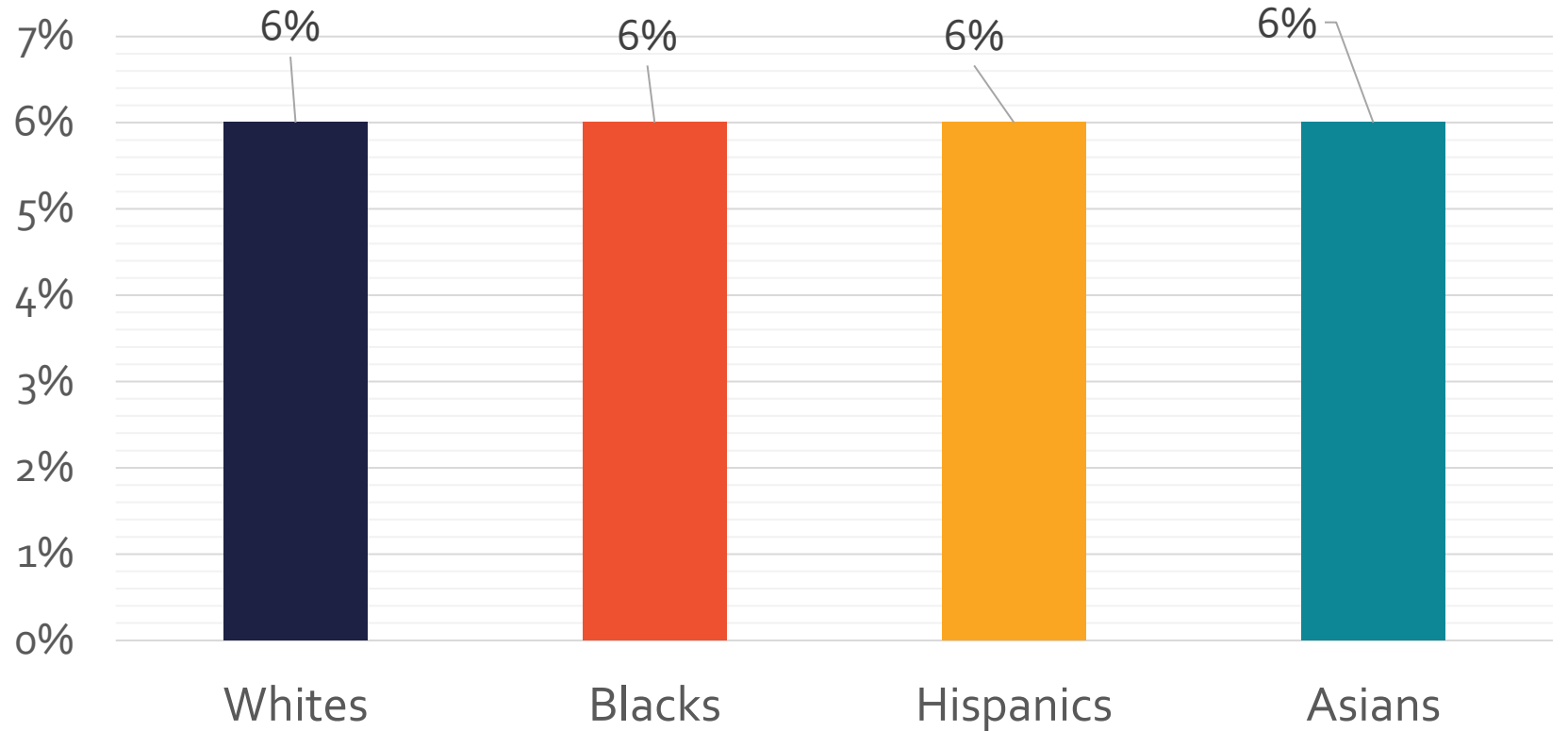
System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

A Strategy for Creating Allies for Racial justice and Social Change

shifting the focus – minimizing the resistance

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	Traditional		Away from blame/shame
Cause:	who is a racist?	-	what is causing racial inequities?
Effects:	good intention	-	impact of my actions
Response:	sense of guilt	-	empowered sense of responsibility

An Extensive Focus on Racism does not exclude other isms

The impact of not talking about race

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Talking about Race

- **Race has been a principal force** in building, sustaining and shifting social and political structures.

- It plays a significant role—either explicitly or implicitly—in many of the decisions that we make in our **personal, professional and social lives: where we live**, who our children's friends are, who our friends are, etc.

- Our **understanding of race has been incomplete** and distorted.

- **When we start with race, we start from the bottom of social disparity** – hence we are building equity for all when we work on racial equity.

Institutional and Structural
systems of advantage

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How history, public policies, institutional practices and cultural representations interact to maintain racially inequitable outcomes.

Redlining

From the 1930's to the 1960's Federal Housing Administration policies explicitly limited loans to neighborhoods of color on the basis of race.

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Historical Impact of Redlining

Generation of white Americans began to build **home equity** - cornerstone for wealth accumulation

Gap

In 1990, white households owned 90.7% of household wealth in the United States, whereas Black households owned 3.8% and Hispanic households owned 2.1%. These numbers have changed little over the past 30 years, with white households now owning 85.5% of wealth in 2019

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What is a racial equity lens?

more questions than answers

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- Pays **discipline attention to race and ethnicity** while analyzing problems, looking for solutions and defining success.

- **Analyzes data and information** about race and ethnicity

- **Understands disparities** and why they exist

- Looks at **problems** and their **root causes** from a structural standpoint

- **Names race explicitly** when talking about problems and solutions

- **Sheds light on racial dynamics** that shape social, economic and political structures. **It also points to intersectionality** – race, class, gender, sexual orientation – key to identifying dynamics at play

Dismantling Structural Inequities
a racial equity lens

Asking the hard questions

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- **In your work sector, how are race and ethnicity explicitly discussed** when addressing problems and solutions?

- In your work sector, what attempts – if any – are made to justify not talking explicitly about race and what is the impact of not having these direct conversations?

- In your work sector, do decision makers understand that **racial equity stands in contrasts to colorblindness?**

- How do you apply equity to the work you do, what barriers do you face, what are you willing to give up and what do you need in return?

- What policies, processes and social relationships contribute to the exclusion of communities most affected by inequities?

- What are the barriers to equity and racial justice work?

- Do all sectors of the community benefit from equitable access to the resources and services you provide? If not, offer solutions and strategies for improving.

Operationalizing Equity
(basic principles)

Over 100 hours of training – a year and a half

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- A designated person – equity officer/director – overseeing and expand internal and external equity initiatives.

- Identifies an internal core team made up of representatives from all sectors of the organizations.

- Engaging the internal core team in extensive DEI learning to increase racial consciousness and cultural competency.

- Leverage increased consciousness and competency to internal advancing equity internally and externally.

- Implement tools that promote transparency and accountability while measuring, monitoring and evaluating progress

OPERATIONALIZING EQUITY REQUIRES LEADERSHIP SUPPORT, FOCUSED LEARNING AND RESOURCES TO ASSESS GROWTH.

Operationalizing Equity through racially conscious response

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State Level Executive Directives – *most diverse cabinet and executive office in the history of the state*

- The creation of an office of Environmental Justice and a Clean Water Advocate within EGLE
- Disadvantaged Business Prioritization
- **EIO's in every state department – mandating compliance reporting to the EOG**
- Gender Pay Equity – prohibiting discriminatory practices that entrench inequities
- **LARA – Implicit Bias training standards for medical licensing**
- **Racism as a public health crisis -**
    - **moving state resources to mitigate systemic racism**
    - **Mandated coordination with RDTF work**
    - **Mandated Implicit Bias Training for all state employees**
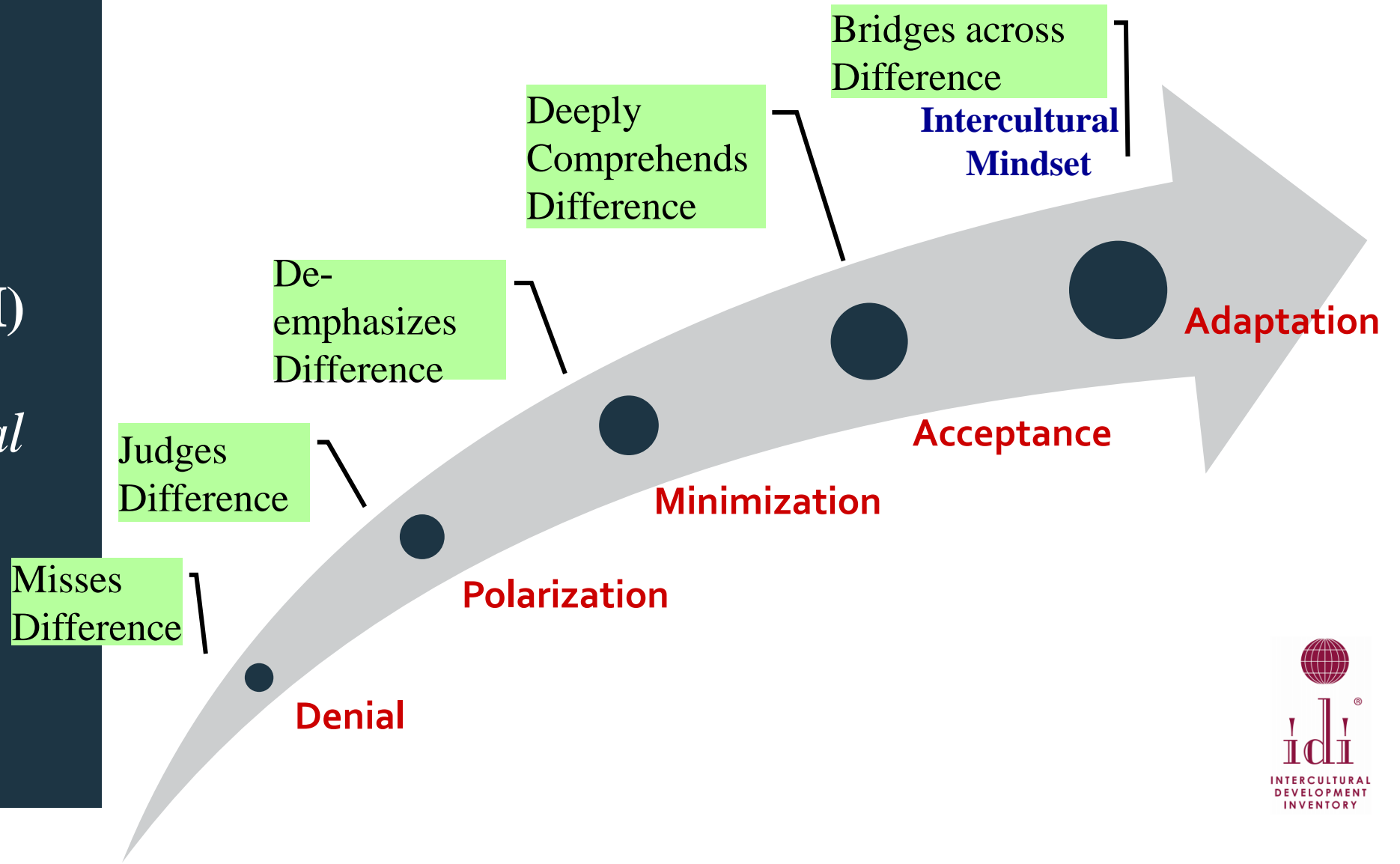
Additional Operationalizing Steps

Expressing commitment to equity with clear messages and a pledge – *the pledge outlines a specific set of actions*

Conducting organizational system review – *internal* (hiring, recruiting, promoting, retaining) *and external processes* (unintended consequences)

Utilizing tools to interrupts biases in the decision-making process

Measure, monitor and evaluate progress – *goals and expected outcomes – IDI/RBA*

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Intercultural Development Inventory (IDI) *measures primary cultural orientations*

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Misses Difference

Judges Difference

De-emphasizes Difference

Deeply Comprehends Difference

Bridges across Difference

Intercultural Mindset

Denial

Polarization

Minimization

Acceptance

Adaptation

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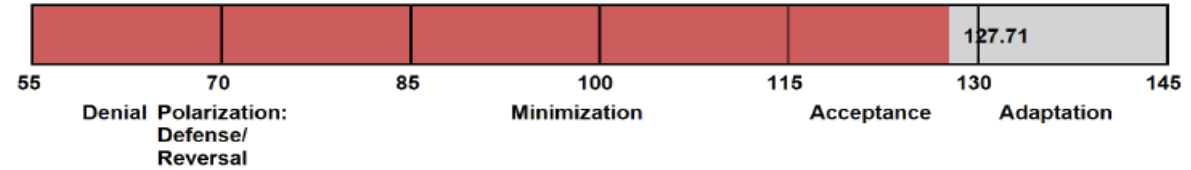INTERCULTURAL DEVELOPMENT INVENTORY

The Gap

IDI Group Profile

Perceived Orientation (PO)

The group's **Perceived Orientation Score** indicates that the group rates its own capability in understanding and appropriately adapting to cultural differences within Acceptance, reflecting an orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures in values, perceptions and behaviors.

Developmental Orientation (DO)
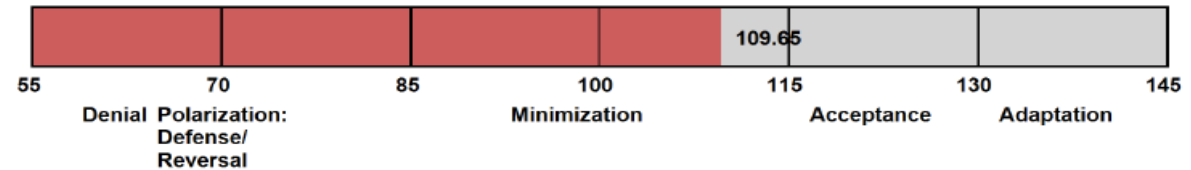
The IDI's **Developmental Orientation Score** indicates that the group's primary orientation toward cultural differences is within Minimization, reflecting a tendency to highlight commonalities across cultures that can mask important cultural differences in values, perceptions and behaviors.

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Operationalizing Equity

The work of operationalizing equity leads to reviewing demographics, policies and practices through data driven methods that *examine what works and does not work in efforts to shift the way decisions are made through informed strategies embedded in intercultural competence.*

INTERCULTURAL COMPETENCE

DEEPER CULTURAL SELF-UNDERSTANDING

DEEPER CULTURAL OTHER-UNDERSTANDING

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