Building Consensus and Power-Sharing in Diversity, Equity, and Inclusion (DEI): Train-the-Trainer Workshop

RAND Corporation
Center to Advance Racial Equity Policy

Workshop Objectives

- To provide a clear understanding of what diversity, equity, and inclusion means and how it applies to government appointments.

- To raise a greater awareness and sensitivity for diversity constituents you represent.

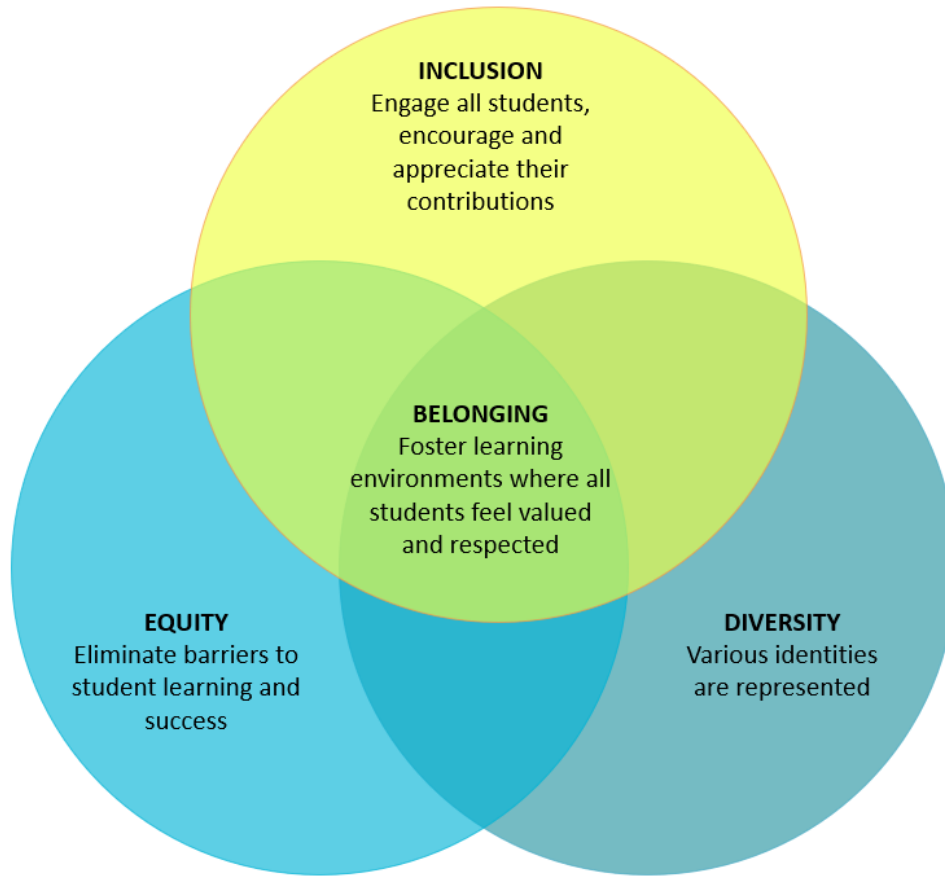# What is Diversity, Equity, and Inclusion?

Diversity

- Presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)ability, age, religious commitment, or political perspective.

Equity

- Promoting justice, impartiality and fairness.

- Ensures everyone has access to the same treatment, opportunities, and advancement.
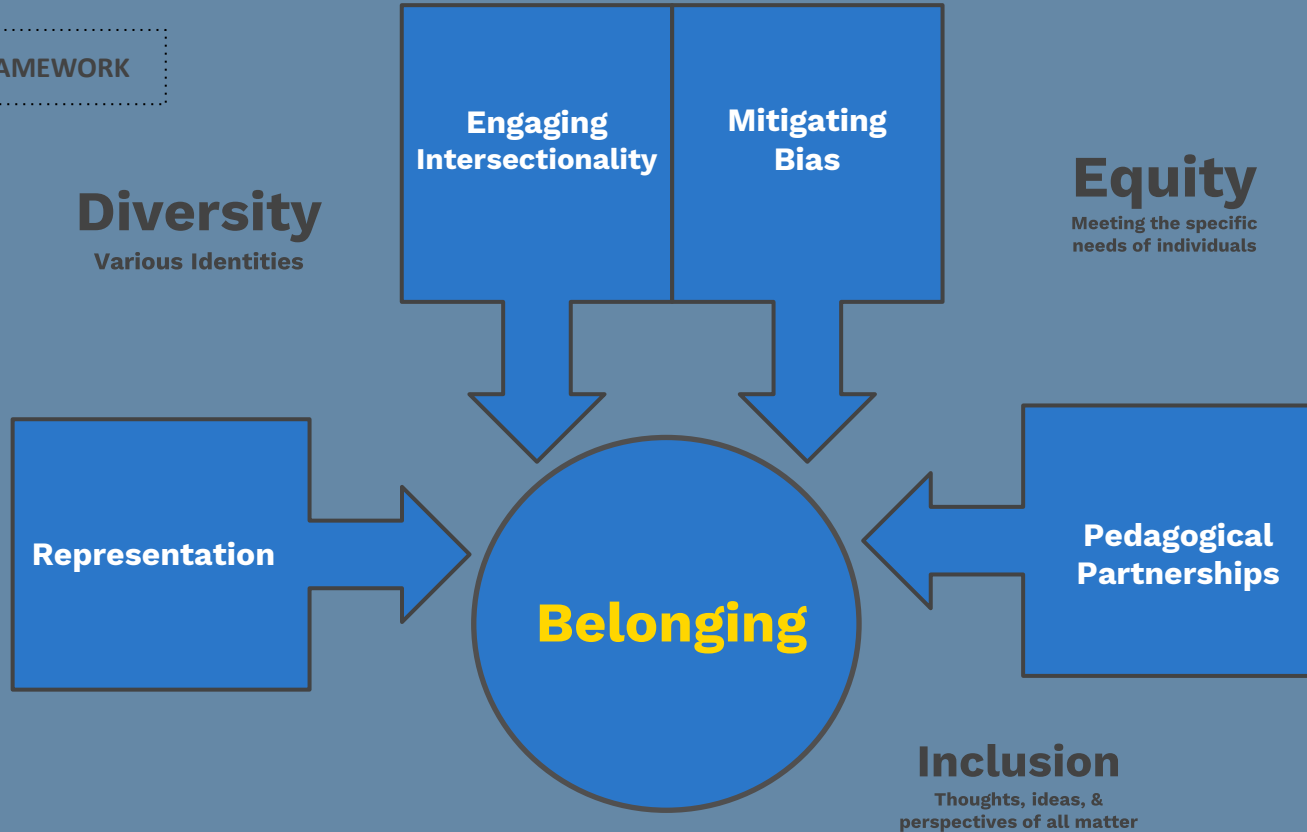
Inclusion

- Outcome to ensure those that are diverse actually feel and/or are welcomed.

- Refers to how people with different identities feel as part of the larger group.

INCLUSION
Engage all students, encourage and appreciate their contributions

BELONGING
Foster learning environments where all students feel valued and respected

EQUITY
Eliminate barriers to student learning and success

DIVERSITY
Various identities are represented

Diversity Equity, Inclusion & Belonging Evidence-based Practices

CONCEPTUAL FRAMEWORK

Diversity
Various Identities

Engaging Intersectionality

Mitigating Bias

Equity
Meeting the specific needs of individuals

Representation

Belonging

Pedagogical Partnerships

Inclusion
Thoughts, ideas, & perspectives of all matter

Adapted from (Cook-Sather et al., 2018)

Understanding Consensus-Building and Power-Sharing in DEI

CONSENSUS BUILDING: A 5-STEP METHODOLOGY

1 **ESTABLISH COMMUNITY PARTICIPATION**
Who should participate and at what point in the process?

2 **DEFINE EXPECTATIONS**
Identify project parameters, restraints and opportunities as the basis of design.

3 **DEVELOP DESIGN OPTIONS**
Evaluate, develop and recommend options and design solutions based on needs and budget.

4 **PRIORITIZATION & DECISION-MAKING**
Facilitate and guide the decision-making process to maximize the benefits for the project and community.

5 **TRANSPARENCY & COMMUNICATION**
Communicate openly, honestly and publicly. Document the decision-making process to create support for the project.

COLLABORATION | PARAMETERS | EVALUATION | PRIORITIZATION | COMMUNICATION

Activity #1:
DEI
Workbook

How can DEI help your work with California Jobs First?

- Being reflexive build empathy, which leads to inclusion.

- DEI-centered workspaces helps foster an environment where every team member is valued, included, and respected regardless of who they are.

- Often people think about inclusion as a fixed state, a list of adaptations to check off. But what inclusion means will differ from person to person, with different companies needing different types of inclusion measures. No matter if your company is a remote first company, a company operating within offices, or a company that provides services or manual labor, every workplace should aim to be as inclusive as possible. It's the right thing to do for both your employees and your business.
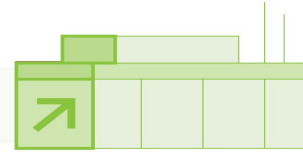
What Are Inclusive Practices?

- Inclusive practices aim to identify and deconstruct any barriers to participation and success in your workplace. Being inclusive also means offering support and workplace adaptations as necessary to empower employees.

- Some examples of inclusive practices include:

- Building room into meetings for everybody to share ideas and opinions.

- Creating Diversity, Equity, and Inclusion working groups or forums.

- Showing real commitment to diversity throughout the organization, especially at senior levels.

- Proactively offering adjustments and adaptations to employees in order to help them thrive.
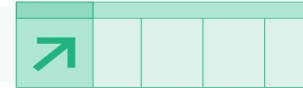
How DEI Impacts the Workplace

SHIFT
HR COMPLIANCE
TRAINING

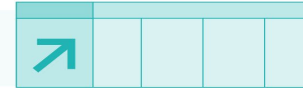- Increases profits and grows a company's market
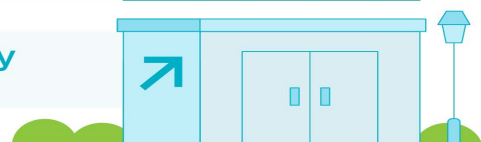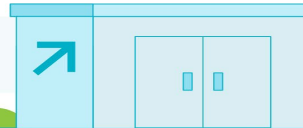- Reduces employee turnover
- Grows a company's talent pool
- Fosters creativity and innovation
- Drives employee productivity and performance

Downfalls of not prioritizing DEI

- Lack of variety in input, experience, etc.
- Employees who do not feel welcome can lead to lower job performance.
- High turnover rates within your organization.
- Poor public perception.
- Lawsuits.

What does DEI look like in your company and what role do you play? (Activity #2: Breakout Rooms)

- Is it a part of your corporate culture?

- What does your promotion and evaluation process look like in terms of diversity?

- Does your company celebrate the diversity of ideas and people in your organization?

- As a team member, how do you demonstrate a commitment to DEI in the workplace?

What is Collective Impact?

- Collective impact brings together the community and cross-sector partners in a structured format to solve a complex problem and achieve social change.

- Collectively working towards the same goal.

- Organizations actively coordinating their actions and sharing lessons learned.

Isolated Impact

Collective Impact

The 5 Conditions of Collective Impact

1 **Common Agenda**
- **Common understanding** of the problem
- **Shared vision** for change

2 **Shared Measurement**
- **Collecting data** and **measuring results**
- Focus on **performance management**
- **Shared accountability**

3 **Mutually Reinforcing Activities**
- **Differentiated approaches**
- **Coordination** through joint plan of action

4 **Continuous Communication**
- **Consistent** and **open communication**
- Focus on **building trust**

5 **Backbone Support**
- Separate organization(s) with **staff**
- Resources and skills to **convene** and **coordinate** participating organizations

Source: United Way Collective Impact
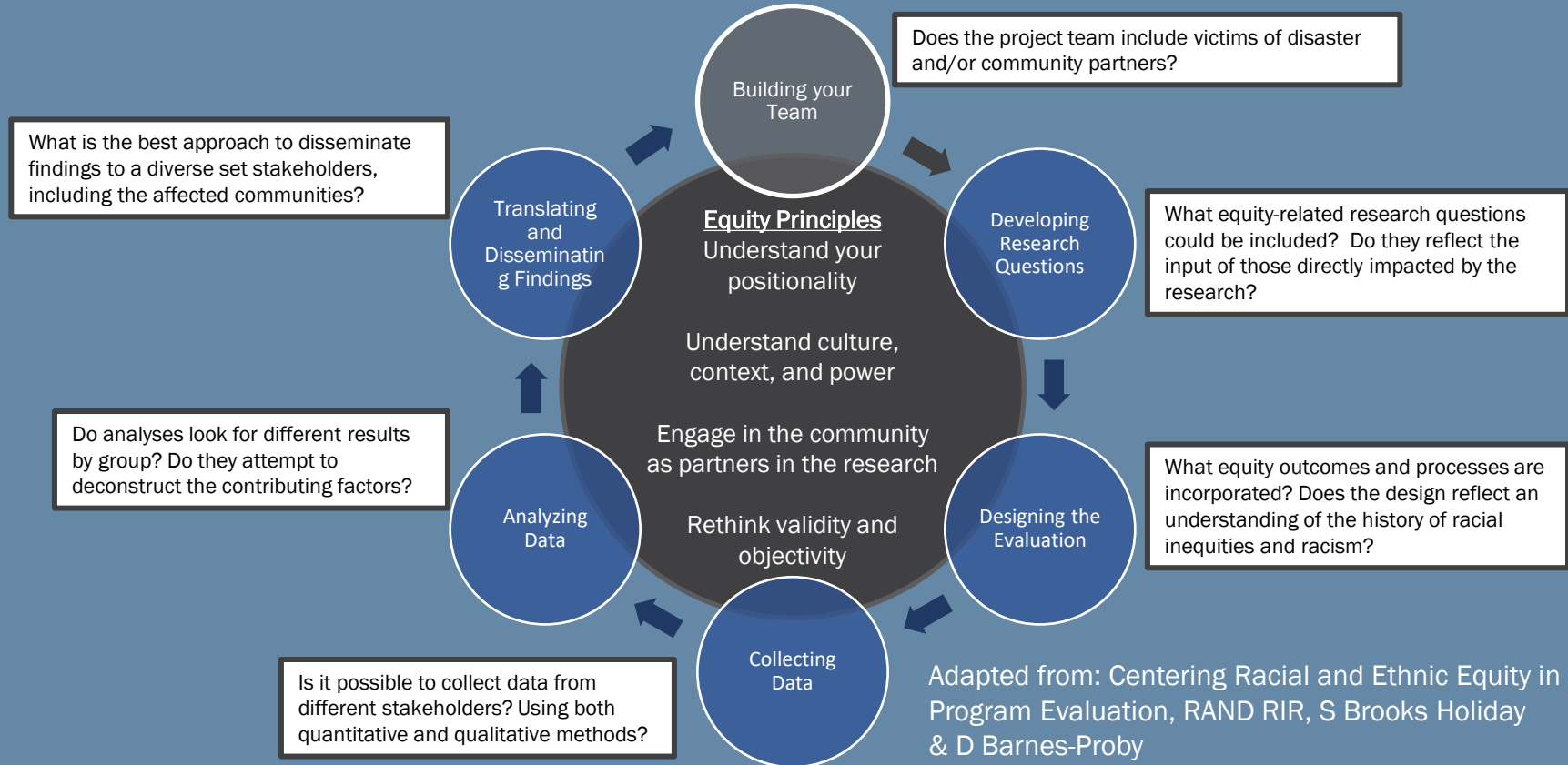
Applying an Equity Lens

How is structural racism operating?

- How are **resources** designed, distributed, and controlled? Whose needs and wants do they meet?
- What **rules** are in place? Who do they benefit and who do they burden?
- What **stories** are being told? Who tells them?
- What **people** are directly impacted and what is their voice? Who has authority or influence, and what actions are they taking?

How could racial equity take root?

- How could **resources** be available, accessible, and relevant to the needs of the people who need them the most?
- What **rules** could be fair to everyone and right past wrongs?
- What **stories** would more accurately convey and support the full humanity of all people?
- How could **people** with authority and influence be more reflective of and accountable to those who are directly impacted?

Applying an Equity Lens to the Project Cycle

Building your Team

Does the project team include victims of disaster and/or community partners?

Developing Research Questions

What equity-related research questions could be included? Do they reflect the input of those directly impacted by the research?

Translating and Disseminating Findings

What is the best approach to disseminate findings to a diverse set stakeholders, including the affected communities?

Equity Principles
Understand your positionality

Understand culture, context, and power

Engage in the community as partners in the research

Rethink validity and objectivity

Analyzing Data

Do analyses look for different results by group? Do they attempt to deconstruct the contributing factors?

Designing the Evaluation

What equity outcomes and processes are incorporated? Does the design reflect an understanding of the history of racial inequities and racism?

Collecting Data

Is it possible to collect data from different stakeholders? Using both quantitative and qualitative methods?

Adapted from: Centering Racial and Ethnic Equity in Program Evaluation, RAND RIR, S Brooks Holiday & D Barnes-Proby

Activity #2– MIT Sloan Case Study (RR Modified 2023)

- As a manager overseeing a diverse team, you become aware that several team members are feeling unwelcome in the workplace. They express concerns regarding two colleagues who, in a social media photo, were seen wearing costumes that were racially insensitive. These colleagues happen to be of one particular ethnic group, while the employees feeling uncomfortable are from diverse backgrounds.

- Striving to create an inclusive environment, you schedule individual meetings with the two individuals involved in the incident.

- The first employee, referred to as Michael, responds defensively, suggesting that he's being unfairly singled out because of his ethnicity. He feels targeted by the diverse employees due to his identity as a member of the majority group.

- The second employee, John, also attempts to present himself as a victim, albeit in a different manner. He raises concerns about his freedom of speech being compromised, expressing worries that attempts to regulate workplace conversation limit his fundamental rights.

Solutions and Tips to the Sloan Case Study

Educate and Foster Understanding:

1. Organize mandatory diversity and inclusion training sessions for all team members. Focus on the impact of racially insensitive behavior and the importance of creating an inclusive environment.

2. Encourage open discussions where employees can share their perspectives, experiences, and concerns regarding diversity, equity, and inclusion in the workplace.

Solutions and Tips to the Sloan Case Study

Establish Clear Guidelines and Policies:

1. Develop or reinforce company policies that explicitly outline what constitutes acceptable behavior, especially in regards to diversity and racial sensitivity.

2. Communicate these policies clearly to all employees, emphasizing the zero-tolerance approach towards discriminatory behavior or language.

Solutions and Tips to the Sloan Case Study

Consequences and Accountability:

1. Hold those responsible for the racially insensitive behavior accountable by applying appropriate disciplinary actions as per company policies. Ensure fairness and consistency in addressing such issues.

2. Emphasize the importance of taking responsibility for one's actions and the impact they may have on others.

Solutions and Tips to the Sloan Case Study

Create Supportive Resources:

1. Establish support networks or resource groups for employees from diverse backgrounds. These forums can offer a safe space for discussion, support, and guidance.

2. Offer counseling or mediation services for employees who might be struggling due to the incident or its aftermath.

Solutions and Tips to the Sloan Case Study

Leadership Commitment and Modeling Behavior:

1. Lead by example and showcase a commitment to diversity, equity, and inclusion in all actions and communications.

2. Ensure leadership demonstrates consistent enforcement of policies and behavior aligned with the company's values of inclusivity.

Solutions and Tips to the Sloan Case Study

Continuous Evaluation and Improvement:

1. Implement regular assessments or surveys to gauge the inclusivity of the workplace culture. Use this feedback to identify areas for improvement and track progress.

2. Encourage ongoing dialogues and feedback mechanisms to allow employees to voice their concerns and suggestions for a more inclusive environment.

Solutions and Tips to the Sloan Case Study

Encourage Empathy and Active Listening:

1. Encourage employees to actively listen and empathize with others' experiences, especially those from different backgrounds.

2. Foster an environment where individuals feel comfortable speaking up and expressing concerns without fear of retribution.

Building Your Constituents' Cultural Competence

- Introduce and define terms frequently used in DEI topics – https://www.ship.edu/globalassets/eic/su_dei22_issuu.pdf

- R.Rogers and A. Hashey's Micorcredential (3-part course):Developing Intercultural Competencies in the 21st Century (google.com)

- Establish goals that the team can set for DEI initiatives.

- Revisit DEI goals quarterly.

- Empower employees to utilize their self-awareness and combat biases to help create a more inclusive environment.

Key Take-A-Ways

- To be effective, diversity management must be strategically implemented and aligned with business goals.

- Diversity requires investment and attention to be effective.

- Intolerance and insensitivity to diversity breeds disastrous and costly results; agencies must empower employees and guarantee their EEO rights.

Representative Leadership

- As evident from the preceding slides, Kern has a diverse population in terms of gender, age, and regions

- CERF officials need to implement an equity-centered community engagement policy to better represent the diversity of Kern and reach a broader constituency.

- Equity Centered Community engagement would prioritize the needs of different communities by identifying and improving the procedural, distributive, and contextual concerns of the stakeholders.

Liderazgo representativo

- Como se desprende de las diapositivas anteriores, Kern tiene una población diversa en términos de género, edad y regiones.

- Los funcionarios del CERF deben implementar una política de participación comunitaria centrada en la equidad para representar mejor la diversidad de Kern y llegar a un electorado más amplio.

- La participación comunitaria centrada en la equidad priorizaría las necesidades de diferentes comunidades identificando y mejorando las preocupaciones procesales, distributivas y contextuales de las partes interesadas.

Discussion [Discusión]