Moving Forward in Developing a Racial Equity, Diversity, and Inclusion Initiative

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Messaging for Change and Transformation

Momentum for Health
Equity and Equality Depicted

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Inequality
Unequal access to opportunities

Equality?
Evenly distributed tools and assistance

Equity
Custom tools that identify and address inequality

Justice
Fixing the system to offer equal access to both tools and opportunities

Tony Ruth’s Giving Tree art of justice/equality/equity
Accepting the Challenge: Moving to A Commitment

- Addressing Societal/Agency Needs
  - Providing services that support the unique needs of diverse and marginalized populations
  - Transform systems that institutionalize inequity
- Business Case
  - Customer Attraction and Retention
  - Improved client satisfaction and service outcomes
  - Brand loyalty (allyship and advocacy)
  - Staff Retention, diverse thinking/skills and competencies
Reasons and Consideration of DEI to Non-Profit Organizations

- To help to build healthy communities in providing critical services that contribute to economic stability and mobility
- To serve as a voice to and strives to mirror the people they serve

As a catalyst for transformation, non-profit organizations are positioned to better understand the needs of the community and the best ways to meet them.

This includes key stakeholders:
- Diverse and impacted individuals (i.e. based on ethnicity, sexual orientation, religion, gender physical disability) within the communities we serve
- Staff/employees
- Board of directors
- Community partners
Stages to Create Race Equity Center inside and outside of an organization

Seven strategic levers organizations can utilize to help build momentum and success in moving through the Cycle, from *Awake to Woke* to *Work*.

In achieving the *Work* stage, organizations will follow its own journey.

Source: Equity in the Center 2021
## Seven Strategy Levers

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<thead>
<tr>
<th>Personal Beliefs &amp; Behaviors</th>
<th>Policies &amp; Procedures</th>
<th>Data</th>
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<tbody>
<tr>
<td><strong>AWAKE</strong></td>
<td><strong>WOKE</strong></td>
<td><strong>WORK</strong></td>
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| • Believe that diverse representation is important, but may feel uncomfortable discussing issues tied to race  
  • Are responsive to encouragement by staff to increase diversity in the organization | • Place responsibility for creating and enforcing DEI policies within HR department | • Have started to gather data about race disparities in the populations they serve |
| • Prioritize an environment where different lived experiences and backgrounds are valued and seen as assets to teams and to the organization  
  • Regularly discuss issues tied to race and recognize that they are on a personal learning journey toward a more inclusive culture | Take responsibility for a long-term change management strategy to create a race equity culture, which includes having a critical mass of people of color | • Identify areas where race disparities exist, such as compensation and promotion; then analyze that data to locate root causes |
| • Model a responsibility to speak about race, dominant culture, and structural racism both inside and outside the organization | Show a willingness to review personal and organizational oppression; identify organizational power differentials and change them by exploring alternative leadership models, such as shared leadership | Can illustrate, through longitudinal outcomes data, how their efforts are impacting race disparities in the communities they serve |
Ways to Get Started Building A Race Equity Culture

1. **Establish a shared vocabulary.** Create a common language around race equity work (see Equity in Center Publication).

2. **Identify race equity champions at the board and senior leadership levels.** Choose individuals who can influence the speed and depth at which race equity is embraced by the organization.

3. **Identify race equity work as a strategic imperative.** Demonstrate how it connects to the organization's mission, vision, organizational values, and strategies.

4. **Open a continuous dialogue about race equity work.** Support opportunities for colleagues to learn about and discuss race and race equity. Use research on the racial leadership gap to start conversations or engage a facilitator to support dialogue around videos on structural racism and implicit bias.

5. **Disaggregate data.** This is the most effective way to identify inequities and outcomes gaps both internally (e.g., compensation) and externally (e.g., program outcomes).
Potential Obstacles/Challenges for Consideration

- A DEI initiative is an ongoing process that requires time and investment of time and financial resources
- Lack of clarity amongst leaders as to goals and commitment
- Need for guidance for an agency to determine DEI goals
- Strategic Plan lacks clarity or structure
- Lack of data to support outcomes or determining gaps
- Inconsistent terminology
- Lack of infrastructure to support program needs
- Lack of buy in by leadership
- Lack of top down modeling and engagement in dialogue
DEI Strategy Framework - Sample

Implement 4-point strategy to achieve DEI mission and vision:

1. Create strategy design to match business objectives.
2. Develop data standards for measuring longitudinal progress in DEI efforts and need for change.
3. Recruit, retain, and promote diverse staff at all levels—from board of directors, management, and staff to build a diverse community.
4. Create an infrastructure to provide strategic oversight and highlight the importance of our DEI goals.
Momentum At A Glance

- Momentum Consultation with DEI Expert through EAP
- Champions Identified at C-Level
- Data Extrapolated to understand Aggregate Data around clients and staff
- Initiative named agency imperative 2020
- Momentum Organizational Strategy Developed – Multi Year Goals
- Management Trainings Kick Off (5 total)
- Terminology shared as part of training introduction
- Kicked off DEI Program Communications to Agency
- Board Trainings kick off
- Social Equity Group Formed
- Listening Sessions conducted
- All Staff DEI Trainings launched
- Staff Survey disseminated; data collected w/evaluation for next steps
Momentum Demographics

**Agency Racial Demographics**
- Board of Directors
  40% Ethnic Minorities
  - 13% Asian American
  - 20% Latino or Hispanic
  - 6% Black

- Executive Team
  - 33% Minority (Asian American and Latino)
  - 44% Women

Managers
66% Ethnic Minority
- 22% Asian American and Pacific Islander
- 29% Hispanic or Latino
- 12% Black
- .% two or more races
Momentum Demographics

- **Agency Demographics**
  - Direct Service Staff
  - 73% ethnic minority
    - 34% - Latino or Hispanic
    - 23% - Asian American Pacific Islander
    - 12% - Black
    - 4% - 2 or more races

- Compared to Community Served and County population
  - Community served comprised of 64% ethnic minorities
    - 20% - 2 or more races
    - 19% Latino or Hispanic
    - 16% Asian Pacific Islander
    - 8% Black
    - 1% American Indian
Presentation References and Resource Information

Board Source
Leading With Intent Report

Equity in the Center Infographic

Awake to Work: Building A Race Equity Culture
https://equityinthecenter.org/aww/

Giving Tree
Tony Ruth’s Giving Tree art of justice/equality/equity

Race to Lead
https://racetolead.org/