Why distinguish between Diversity, Equity, and Inclusion?

“Both aspects of [diversity and inclusion] are important — diversity without inclusion can result in a toxic culture, and inclusion without diversity can make a company stagnant and uncreative. Companies are starting to focus more on diversity, but many disregard the inclusion piece of the puzzle. Without a concerted effort towards both inclusion and diversity, your workforce will feel out of place and unsupported.”

(Wong, 2020.)
Diversity

Everyone is invited.

“Diversity refers to political beliefs, race, culture, sexual orientation, religion, class, and/or gender identity differences. In the workplace, diversity means your staff consists of individuals who bring new perspectives and backgrounds to the table.”

[Diversity and Inclusion in the Workplace: Benefits and Challenges, Kellie Wong, Achievers Blog, September 14, 2020.]

Equity

Everyone has an opportunity to advance.

Source: Robert Wood Johnson Foundation

Source: Cato Institute
Inclusion

Everyone gets to participate.

“Diversity is being invited to the party. Inclusion is being asked to dance.” Verna Meyers.

Distinguishing inclusion from assimilation

- Assimilation is for the benefit of the dominant culture
- Individual will always be “other”
- “Passing” is a form of assimilation

Benefits of DEI

Profitability

• Companies that have the most gender diversity: 48% more likely to be profitable than companies with the least gender diversity.

• Engagement: 3 key drivers of productivity
  ▪ Psychological meaningfulness; psychological safety; psychological availability.
  ▪ Inclusion is critical to psychological safety. Cannot have safety if pressure from identity threats, inability to be authentic at work.

Innovation

The role of unconscious bias in lack of equity

“The beliefs and the feelings we have about social groups that can influence our decision making and our actions, even when we’re not aware of it.” — Elizabeth Eberhardt

Implicit bias affects how people perceive, evaluate, and react to others; it refers to the attributes that we quickly assign to people based on their social categories. Unconscious biases stem from the way our brains work: our bodies send our brains 11 million bits of information per second, but our brain can only process about 40 to 50 bits per second. So the way our brain deals with so much information is by setting up shortcuts, with sometimes serious consequences. These shortcuts influence who we think is likeable, valuable, right, or competent.
How unconscious bias affects hiring and promotion

Gender

Studies have shown that men are promoted on the basis of potential over women with a proven track record.

• Unconscious bias towards men as managers;
• Mistakes by women are viewed more harshly, especially in professions that are typically male-dominated.

Race

As recently as 2017, white applicants received 36% more callbacks than equally qualified Black candidates, while white applicants received on average 24% more callbacks than equally qualified Latinx candidates.

Creating an inclusive environment

Intersectionality:

• Individuals have multiple identities and may be subject to multiple sources of marginalization or privilege at the same time, and context does make a difference
Creating an inclusive environment

Microaggressions/micro-affirmations:
• Recognize what constitutes microaggressions and how they operate to inflict identity threats
• Be specific in your positive feedback
• Support individuals who are being interrupted or whose ideas are only heard when made by someone with status

Things to keep in mind when setting up DEI

• No 1-size-fits-all
• Be prepared to fail and pivot
• Forever effort
• Instill a culture of learning rather than blame or good vs. bad
• Need stakeholders buy-in
• Data gathering: think carefully about how to gather data, and to what end? What are you trying to achieve?
• Persuadables and Detractors (Center for Talent Innovation)
• Suggest that agenda for DEI work be driven by the needs identified in your organization

Source: Brookhaven National Laboratory
Purpose of Diversity, Equity, and Inclusion Committees

**DEI Committee** - A committee of members who have a significant role in developing goals and strategies related to the advancement of diversity, equity, and inclusion.

Roles and responsibilities may include the following:

- Relating diversity and inclusion to the city’s mission, values, and objectives
- Gathering information and data that may reveal DEI concerns and opportunities
- Outlining key DEI goals and actionable steps to achieve them
- Helping institutionalize policies that support equity for all employees
- Evaluating the effectiveness of ongoing efforts and adapting as needed

Benefits of DEI

- GREATER PRODUCTIVITY AND QUALITY OF WORK
- CREATIVITY AND INNOVATION
- INCREASED PSYCHOLOGICAL SAFETY
- JOB SATISFACTION AND RETENTION
- GREATER CIVIC ENGAGEMENT AND COMMUNITY LIFE
### DEI Committees in Other Cities

<table>
<thead>
<tr>
<th>City of Irvine</th>
<th>City of El Segundo</th>
<th>City of San Luis Obispo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year Formed</strong></td>
<td>January 2021</td>
<td>July 2020</td>
</tr>
<tr>
<td><strong>Comprised of</strong></td>
<td>5 members, each selected by a member of the City Council</td>
<td>9 members of the community, selected by the City Council after an outside consultant narrowed it down</td>
</tr>
</tbody>
</table>
| **Focus/Goals** | 1. City employment  
2. City contracting  
3. Hate crimes/incidents | 1. Enhancing customer service, engagement, and communications  
2. Support community safety & preparedness  
3. Develop city as choice employer and workforce | Integrate structural change and opportunities for growth to support the well-being and empowerment of its marginalized communities and the community as a whole |
| **Current Status** | Meets monthly | Meets monthly | Provided recommendations to City Council in January 2021 |

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### DEI Committees in Other Cities

<table>
<thead>
<tr>
<th>City of Livermore</th>
<th>City and County of San Francisco</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year Formed</strong></td>
<td>June 2020</td>
</tr>
<tr>
<td><strong>Comprised of</strong></td>
<td>Ad hoc subcommittee consisting of vice mayor and a council member, separate “working group” of up to 18 community members was formed to serve as resource to subcommittee</td>
</tr>
</tbody>
</table>
| **Focus/Goals** | Ensure there is diverse community engagement resulting in a welcoming city, exemplified by equity of opportunity and just treatment for all | 1. Promoting equity, diversity, inclusion and fairness in its workplaces  
2. Hire personnel dedicated to DEI efforts  
3. Provide unconscious bias training to staff |
| **Current Status** | Provided final recommendations to City Council in July 2021 | Ongoing efforts |
Council’s Decision Points and Options

1. Who will lead and coordinate the formation of a DEI Committee?
   a. An outside consultant
   b. City Attorney’s Office with the assistance of City staff
   c. City Manager

2. Who will the DEI Committee be comprised of?
   a. Council subcommittee and staff
   b. Council subcommittee and members of the community
   c. City staff

Cal Cities Advancing Equity Advisory Committee

- Formed in February 2021
- Comprised of 25 individuals (Elected Officials and Department Heads)
- Ultimate goal: provide resources to support cities in their efforts to reevaluate operations and services through an equity lens, and reform areas where longstanding racial biases and inequities exist.
Racial Disparities

From infant mortality to life expectancy, race predicts how well one will do.

Racial disparity across incomes

In recent years, as high rates of maternal mortality in the U.S. have alarmed researchers, one statistic has been especially concerning. According to the CDC, black mothers in the U.S. die at three to four times the rate of white mothers, one of the widest of all racial disparities in women’s health. Put another way, a black woman is 22 percent more likely to die from heart disease than a white woman, 71 percent more likely to perish from cervical cancer, but 2.43 percent more likely to die from pregnancy- or childbirth-related causes. In a national study of five medical complications that are common causes of maternal death and injury, black women were two to three times more likely to die than white women who had the same condition.

Black women face significantly higher maternal mortality risk

Maternal deaths per 100,000 live births (2011-2013)

Source: Centers for Disease Control and Prevention
Racial Disparities

6 in 10 of U.S. prisoners are Black/Latino (yet only comprise 30% of the U.S. population)

65% Black or Latino men graduate from high school (80% of White males will)

57% of Blacks and Latinos spend more than 30% of their income on housing costs

Black and Native American unemployment is 2x that of Whites

The Racial Wealth Gap is Stark and Worsening

Median Family Wealth Today:

White Family: $147,000
Latino Family: $6,600
Black Family: $3,600

Report: Dreams Deferred 2019
What Does Racial Equity Require?

• “Closing the gaps” so that race does not predict one’s success, while also improving outcomes for all.

• Targeted strategies to focus on improvements for those worse off.

• Move beyond “services” and focus on root causes by changing policies, institutions, and systems.

Systems of Oppression Overlap to Produce Compound Inequities

• Race is the primary predictor of success in most areas of daily life

• However, racism overlaps with classism, sexism, queerphobia, and ableism to produce **compound inequities**

• Examining the overlap of these inequities is called **intersectionality**
Resources For Developing A Diversity, Equity and Inclusion Program In Your City

• National League of Cities guide “Advancing Racial Equity In Your City” (2017)

• The Government Alliance on Racial Equity (GARE)

• Cal Cities “Advancing Equity” webpage

• Western City Magazine, November 2020 Issue

How To Develop A Diversity, Equity and Inclusion Program In Your City

1) Set An Example And Strike The Right Tone
2) Observe And Listen
3) Make A Public Declaration
4) Dedicate Infrastructure To Action
5) Commit To Policy And Systemic Change
6) Create A Racial Equity Plan
Preparing for a DEI Community Conversation

Legal issue spotting

- Free Speech Issues
  - Equal Protection
  - Public Forum

- Sunshine Laws
  - Brown Act
  - California Public Records Act

- Personnel & Labor

Preparing for a DEI Community Conversation

Counseling and Tools for Success

- Meeting and parliamentary rules of procedure
- Develop and implement a process that allows everyone the opportunity to speak
- Establish shared expectations for participation
Preparing for a DEI Community Conversation

**Recommendations from experience:**

- Tools for success should help facilitate the discussion
- Resist the invitation endorse a particular perspective
  
  \[“Isn’t it true that the law says ….”\]

### Issue Spotting - Free Speech Issues

**Considerations:**

- Are you creating a public forum?
- Do you have reasonable time, place, and manner restrictions?
- How will you avoid favoring, or disfavoring, particular speakers or view points?
- What will the Government’s response be when a restriction is breached?
### Issue Spotting – Sunshine Laws

#### Brown Act

- Who will engage the community?
  - Full council? Ad hoc or standing subcommittee? Advisory body?
  - How will it be composed?

- Why is this important?
  - Adherence to meeting agenda and notice requirements
  - Achieving a quorum
  - Protecting against inadvertent Brown Act Violations
  - Employee participation [see Personnel & Labor issue spotting]

#### California Public Records Act

- What records will be produced?
- What information will be gathered?

- Cautions:
  - Avoid creating an expectation of privacy
  - Prepare for anonymous participation
Issue Spotting – Personnel & Labor

Employee participation

- Individually, or as a resource provided by the City?
- Paid?
- First Amendment activity?
  - Personal views attributed to the City (positive and negative)
  - Disrepute

Harassment and Bullying

- Workplace harassment
- Preventing workplace violence
- Anticipate secondary effects
  - Personal attacks outside organized meetings
  - Criminal activity (hate crimes)
Counseling – Tools for Success

Meeting and Parliamentary Rules of Procedure

- Define purpose and structure for discussion
- Set expectations for participation
- Set expectations for how the City will respond if meeting and parliamentary rules are not followed

Process that allows everyone the opportunity to speak

- Time limits
- Recognizing a speaker
- Relinquishing floor for next speaker

Why is this important?

- Create a safe environment to receive input
- Helps protect against the meeting being seized by an individual for their own purposes
Counseling – Tools for Success

Establish and Implement Shared Expectations for Participation

- Share experience
- Challenge ideas, not people
- Demonstrate respect
- Take responsibility for words and actions
So I ask you, who do you want to be? Do you want to be a leader motivated by acts of inclusion or defined by measures of exclusion? Dr. Hannah Gatsby