

"It is time for parents to teach young people early on that in diversity, there is beauty and there is strength."

-Maya Angelou



EDI

EQUITY, DIVERSITY, AND INCLUSION
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Objectives

- ▶ Define EDI
- ▶ Bias Awareness
- ▶ How bias can negatively impact an organization's culture
- ▶ Dismantling Bias
- ▶ Assessment



Equity

- **Equity** acknowledges that societal disparities exist and works to address these gaps to advance a just outcome for all. It differs from equality, which simply ensures that everyone has the same opportunities, without considering disparities that may impact how people can access those opportunities.

EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.



In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.



Diversity

- **Diversity** embraces the presence of a wide variety of societal groups. That variety is welcome across race, sex, gender, ability, age, nationality, socioeconomic status, religious or cultural backgrounds, and other forms of identity.



Inclusion

- ▶ Inclusion ensures that people of diverse backgrounds are welcome and embraced in the same space. It promotes a feeling not just of invitation but belonging.



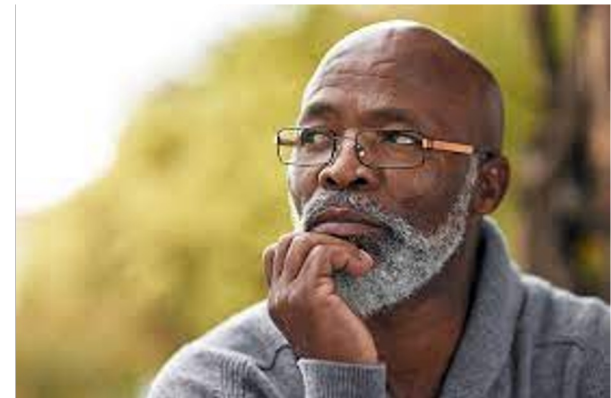


Equity, Diversity, & Inclusion

- ▶ In a human-centered organization, each team member contributes to creating an inclusive and equitable culture. Committing to a workplace that welcomes diversity, benefits everyone involved, and promotes better business outcomes.
- ▶ Learning about EDI will inevitably challenge you to grow on a personal level by exposing you to realities you may not have considered as a result of your unique upbringing. Since our understanding of society is based on our own limited experiences, we can view this work as an ongoing journey to better understand and improve ourselves and the community we serve.

The Problem with Unconscious Bias

- ▶ **Unconscious Bias:** Unintentionally placing others into groups or social categories based on observable criteria.
- ▶ **Stereotype:** An oversimplified belief about a group or category, based on widely-held ideas rather than truth.
- ▶ **Prejudice:** A fixed, often negative opinion about a group different from one's own, not based on fact or experience.



The Risk of Bias



- ▶ Unconscious bias, stereotypes, and prejudice can creep into day-to-day interactions and lead us to make false assumptions. If we don't evaluate our assumptions, false or oversimplified categorization can negatively influence hiring decisions. This can lead to unknowingly engaging in practices that prevent us from attracting and retaining diverse talent.
- ▶ When we use observable criteria to put others into groups or social categories – rather than spending time getting to know someone – we give into stereotypes and prejudice.
- ▶ These biases can be rooted in a wide range of criteria such as age, skin, color, weight, education, job title, gender, sexuality, religion, speech pattern, and social status.

Diverse teams



Diverse teams are not only more vibrant and inclusive, but they give organizations concrete advantages. Organizations that implement clear diversity policies gain a competitive edge with:

- ▶ Greater innovation
- ▶ Increased productivity and versatility
- ▶ A broader recruiting talent pool.

Unfortunately, unconscious bias sometimes gets in the way of developing those diverse teams. We ALL have unconscious biases. Those biases don't make anyone a bad person, but it is critical to spot, evaluate, and challenge them to build successful and innovative teams.

Keep talking about unconscious bias

► Scenario 1- Finding the right fit:

Hadi is hiring a new executive director. He's narrowed it down to the two strongest candidates, Linda and Marsha. Both candidates have the skills and qualifications to excel in this position. However, he has a gut feeling that Marsha would make a better culture fit for the organization. Should he go with his gut?

Hadi received hundreds of applications for a single opening. Sifting through the piles of qualified candidates was taxing and time-consuming. What he doesn't know is that the human brain has evolved to make unconscious decisions to save time and energy.



Data



Try to understand your organization's structural biases by identifying and measuring them. Track your demographics, including gender, race, ethnicity, and age, across different departments. If you notice that certain demographics make up the majority of your organization or the majority of a particular department or committee, then flag it as **a potential** warning sign of unconscious bias.

Evaluate Message and Medium



► Messaging:

Look for problematic language in your organization's postings that might discourage certain populations from applying. For example, words like "competitive" and "headstrong" are often coded as masculine, whereas words like "cooperative" and "supportive" may be coded as feminine. Coded language may discourage someone from applying, so stay neutral or at least maintain a balance in your word choice.

► Medium:

Examine where you post openings and the networks you use. Referrals are great, but they can limit talent diversity. Actively source new and diverse networks or media to assess a broader candidate pool.



Standardize the Application Process

- ▶ Standardize interview questions:

Unstructured interviews leave more room for bias. Ask the same basic questions across positions. Also, if multiple people are interviewing a candidate, wait to compare notes until after everyone is finished interviewing to avoid influencing each other.

- ▶ Add a skills test:

An exercise or skills test relevant to the position lends a more objective idea of how the candidate would perform the daily job responsibilities. Remove the names from completed tests to evaluate candidates based on performance, not your personal biases.

Define Clear Criteria

Reduce bias with clear candidate evaluation criteria. Avoid vague; and potentially biased, reasons for rejecting a candidate, such as; “*I didn’t get a good vibe from them.*” Criteria aid objective decision-making. Before posting the position, consider:

- ▶ **Job responsibilities and qualifications.** Create a detailed list of the responsibilities for the open position. Then, determine the required qualifications to fulfill them. Narrow your focus on what is really required for the role.
- ▶ **Culture fit.** Defined the values, attitudes, and goals that comprise your agency culture. Is it a passion for helping people? Or, do you value innovation, change, fundraising, and new ideas?
- ▶ **Criteria for a successful interview or skills test.** Finally, set guidelines and create a rubric to evaluate what makes an interview, skills test, or application exercise successful.





Hiring Practices and Techniques

- ▶ Audit hiring practices:

Complete a hiring decision and reasoning audit. Ask yourself WHY you're choosing one candidate over another. Are your reasons for accepting or rejecting a candidate based on the hiring criteria? Or, are they based on assumptions? Actively identifying and challenging your personal biases to prevent them from driving your decisions.

- ▶ Implement De-Identified Hiring techniques:

Try removing identifiers that might trigger bias. While resumes give employers information about a candidate's education, skill set, and relevant experience to make more objective hiring decisions, they can also contain details that may surface race, class, gender, and other biases. If possible, try redacting such details before resumes are reviewed.

Back to the Story...

Remember Hadi?

- ▶ Standardize the questions that he will ask in the final interview.
- ▶ Make a list of agency values, attitudes, and goals, and ask the candidates questions that might demonstrate alignment with them.
- ▶ Hadi should ask himself why he's leaning toward one candidate.





Tips for Reducing Unconscious Bias

Survey Members:

- ▶ Create an anonymous survey that asks employees questions about agency culture, their experience with unconscious bias, and their perceptions of organizational fairness and inclusiveness.

Increase Awareness:

- ▶ Provide routine unconscious bias training for the board and co-chairs or for all members of the organization.

Structure Reviews:

- ▶ Add structure and standardize performance reviews.

Dismantling Unconscious Bias

Dismantling unconscious bias takes consistent, hard work. We're hard-wired to take mental shortcuts, but our inferences have a social cost. When we rely on shorthand and guesswork, we miss out on a wealth of untapped potential. Diverse, equitable workforces experience higher innovation, creativity, and productivity. So, work is not just worth the effort—it's imperative to success.

TYPES OF UNCONSCIOUS BIAS



Affinity Bias

Feeling a connection to those similar to us



Perception Bias

Stereotypes and assumptions about different groups



Halo Effect

Projecting positive qualities onto people without actually knowing them



Confirmation Bias

Looking to confirm our own opinions and pre-existing ideas.

Assessment

► Question 1.

What is Diversity?

- A. Means different or varied –made up of people belonging to diverse groups characterized by culture, race, ethnicity, nationality, gender, sexual orientation, ability, etc.
- B. Means deliberate and structured – organizations made up on people belonging to similar groups characterized by interest, beliefs, and values.
- C. Means dispersing or categorizing – excluding people belong to unique groups characterized by culture, race, ethnicity, nationality, gender, sexual orientation, ability, etc.

A.



Question 2.

What is Equity?

- A. Making all aspects of life fair to your specific community. Ensuring that select individuals are granted privilege and success based on their contribution to the greater group.
- B. Fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.
- C. Balanced distribution of power based on the individual's social status. Eliminating individual identity by promoting an environment of social acceptance based on the community needs.

B.

Question 3.

What is Inclusion?

- A. The practice or policy of providing special access to opportunities and resources for people who are of the same social status, such as those who have physical or intellectual superiority and members of other accepted groups.
- B. The practice of restricting access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.
- C. The practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or intellectual disabilities and members of other minority groups.

C.

Question 4.

**Organizations that implement clear diversity policies gain a competitive edge with:
(Select all that apply.)**

- A. Greater innovation and creativity
- B. Efficient use of personal time
- C. Increased productivity and versatility
- D. Decrease in productivity hours
- E. A broader recruiting talent pool

A., C., and E.



Question 5.

Marsha and Linda have the skills and qualifications to excel in the executive director position. Hadi wants to check his unconscious bias before making a choice. Which techniques can he use to make his decision? (Select all that apply.)

- A. Standardized set of questions he will ask in the final interview.
- B. Make a list of agency values, attitudes, and goals, and ask the candidates questions that might demonstrate alignment with them.
- C. Hadi should ask himself why he's leaning toward one candidate.

All the above.

Questions 6.

You need to fill a position on the board that is made up of 12 women and only one man. What do you do? (Select the best answer.)

- A. Narrow the gap. Only interview male candidates until you find the right fit.
- B. Nothing. You only hire the best candidates, and in this case, they all happened to be women.
- C. Flag it as a warning sign for potential bias. Check for gender-based words in your job posting and consider removing names from resumes before reviewing them.

C.



Question 7.

A Committee Co-chair wants to improve retention. What do you suggest they try? (Select the best answer.)

- A. Schedule a meeting with each employee on the team. Ask them how they feel about bias at work.
- B. Frequently share the organization's commitment to diversity and inclusion and provide training to help membership to identify biases.
- C. Invite standout members to a formal assessment to discuss performance and opportunities.

B.



Summary

While all people, and all organizations suffer from some level of unconscious bias, the good news is that there are many steps that we can take to combat it. Keep looking for ways that we can standardize the process and criteria for hiring and appointing talent so that our decisions are based on performance rather than bias.

Regularly track and monitor data about potential disparities between team demographics regarding who we hire, what they're paid, and who gets appointed.

Finally, create a regular feedback loop to check in with members, listen to their experiences, and adjust our practices accordingly.

References

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Navas,S.Sippin the EquiTEA,Medium: DEI is the new Checklist. Diversity, Equity, and Inclusion

Questions?

