Special Board Meeting – DEI Workshop

July 30, 2021

AGENDA

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Special Meeting of the Boards of Commissioners of Fresno Housing

9:00am - July 30, 2021 – *Per Executive Order N-25-20, which allows local and state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically," this Board Meeting will be held in-person for Commissioners Only, AND via conference call for all members of the public. The meeting room will not be accessible to members of the public. The meeting can be accessed by members of the public as follows:*
To join via Zoom: **https://bit.ly/07302021DEIW**
To join via teleconference, call: (669) 900-6833. Meeting ID: 852 8102 6627
Passcode: 423088

Interested parties wishing to address the Boards of Commissioners regarding this meeting's Agenda Items, and/or regarding topics not on the agenda but within their subject matter jurisdiction, are asked to submit a "Request to Speak". You will be called to speak under Agenda Item 3, Public Comment. Please email your request to speak to executiveoffice@fresnohousing.org.

The meeting room is accessible to the physically disabled, and the services of a translator can be made available. Requests for additional accommodations for the disabled, signers, assistive listening devices, or translators should be made at least one (1) full business day prior to the meeting. Please call the Board Secretary at (559) 443-8475, TTY 800-735-2929.

9am

1. **Call to Order and Roll Call**

2. **Approval of agenda as posted**
The Boards of Commissioners may add an item to this agenda if, upon a two-thirds vote, the Boards of Commissioners find that there is a need for immediate action on the matter and the need came to the attention to the Authority after the posting of this agenda.

3. **Public Comment**
This is an opportunity for the members of the public to address the Boards of Commissioners on any matter within the subject matter jurisdiction of the Boards of Commissioners that is <u>not</u> listed on the Agenda. At the start of your presentation, please state your name, address and/or the topic you wish to speak on that is not on the agenda. Presentations are limited to a total of three (3) minutes per speaker.

4. **Workshop**
Presenter: Marc' Bady, Chief Diversity Officer

Part I: Development Framework Overview

Part II: Foundational DEI Individual and Group Work

Part III: Process and Next Steps

5. **Adjournment**

Belonging and Intersecting
DEI Board of Commissioners Workshop

Marc' C. Bady

Chief Diversity Officer

FRESNO VIBRANT COMMUNITIES
QUALITY HOUSING HOUSING ENGAGED RESIDENTS

Learning Objectives

- Demonstration of individual and group understanding of identity and how to leverage this knowledge as community leaders.

- Create, enhance and promote community values among residents, employers and all stakeholders.

- Discuss DEI related concerns and increase awareness.

- Review the relationships between culture of the Agency, the community and Fresno as a whole.

- To engage you in considering how to engage as a more equitably and inclusive community member.

Development and Learning Model

1: Reveal relevant learning and self reflection opportunities

Broad Diversity, Equity, Inclusion (and belonging)

2: Elevate what we learn about equity

How we fit in systems and organizations and meaning-making

3: Activate diversity

Taking action and making change with knowledge

4: Lead inclusively

Leading from here

Who is your workshop moderato

Marc' C. Bady

- **Internal:** Black, 35, Man

- **External:** APSU/BGSU/USM, Short, US Citizen, Single, Fresno, CA, Middle

- **Organizational:** Executive @ FH, Office, Non-union representation, Exempt

- **Worldview:** Politics, History Knowledge

A Letter to self

Take out your paper, envelope and writing utensil.

- Write, draw, whatever you want to do to express yourself…

- What do you want your future self to know (you'll open this near the end of the workshop)

Chief Diversity Officer
What does a CDO do, anyway?

"…a boundary-spanning senior administrative role that prioritizes diversity-themed organizational change as a shared priority at the highest levels of leadership and governance. Typically reporting to the organization's CEO, the CDO is an integrative role that coordinates, leads, enhances, and in some instances supervises formal diversity capabilities of the organization in an effort to create an environment that is inclusive and excellence for all. Within this context, diversity is not merely a demographic goal, but a strategic priority that is fundamental to creating a dynamic work environment."

Chief Diversity Officer
Competencies and Responsibilities

- *Advisor and Counselor*

- *Business Strategist*

- *Staffing support at all levels*

- *Workforce development and succession planning*

- *Creation of diverse talent both at headquarters and in the business units*

- *Training and education*

- *Compliance*

- *Policies, especially as they apply to marginalized populations*

- *Recruiting*

- *Innovation*

- *Diversity councils and affinity group relations*

- *Marketing and marketplace development*

- *Communications*

- *Sponsorship*

- *Partnerships*

- *Community and Philanthropy*

- *Ethics*

- *Government contracts*

Chief Diversity Officer
How does the CDO transition?

Transition engagement:

Working to create opportunities to bring together critical voices from different spaces to discuss DEI-related work from different organizational perspectives

DEI audits and program policy review:

This initiative is designed to understand and document the strategy, outcomes, challenges, and opportunity areas of agency DEI initiatives, programs, and their respective gaps.

Targeted Communication:

Specific communication efforts designed to communicate information specific to the role of the DO, DEI efforts broadly, and import insights for the community through the lens and leadership of the Communication office.

External review(s):

An external review is conducted with the collaboration and help of external stakeholders in the areas of administration, consulting, research (best practices), policy experts
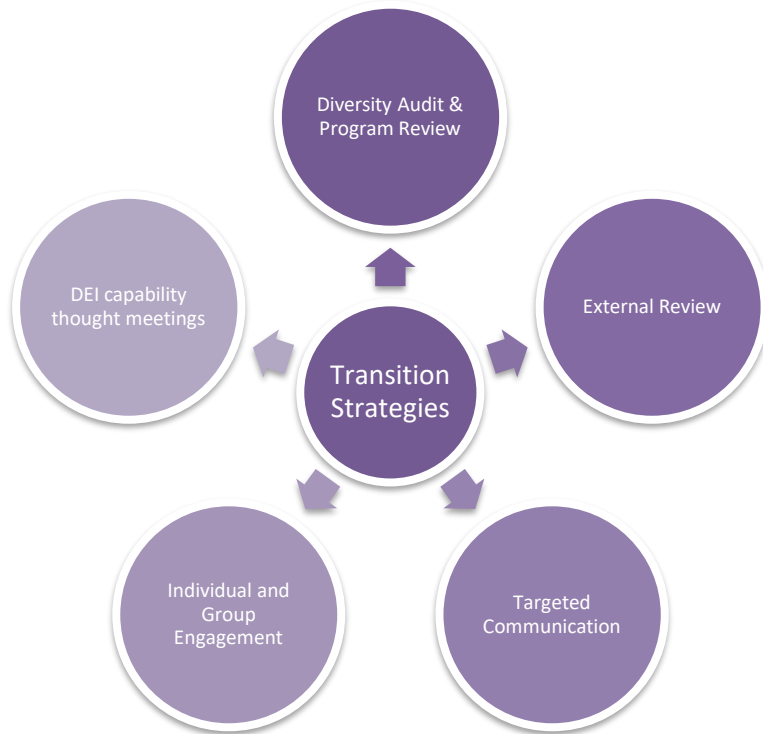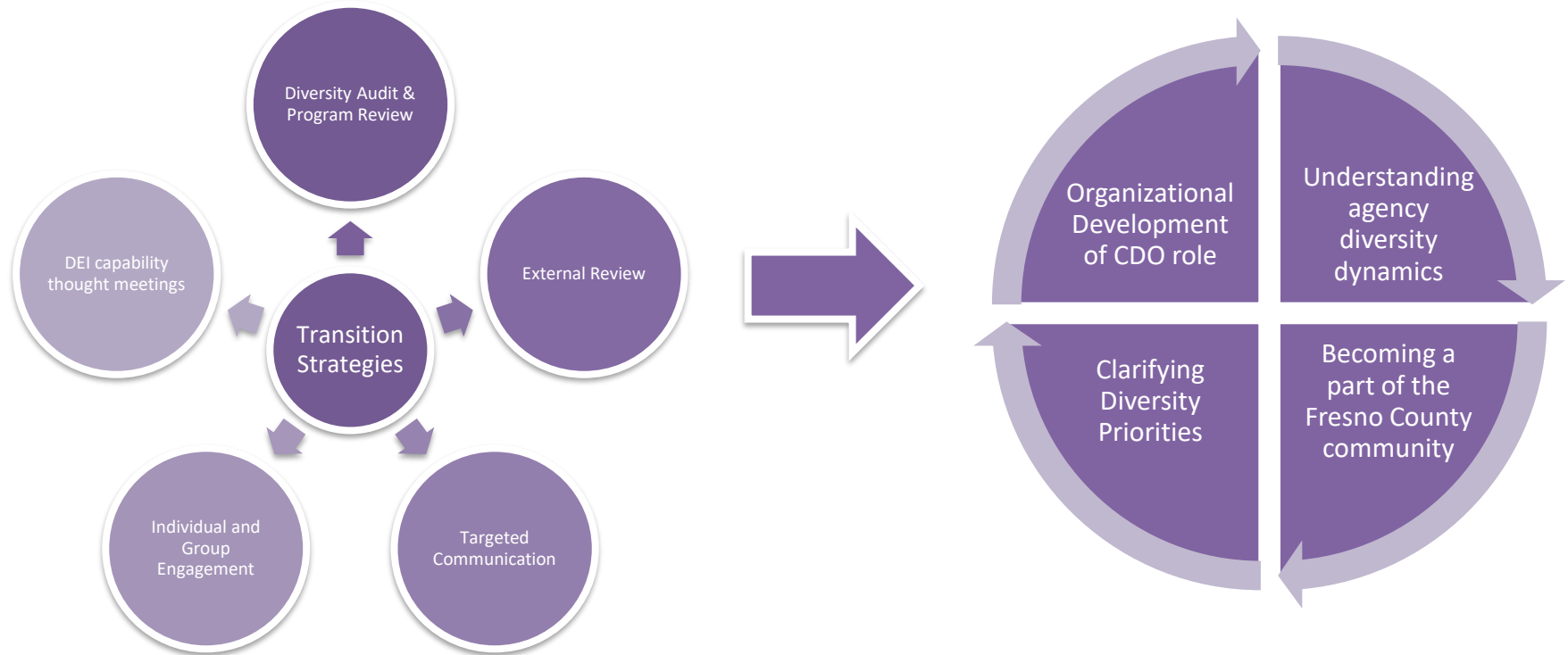
Chief Diversity Officer
How does the CDO transition?

Chief Diversity Officer
How does the CDO transition?

Transition Goals

Diversity Audit & Program Review

DEI capability thought meetings

Transition Strategies

External Review

Individual and Group Engagement

Targeted Communication

Organizational Development of CDO role

Understanding agency diversity dynamics

Clarifying Diversity Priorities

Becoming a part of the Fresno County community

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Chief Diversity Officer
How does the CDO leverage change?

Span of Control Model

Strategic Pan		Many responsibilities
Span of Control		Many Resources
Span of Support		Requires the support of many to accomplish the work
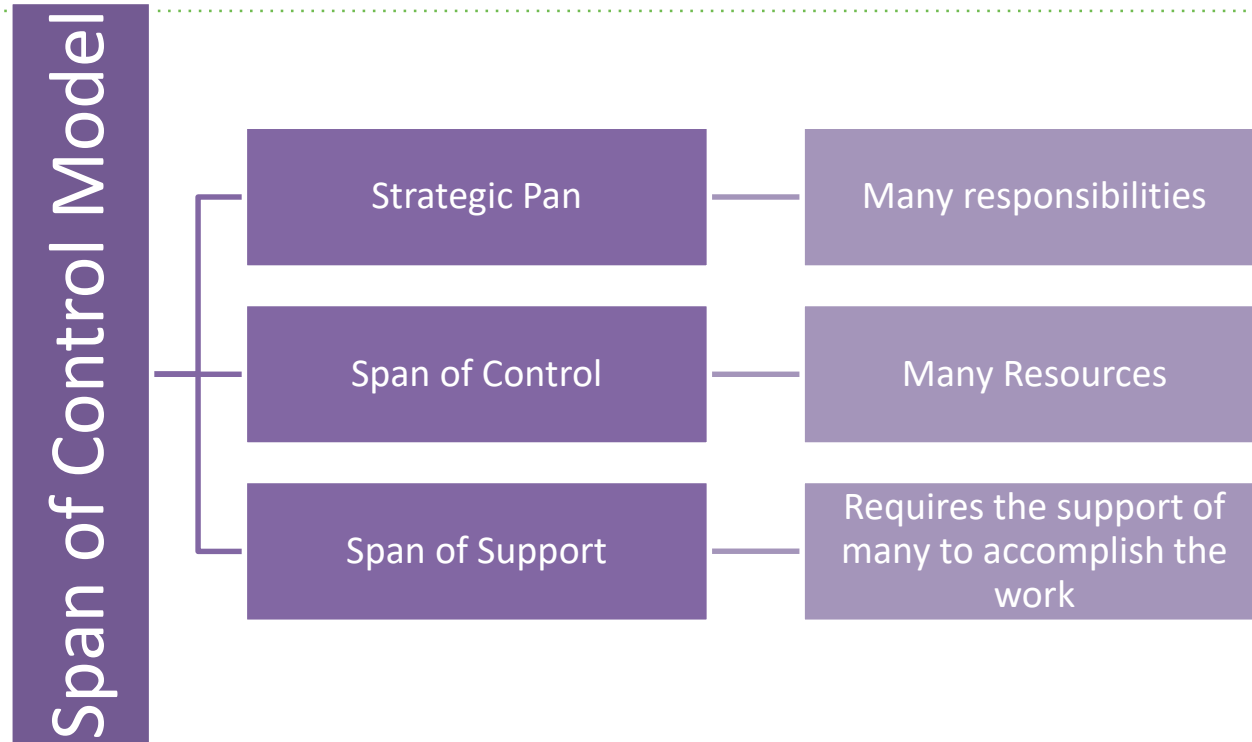
Chief Diversity Officer
Change Management Initiatives

Elevating visibility and credibility of agency diversity function

Leading strategic diversity planning efforts

Building new agency diversity infrastructure

Enhancing demographic diversity, equity, and success

Informing search processes (recruitment)

Cultivating diversity awareness and appreciation

Interfacing with agency and external accountably systems

Chief Diversity Officer
Development Framework

Strategic Diversity Platform
- Rationale and Focus

Lateral Structure
- Relationship and Influence

Officers
- Skills and Credentials

Change Management
- Push and Pull

Vertical Structure
- Authority and Power

The Opportunities

New Diversity Metric Inventory

DEI and HR Function	Workforce (and Workplace)	Leaders	Resource Groups	Enterprise Wide (Marketplace)
• Headcount and Budget • Government Requirements • Learning and Development • Recruitment Metrics • Sourcing Channels • Talent Management	• Representation • Internal Talent Mobility • Employee Engagement • Turnover • DEI Training • Compensation	• Mentorship • Executive DEI Group • Regional Diversity Affinity Group • DEI Training • Resource Group • Events • Performance • Performance management	• Participation • Funding • Community Impact • Business Impact • Talent Outcomes	• Inclusive Policies • Thought Leadership • Supplier Diversity • Phil/Community Efforts • Customer (Resident) Strategies • Communications • Assessment

The First 30 Days

Status	Audience/Category	Activity: Internal Stakeholders
Ongoing	Workforce, Leaders, and Resource Groups	**Employee Engagement, Internal Talent Mobility :**Meet with Executive Leadership/Agency workforce team for listening tour
On Target	Leaders, Workforce	**Employee Engagement:** Weekly Senior Management meetings
On Target	Leaders, Workforce	**Employee Engagement:** Attend HCV, Accounting, HR department team meetings
In Progress	Resource Groups/Enterprise wide (Marketplace)	**Community Impact, Community Strategies:** Property visits
Ongoing	Resource Groups	**Business Impact:** Review FHA DEI Strategic plan feedback & Priorities and general plan

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The First 30 Days

Status	Audience/Category	Activity: Internal Stakeholders
Ongoing	Enterprise wide (Marketplace)	**Communications**: Review and Analyze Communications Plan for FHA w/Kelli Furtado
Completed	Enterprise wide (Marketplace)	**Inclusive Policies:** Create Operationalized Equity Assessment
Completed	DEI and HR Function	**Learning and Development:** Develop and clarify FHA DEI Metrics Inventory
Completed	Enterprise wide (Marketplace)	**Inclusive Policies:** Analyze/Advocate new Telecommuting program
In progress	Leaders	**Performance Management:** Create Gap analysis of current Performance Management Plan

The First 60 Days

Status	Audience/Category	Activity: Internal Stakeholders
Planning Phase	DEI and HR Function, Workforce	**Talent Management, Internal Mobility:** Assess and develop training and on-going workforce and DEI on-boarding, and PD opportunities.
Planning Phase	Leaders	**Mentorship Programs:** Develop Coaching and Mentoring Program for workforce
Planning Phase	DEI and HR Function	**Recruitment Metrics:** Analyzing hiring, recruitment processes
Ongoing	Enterprise wide (Marketplace)	**Community Strategies:** Assess HCV engagement and data plan
Planning Phase	Enterprise wide (Marketplace)	**Inclusive Policies:** IT review for accessibility barriers

The First 60 Days

Status	Audience/Category	Activity: Internal Stakeholders
Planning Phase	Workforce	**Representation, Talent Mobility:** Create succession plan for talent pipeline
Planning Phase	DEI and HR Function, Leaders	**Talent Management, Mentorship Programs**: DEI-paid summer internship program for FH students
Ongoing	Workforce	**Representation, Talent Mobility:** Review Equal Opportunity Policy, Affirmative Action Procedure
Ongoing	Enterprise wide (Marketplace)	**Communications, Inclusive Policies:** Adopt DEI specific market efforts, Social Media, Website
Ongoing	Enterprise wide (Marketplace)	**Inclusive Policies:** Initiate broad Policy review with policy analyst

The First 90 Days

Status	Audience/Category	Activity: Internal Stakeholders
Planning Phase	Resource Groups	**Resource Groups, Supplier Diversity, Business/Community Impact:** Reestablished programmatic engagement ties with • City College - Pending • Fresno State – In process with University President
Ongoing	Enterprise wide (Marketplace), DEI and HR Function	**HR Metrics, Evaluation and Assessment:** • Internal agency climate survey • Community/Property focus groups (engagement) • Organizational Commitment Survey

The First 90 Days

Status	Audience/Category	Activity: Internal Stakeholders
Planning Phase	DEI and HR Function, Workforce	**Representation, Talent Mobility Recruitment:** Inclusive Fresno Affinity Recruitment Program
Ongoing	Workforce, Leaders, Resource Groups	**Participation, Employee Engagement**: DEI Agency-wide workgroup (Disability, Accessibility, Race/Ethnicity, Gender Issues, Immigration/Nondocumented, LGBTQAI+, Training, Recruitment, Retention, Engagement, Evaluation/Assessment)
Ongoing	Workforce, Leaders	**Talent Management, Internal Mobility:** DEI specific workshops for internal agency development: • Inclusive Leadership Training • Unconscious Bias Training • Allyship and Bystanding Intervention Training

The First 90 Days

Status	Audience/Category	Activity: Internal Stakeholders
Planning Phase	Enterprise wide (Marketplace)	**Communications, Inclusive Policies:** Develop definitions of FH agencies definitions of diversity, equity, and inclusion both internal and external facing
Planning Phase	Enterprise wide (Marketplace)	**Communications:** Create DEI (front facing) communications strategy and information for all stakeholders • Adopt DEI specific market efforts, Social Media, Website

Workshop Community Ground Rules

Ground Rules

How we actively participate?

- Be open to new information and perspectives.
- Listen actively and respect others when they are talking.
- Maintain confidentiality.
- Acknowledge when you may unintentionally say something, and you wish you had not.
- Put things in the parking lot.

Commitment

Ground rules (Share aloud)

- What do you expect out of each other?

- What do you expect out of yourself?
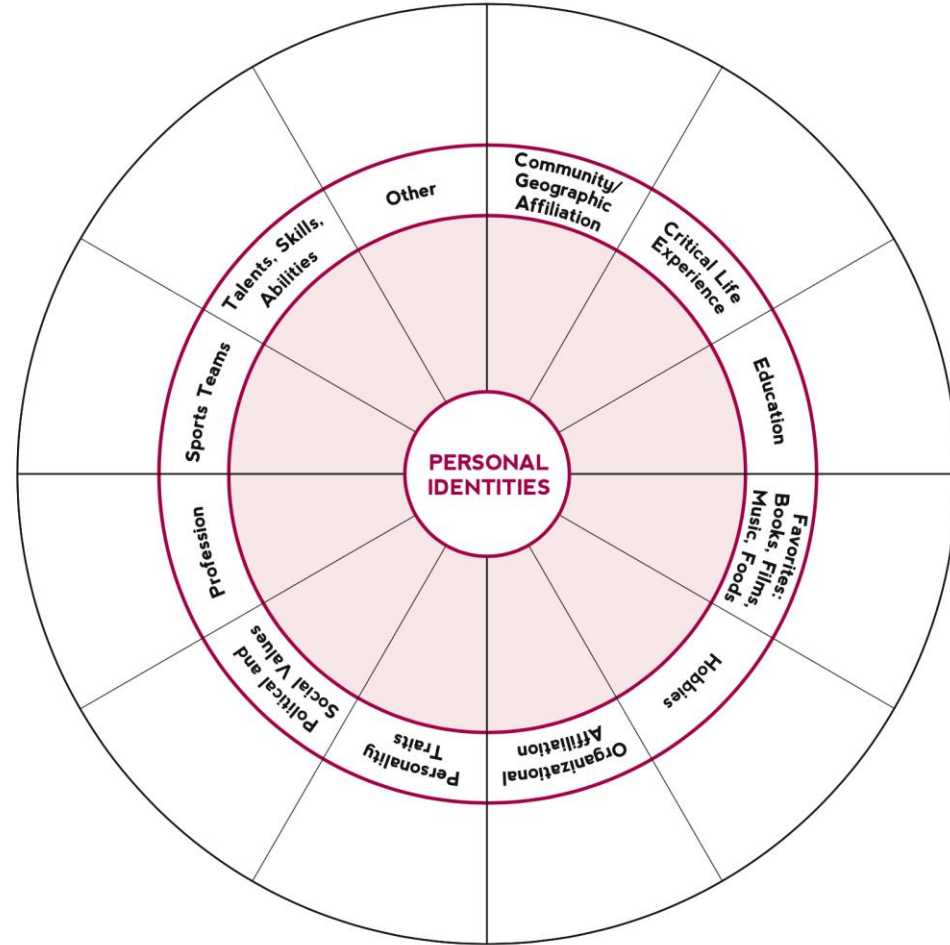
Introductions

Tell us your name?

Tell us *where* you got your name?

If you could trade places with one famous person for a day, who would it be?

What do you hope to gain today?

Personality Whee

Personality Wheel

Talent, Skills, Abilities?
- Sing, Draw

Sports Teams
- 49ers, Grizzlies

Profession
- Housing Agency Professional

Personality Traits
- Extravert, Curious

Hobbies
- Running, Sketching

Favorites
- Book: The Color of Water,
- Film: Vertigo/The Best Man
- Music: 90s R&B, 80s Power
- Food: Vietnamese, Thai

Education
- APSU, BSU, USM

Critical Life Experience
- Study Abroad

Community, Geographic Affiliation
- Southern (Mississippi, Memphis, TN)
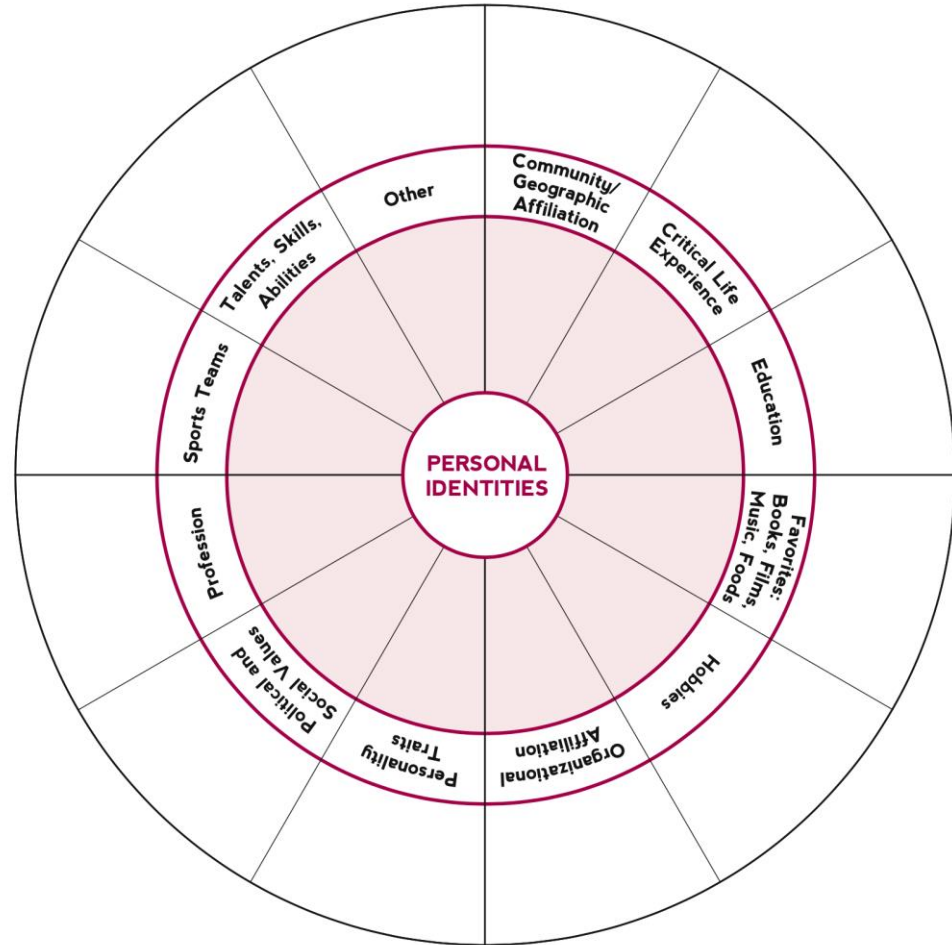
Fill out your personality wheel

Personality Whee

Which aspects of your personal identity feel especially meaningful to you and why?

Which aspects of your personal identity don't feel as meaningful to you and why?

Are there any that you hadn't thought about before today, and if so, why do you think that is?

What experiences have you had that make the identities in your inner circle more salient to you?

Other

Community/
Geographic
Affiliation

Talents, Skills,
Abilities

Critical Life
Experience

Sports Teams

Education

PERSONAL
IDENTITIES

Favorites:
Books, Films
Music, Foods

Profession

Hobbies

Political and
Social Values

Personality
Traits

Organizational
Affiliation

What does diversity mean to you?

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Diversity

- Diversity is defined as broad spectrum of organizational and human differences and similarities.

- Another way to view this is to understand dimensions of diversity that are more visible and easier to define such as associations related to certain racial, gender and cultural groups.

  - Today organizations are also including dimensions related to age, sexual orientation, religion and disability into their definitions od diversity and, in their diversity, equity and inclusion strategies.

Diversity
Dimensions of Diversity (Diversity is where we start)
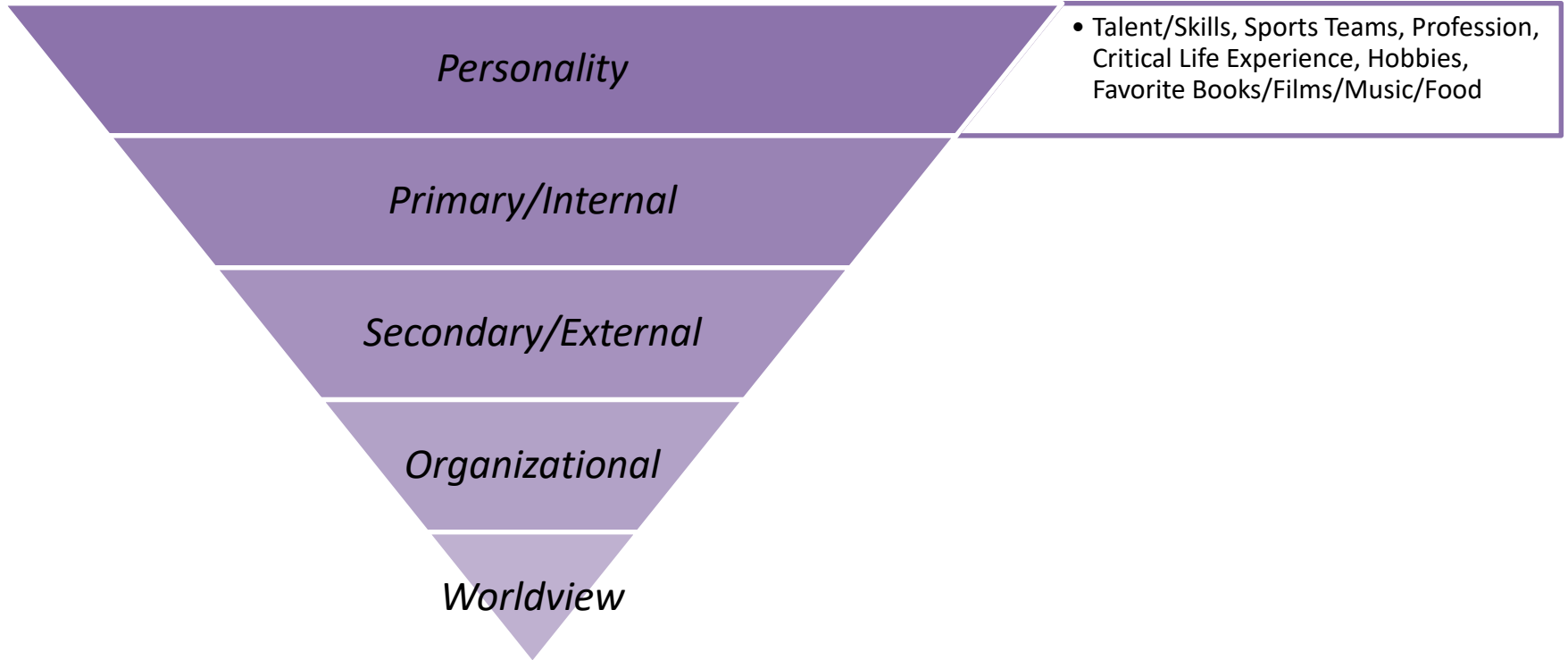
Personality

Primary/Internal

Secondary/External

Organizational

Worldview

Diversity
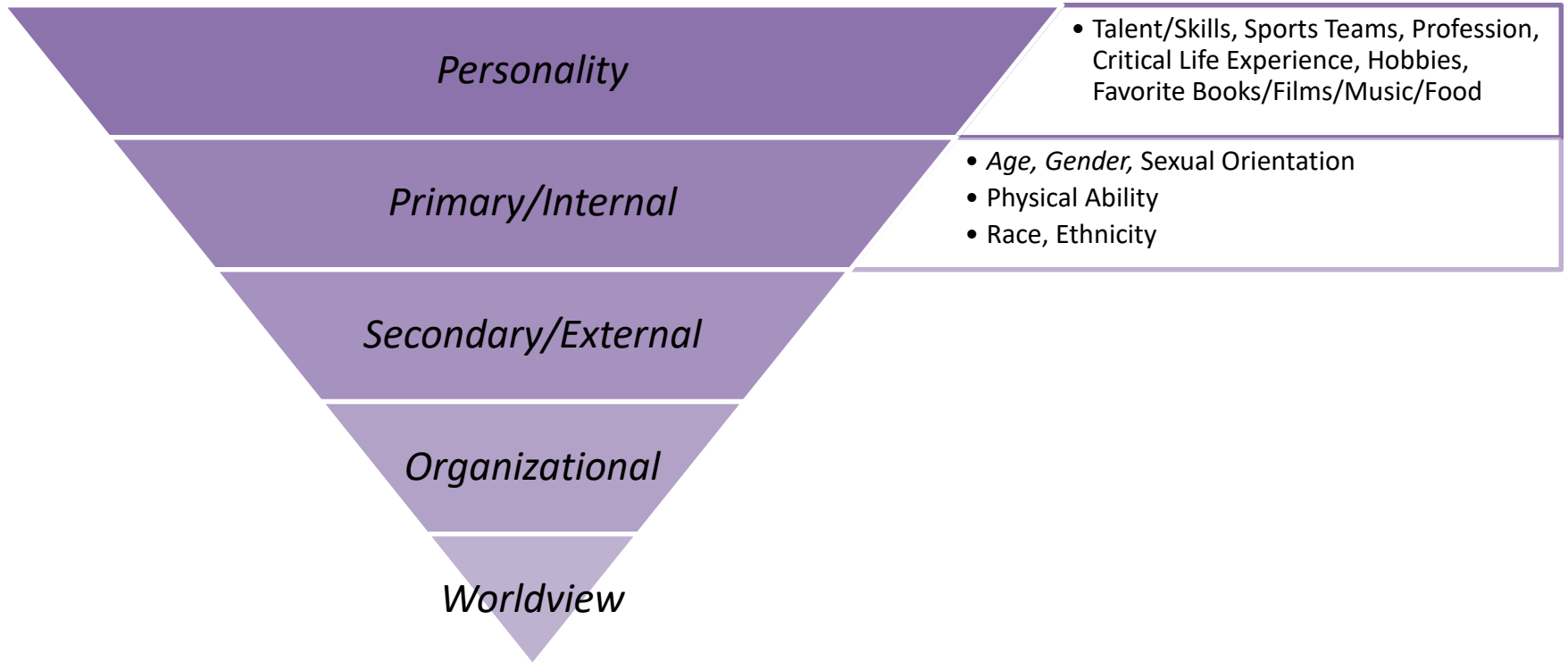*Dimensions of Diversity (Diversity is where we start)*

Personality
- Talent/Skills, Sports Teams, Profession, Critical Life Experience, Hobbies, Favorite Books/Films/Music/Food

Primary/Internal

Secondary/External

Organizational

Worldview

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Diversity

Dimensions of Diversity (Diversity is where we start)

Personality — • Talent/Skills, Sports Teams, Profession, Critical Life Experience, Hobbies, Favorite Books/Films/Music/Food

Primary/Internal —
• *Age, Gender,* Sexual Orientation
• Physical Ability
• Race, Ethnicity

Secondary/External

Organizational

Worldview

Diversity
Dimensions of Diversity (Diversity is where we start)

Personality
- Talent/Skills, Sports Teams, Profession, Critical Life Experience, Hobbies, Favorite Books/Films/Music/Food

Primary/Internal
- *Age, Gender,* Sexual Orientation
- Physical Ability
- Race, Ethnicity

Secondary/External
- Geographic Location, Socioeconomic Status, Personal Habits, Recreational Habits, Language/Accent, Religious Beliefs, Educational Background, Smoker/Non-Smoker, Appearance, Parental Status, Marital Status

Organizational

Worldview

Diversity
Dimensions of Diversity (Diversity is where we start)

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Organizational
- Job function, Management Status, Work Location, Department, Seniority, Union Affiliation

Worldview

Diversity
Dimensions of Diversity (Diversity is where we start)

Personality
- Talent/Skills, Sports Teams, Profession, Critical Life Experience, Hobbies, Favorite Books/Films/Music/Food

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Organizational
- Job function, Management Status, Work Location, Department, Seniority, Union Affiliation

Worldview
- Cultural events, politics, history knowledge

What comes to your mind when you hear the word inclusion?

Inclusion
What does it mean?

Inclusion is about each person feeling valued and connected.

- Everyone thrives in an environment where our inherent worth is recognized, we can be safe to express our authentic selves and we know we belong to something bigger.

Inclusion
Differences
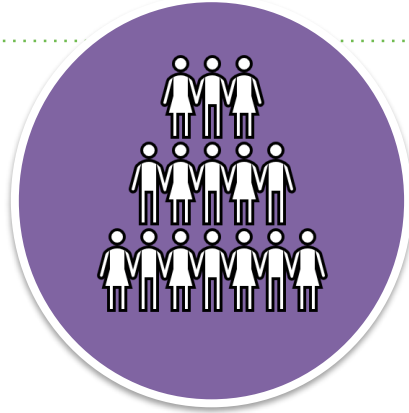
How is inclusion different than diversity?

Diversity vs Inclusion
Don't these ideas work against each other?

Diversity doesn't contradict Inclusion. **The extraordinary happens at the intersection of inclusion and diversity.** When we come together, the power of each one of us is magnified. By including and appreciating diverse perspectives and backgrounds, we create a stronger commitment, more innovative solutions and better results.

What comes to your mind when you hear the word equity?

Equity
What is Equity?

- Equity is the concept of treating everyone fairly by acknowledging everyone's unique situation and addressing systemic barriers.

- The aim of equity is to ensure that everyone has access to equal results and benefits. **Equity** is the process of ensuring that processes and programs are impartial, fair and provide equal possible outcomes for every individual

What's the difference between equity and equality?

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Equity

You have probably seen an image or series of images like this to help explain the difference between equality and equity, and to visualize what it would look like if there were no systemic barriers.

Equity vs Equality
What's the difference?

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.

Member check

What we know, what we think we know, and how did we learn?

- When did you first learn about the term or process of DEI? What was the context?
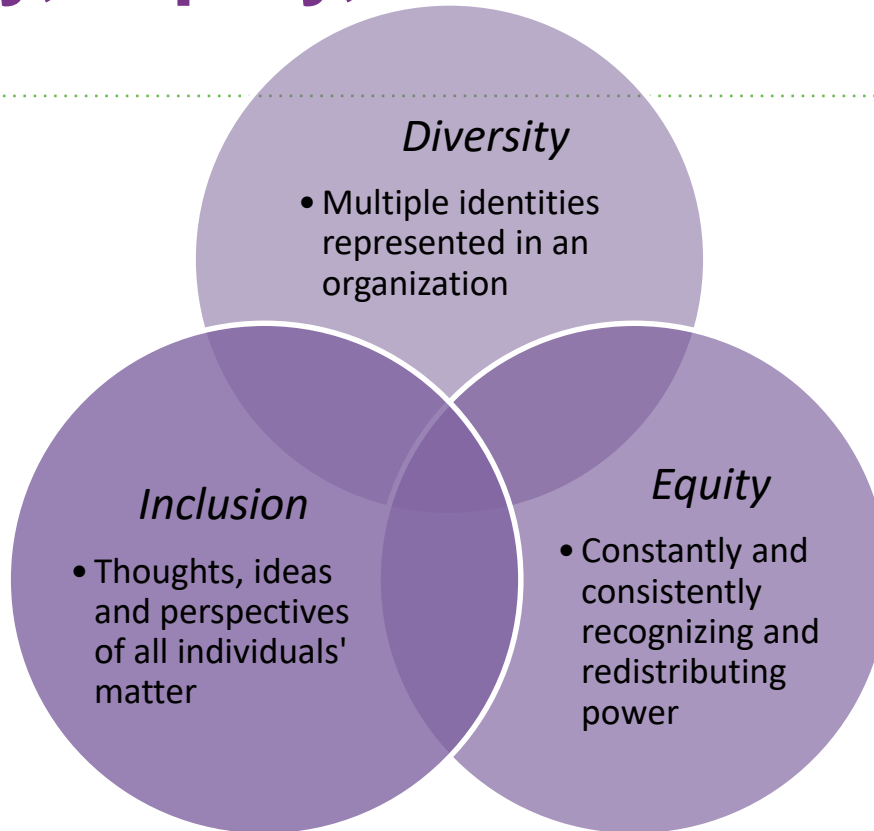
- What is DEI to you? What is it not?

What does DEI look like?

Diversity, Equity, and Inclusion

Diversity
- Multiple identities represented in an organization

Inclusion
- Thoughts, ideas and perspectives of all individuals' matter

Equity
- Constantly and consistently recognizing and redistributing power

Diversity, Equity, and Inclusion

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- Multiple identities represented in an organization

Inclusion
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Equity
- Constantly and consistently recognizing and redistributing power

Belonging
An organization that engages full potential of the individual, where innovation thrives, and views, beliefs and values are integrated

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Diversity, Equity, and Inclusion

Diversity
- Multiple identities represented in an organization

Belonging
An organization that engages full potential of the individual, where innovation thrives, and views, beliefs and values are integrated

Inclusion
- Thoughts, ideas and perspectives of all individuals' matter

Equity
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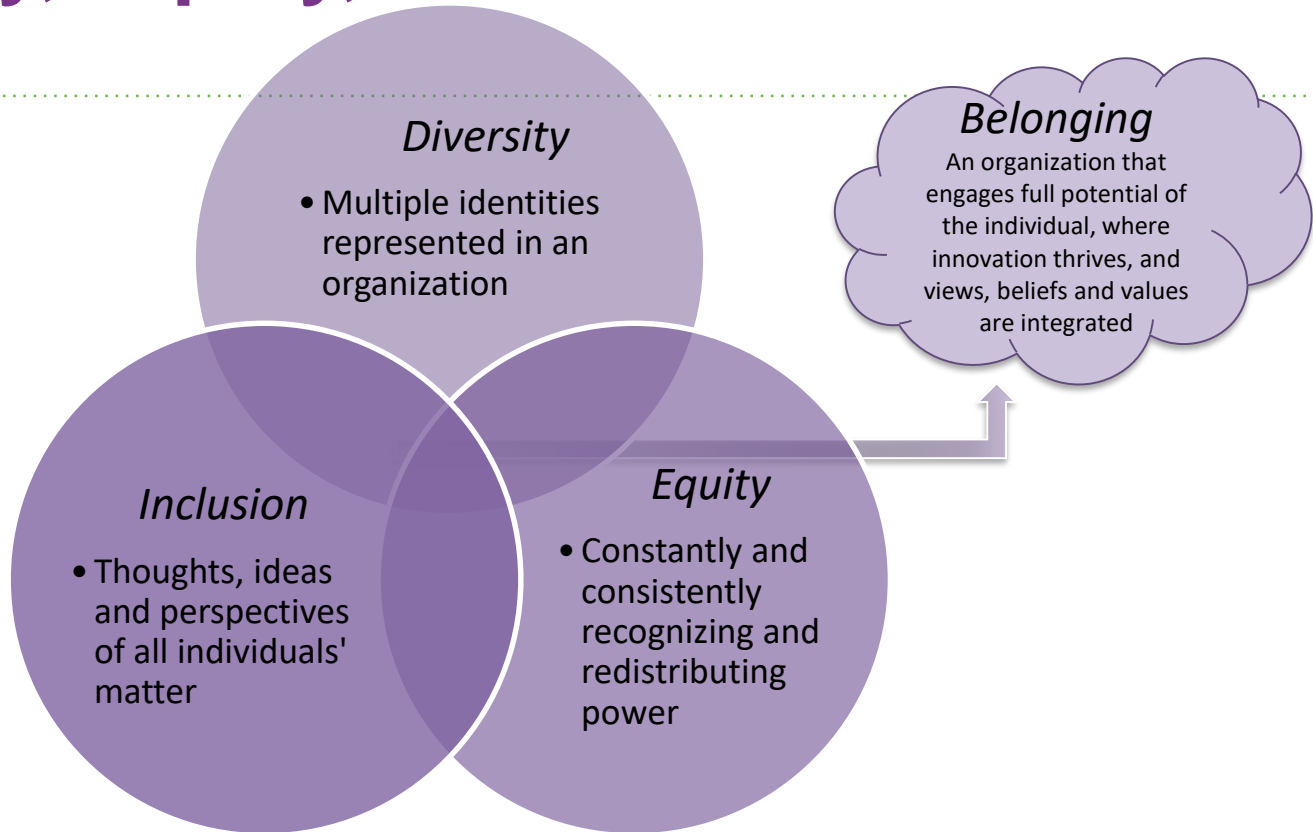
Culture assimilation results in disengagement and low retention
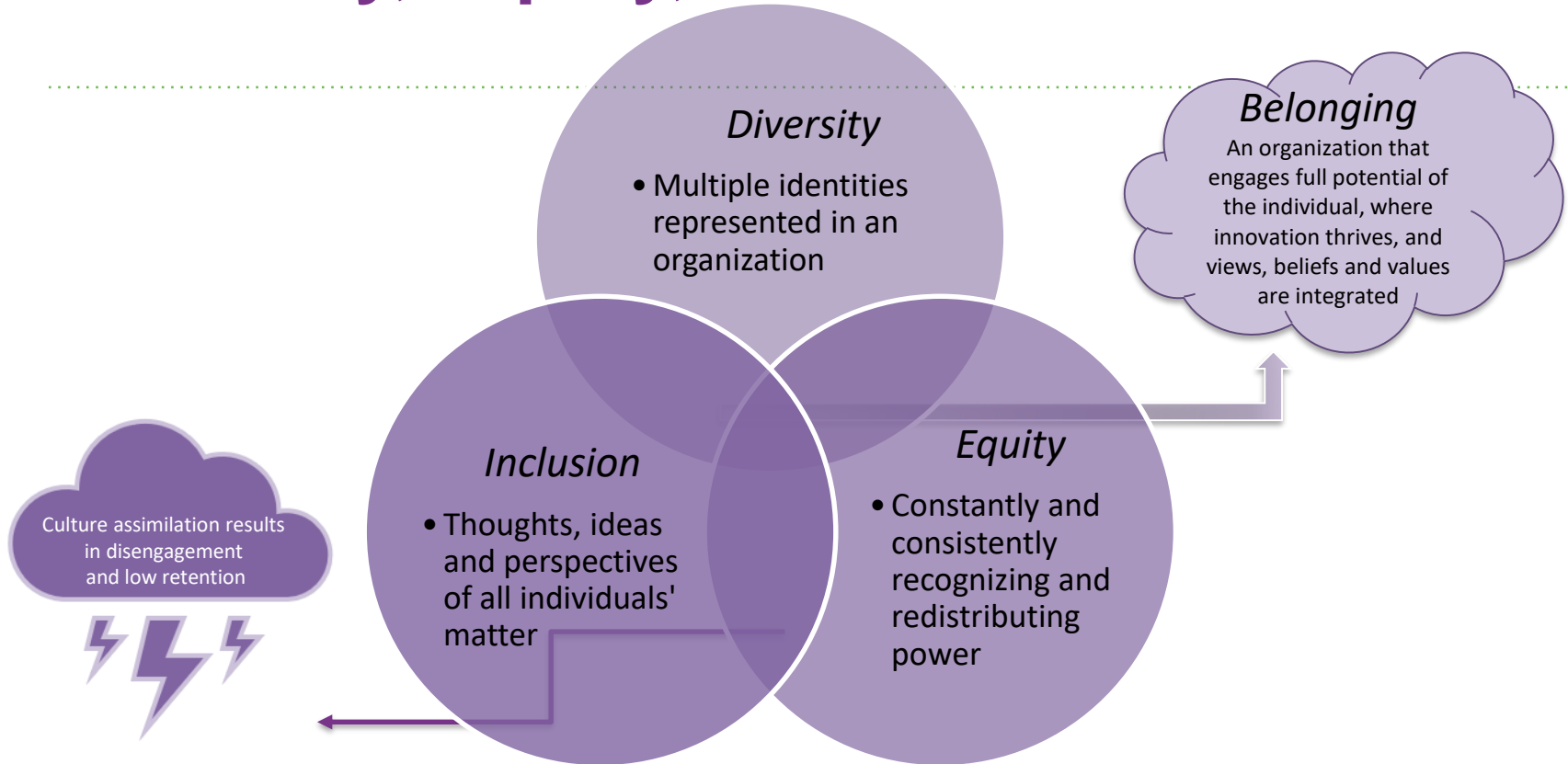
Diversity is where everyone is invited to the party

Equity means that everyone gets to contribute to the playlist

Inclusion means that everyone has the opportunity to dance

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Social Identity Wheel
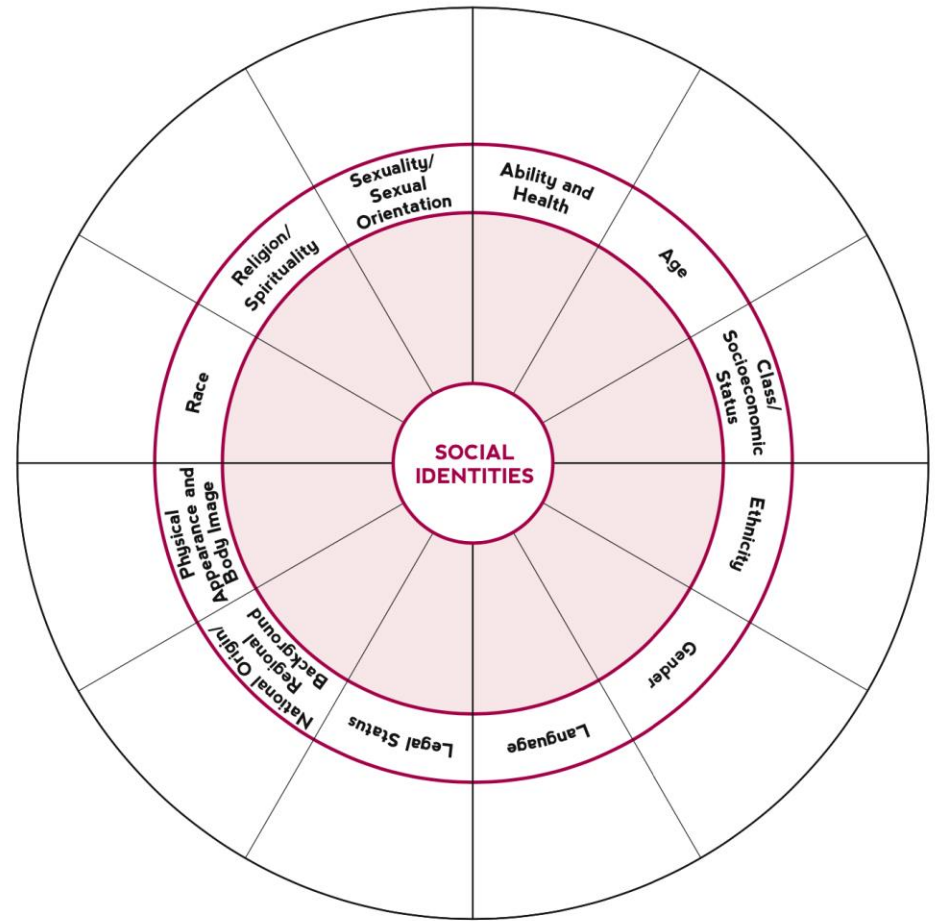
Social Identity Wheel

Which aspects of your social identity feel especially meaningful to you and why?

Which aspects of your social identity don't feel as meaningful to you and why?

Are there any that you hadn't thought about before today, and if so, why do you think that is?

What experiences have you had that make the identities in your inner circle more salient to you?
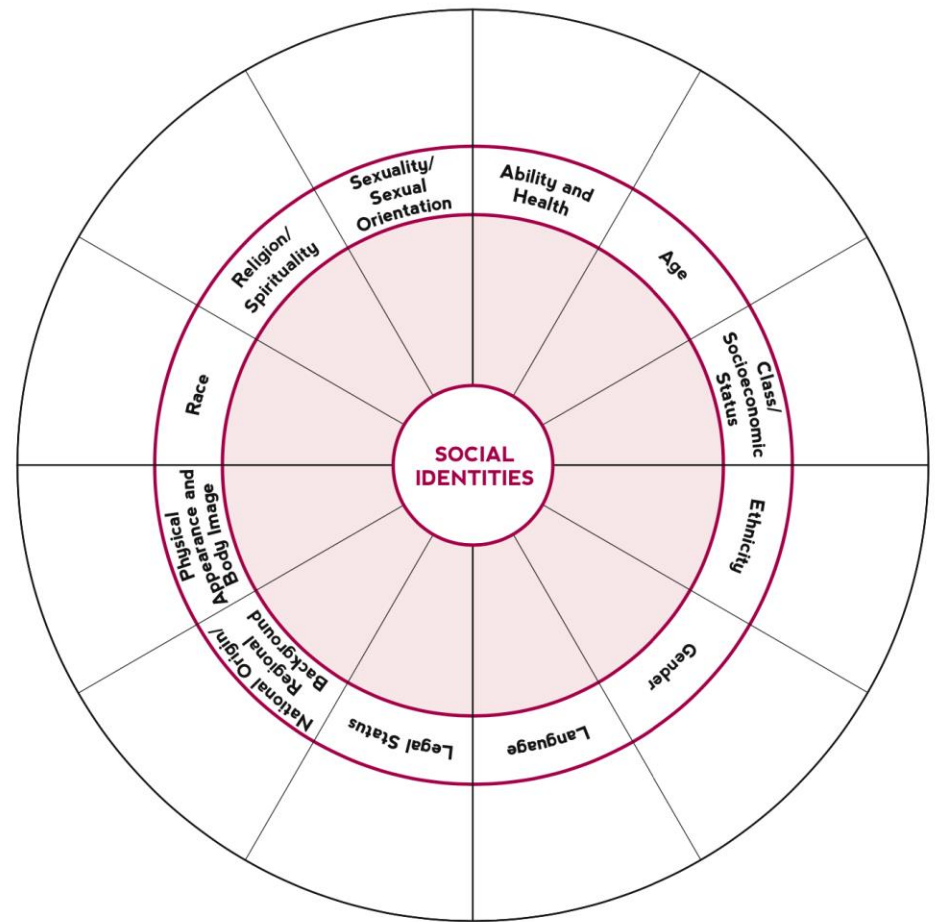
How does this knowledge help us in the work we do?

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Organization's Environment and Stakeholder

Organizational Inclusiveness			
Closed/Homogeneous	Neutral Individualist	Welcoming/Assimilative	Seeking/Inclusive
People get to be insiders mostly by being groomed/invited. Like-minded people of similar backgrounds (similar identity groups memberships) are often chosen as insiders because there are a comfortable "fit".	The route to becoming an insider is open but not well-marked; individuals have to figure out for themselves how the insider culture works and how to fit in.	Newcomers and welcomed, and current insiders readily help them learn the ropes, but fitting in with the current culture is still key.	Currently insiders actively recruit newcomers and value diversity. Insiders are willing to change "*how they do business*" and the culture to make room for new people with diverse perspectives, ideas, and ways of working together.

Evolution of diversity, equity, and inclusion

Dimension	Affirmative Action and Equity Model	Multicultural and Inclusion Diversity Model	Learning, Diversity, and Research Model
Launching Point	1950s, 1960s, and 1970s	1960s and 1970s	Late 1990s and 200s
Locus	Civil rights movement	Black Power and other empowerment movements	Diversity movement (added inclusion, equity and most recently inclusion)
Drivers of Change	Civil rights movement; shifting laws, policies, social movements	Broader social justice movements, social protests, shifting legal policies	Diversity movement, changing demographics, workforce needs, persistent inequalities, legal/political dynamics, global economy

Evolution of diversity, equity, and inclusion

| Dimension	Affirmative Action and Equity Model	Multicultural and Inclusion Diversity Model	Learning, Diversity, and Research Model
Definition	Enhance compositional diversity/representation, eliminate discriminatory practices.	Designed to nurture and support cultural focused on racial and ethnically diverse. Diverse social groups	Focused on infusing diversity into organizations practices and priorities
Character	Elimination of exclusionary barriers, remediation, process improvement, and diversity as a positive factor among several…	Providing diversity services, fostering community and inclusion within organizations	Diversity as a vital component of learning, functioning and *being* within an organization or workforce

Evolution of diversity, equity, and inclusion

Dimension	Affirmative Action and Equity Model	Multicultural and Inclusion Diversity Model	Learning, Diversity, and Research Model
Target of Efforts	Federally protected groups of individuals	Minorities, LGBT (pre-LGBTQAI era), faith-based communities, women, other marginalized groups	Both majority and minority populations and demographics
Primary Organizational Capability	Affirmative action offices, plans, policy statements, race-conscious conversations and equal opportunity programs.	Multicultural affairs personnel and functional areas in organizations	Centralized diversity requirements

Bias, Microaggressions, and Intersectionality

BIAS
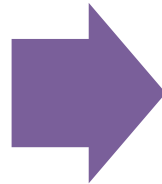
Conscious ➡ *Unconscious*

BIAS
Unconscious

Bias is a form of prejudice that favors or is against a something, a person, or a group. This prejudice against these factors is usually unfair when they're compared to one another. Bias can exist in an individual, in a group, or in an organization.

There are two types of bias i.e. conscious bias or <u>unconscious</u> bias. These biases can happen towards anything, not just race or ethnicity, though these two are the most well-documented. Bias may exist towards gender, <u>physical disabilities</u>, weight, <u>sexual orientation</u>, religion, and various other characteristics.

BIAS
Types of Unconscious Bias

- Affinity bias

- Attribution bias

- Ageism

- Confirmation bias

- Conformity bias

- The Halo Effect

- The Horns Effect

- Contrast bias

- Gender Bias

- Name bias

- Beauty bias

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender as they apply to an individual or group, and which create overlapping and interdependent systems of discrimination or disadvantage.

Microaggression(s)

- Subtle, indirect or unintentional discrimination against members of a marginalized group.

- Could be a statement, action, comment or incident regarded as discrimination against members of marginalized groups.

Mainstream and Margin

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Mainstream and Margin

*Remember a time when you were part of the **mainstream**, but you saw someone else **mainstream** or outside of the **mainstream**.*

1. *What was the situation?*

2. *How did you know you were part of the mainstream? What did people do to make you feel like you mattered?*

3. *How did you know that this person was not part of the mainstream? How did people treat this person?*

4. *How do you think it made them feel? How did it make you feel?*

Mainstream and Margin

*Remember a time when you felt **marginalized** or outside of the mainstream.*

1. *What was the situation?*
2. *How did you know you were outside of the mainstream>*
3. *How did it make you feel?*

Creating Effective Community Outcomes

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Creating Effective Community Outcomes

Outcome	*Racially equitable community outcomes*
• *The result that you seek to achieve through agency action.*	• *The specific result you are seeking to achieve that advances racial equity in the community.*

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Creative Effective Community Outcomes

Group assignment:

- *When creating outcomes think about:*

  - What strengths does the agency have that we can build on?

  - What are the greatest opportunities for creating change in the next year?

  - What challenges, if met, will help move the agency closer to racial equity goals?

Creative Effective Community Outcomes

Outcome	Opportunity Area
Example: *Ensure greater access to technology by FH communities* • *Is the technology software org/company local? What does it stand for concerning DEI and access?*	Enterprise wide (Marketplace)
Decrease racial disparity in talent management	
Increase contracts for minority owned businesses	

Story of my name

Story of my name

1. *What is the history of your name (first, middle, and/or last)?*

2. *What is the meaning of your name (translation or other meaning as you have learned it)?*

3. *What is the significance of your name? (Are you named for someone, or did someone have the responsibility of naming you?)*

4. *What is the story of your naming? How was your name decided?*

5. *What does it feel like to have your name?*

Experience of my name

Story of the experience of my name

1. *How does your name effect how you experience the world?*

2. *Does your name reflect anything about your social identities, such as your gender, race, ethnicity, sexual orientation, socioeconomic class, or religion?*

3. *Do you think people make assumptions about you based on your name? If so, what do people assume?*

4. *Have you ever felt discriminated against based on your name? Advantages because of your name?*

5. *Have you ever had to or wanted to change our name? Why?*

Operationalizing Equity

FRESNO HOUSING

Operationalizing Equity

Proactively seeks to eliminate inequities and advance equity

Identifies clear goals, objectives and measurable outcomes

Engages community in decision-making processes

Identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision

Operationalizing Equity

Questions to consider:

1. **Proposal:** What is the policy, program, practice, or budget decision under consideration? What are the desired results and outcomes?

2. **Data:** What's the data? What does this tell us?

3. **Community Engagement:** How have communities been engaged? Are there opportunities to expand engagement?

4. **Analyses and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

5. **Implementation:** What is your plan for implementation?

6. **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?

Operationalized Equity Case Study

FRESNO HOUSING

"DEI work is the combination of individual work and reflection along with the organizational mission and goals."

Process: DEI and HR Function
How we process feedback to develop goals, measures, and initiatives

"Lack the internal message on DEI and a basic language and understanding about it"

DEI: Diversity

Guiding Principle Area: DEI and HR Function

Direct area: Human Capital/Human Resource Support

Initiative: Learning and Development - Departmental, Individual, Managerial-level Training Curriculum
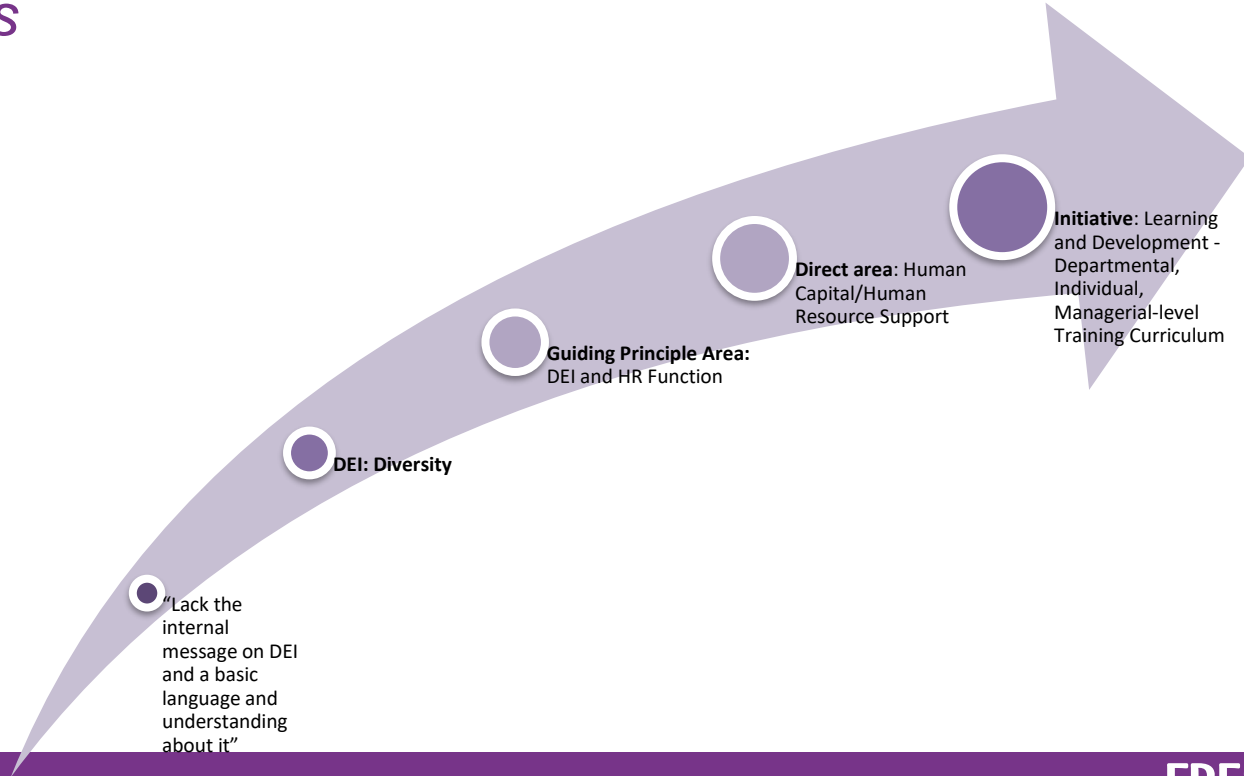
Process: Workplace/Workforce
How we process feedback to develop goals, measures, and initiatives

"Limited focus on investment on workforce and workplace systems and processes"

DEI: Inclusivity

Guiding Principle Area: Workplace/Workforce

Direct area: Human Capital/Human Resource Support

Initiative: Re-tooled onboarding, training/development performance management, mentoring program
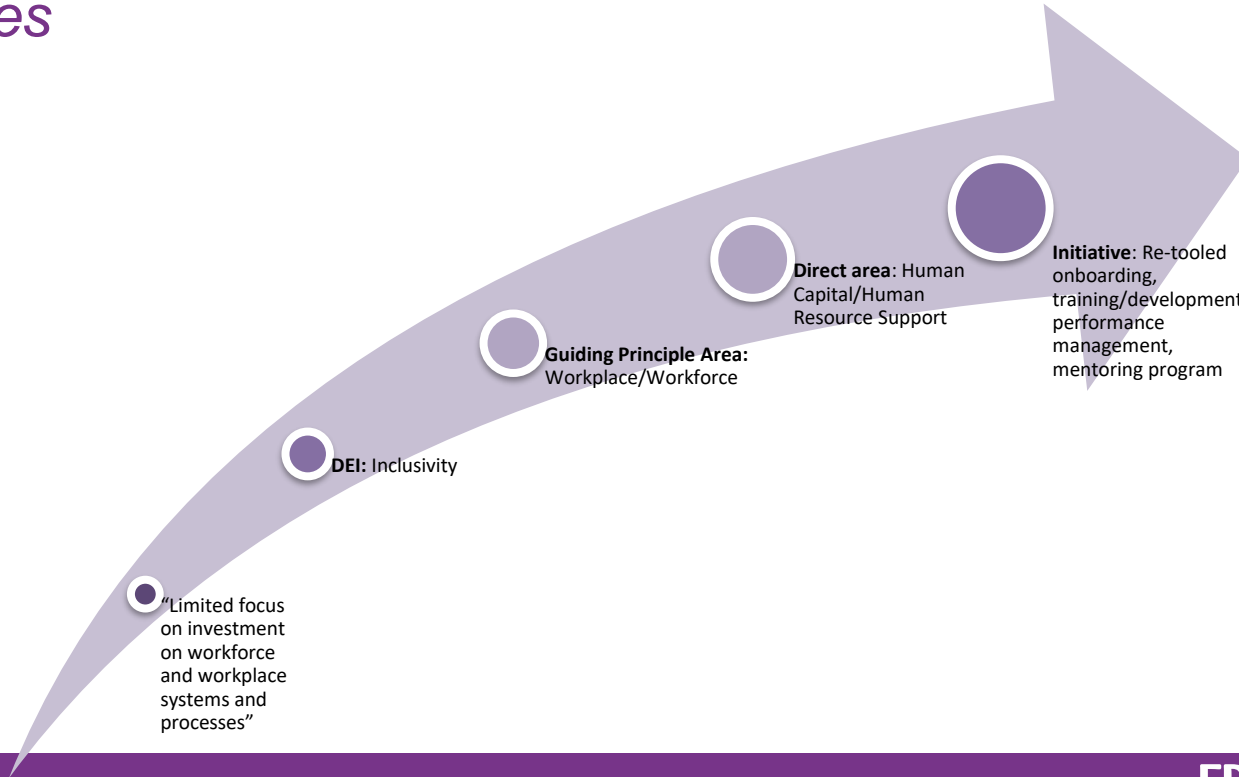
Process: Leaders

How we process feedback to develop goals, measures, and initiatives

"Limited focus on investment on workforce and workplace systems and processes"

DEI: Inclusivity

Guiding Principle Area: Workplace/Workforce

Direct area: Human Capital/Human Resource Support

Initiative: Re-tooled onboarding, training/development performance management, mentoring program
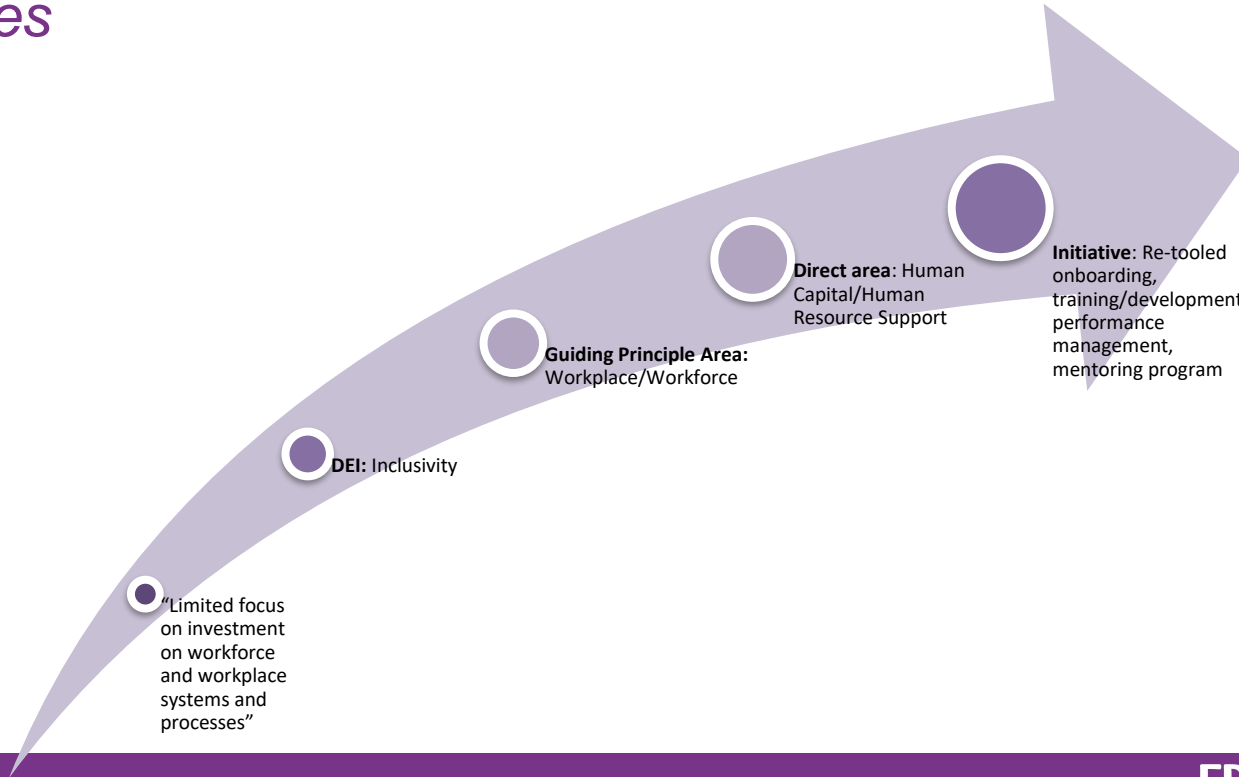
Process: Resource Groups
How we process feedback to develop goals, measures, and initiatives

"Limited focus on investment on workforce and workplace systems and processes"

DEI: Inclusivity

Guiding Principle Area: Workplace/Workforce

Direct area: Human Capital/Human Resource Support

Initiative: Re-tooled onboarding, training/development performance management, mentoring program
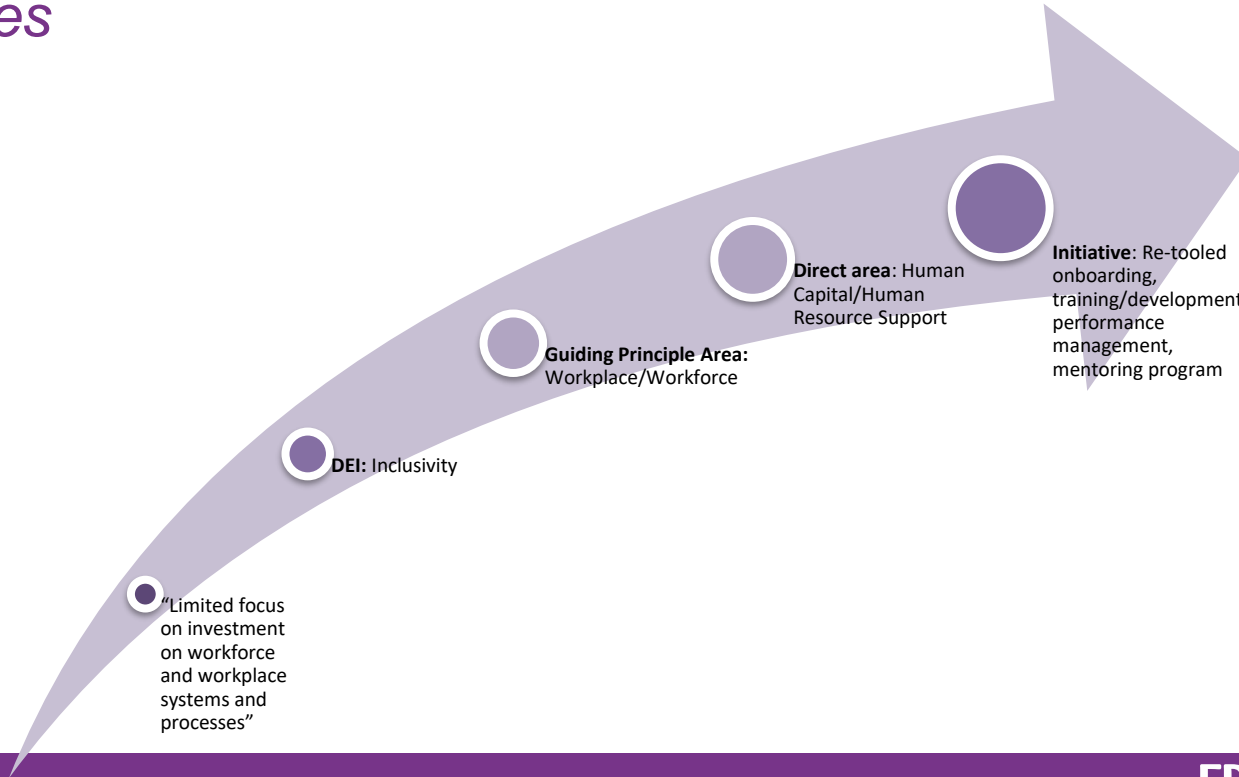
Generational Gap of terms

Baby Boomers
1944-1964

Generation X (Gen X)
1964-1979

Generation Y (Millennials)
1980-1994

Gen Z
1994-2015
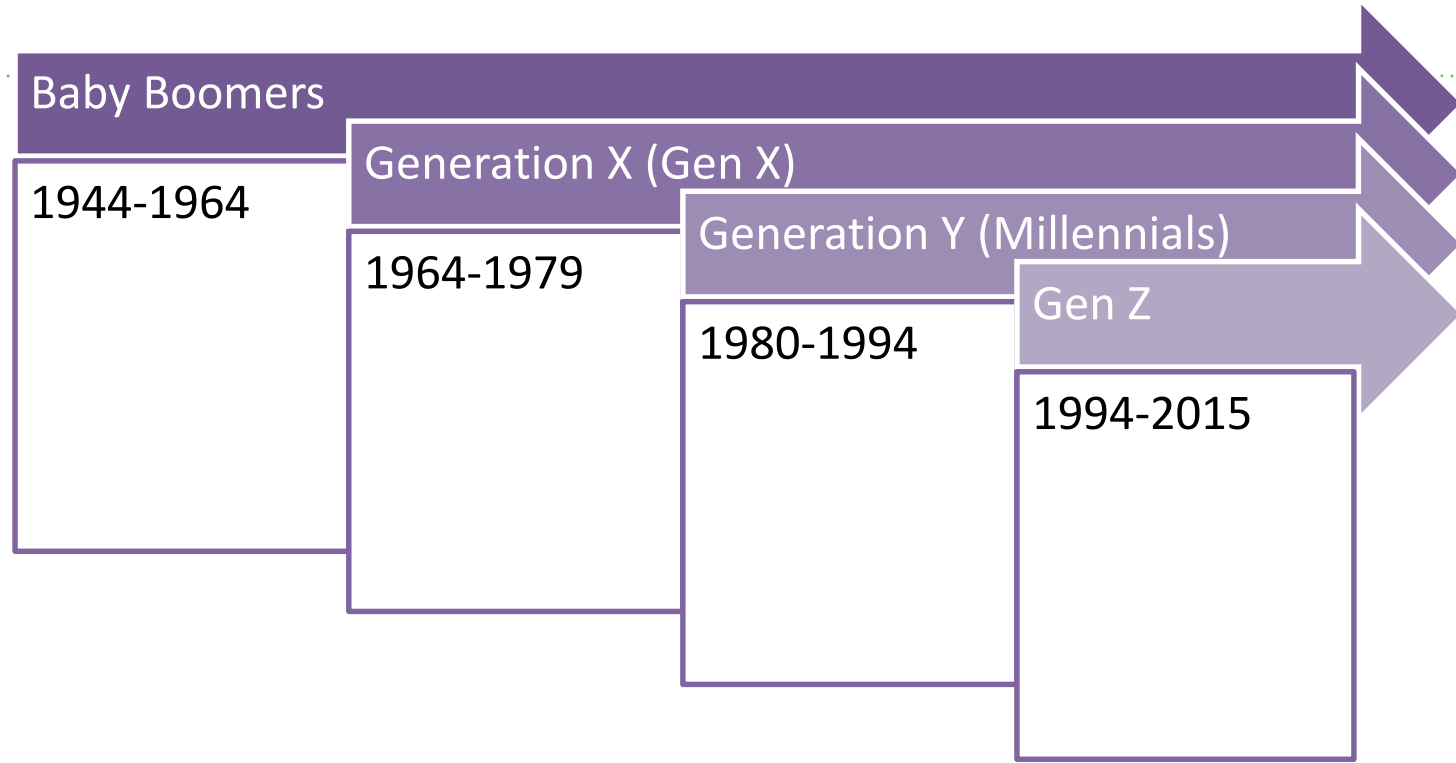
Glossary of terms
overview

Able-ism	Coalition	Gender Expression
Accessibility	Conscious Bias	Hispanic
Advocate	Culture	Inclusion
Ally	Dialogue	Inclusive Language
Anti-racism	Disability	Intercultural/Cultural Competency
Assimilation	Discrimination	Intersectionality
Bias	Diversity	Latinx/o/a/e
Bigotry	Ethnicity	LGBTQIA+
BIPOC	Equality	Marginalized
Black	Equity	Micro-Aggressions
Cis-gender	Gay	
Classism	Gender	

Glossary of terms
overview

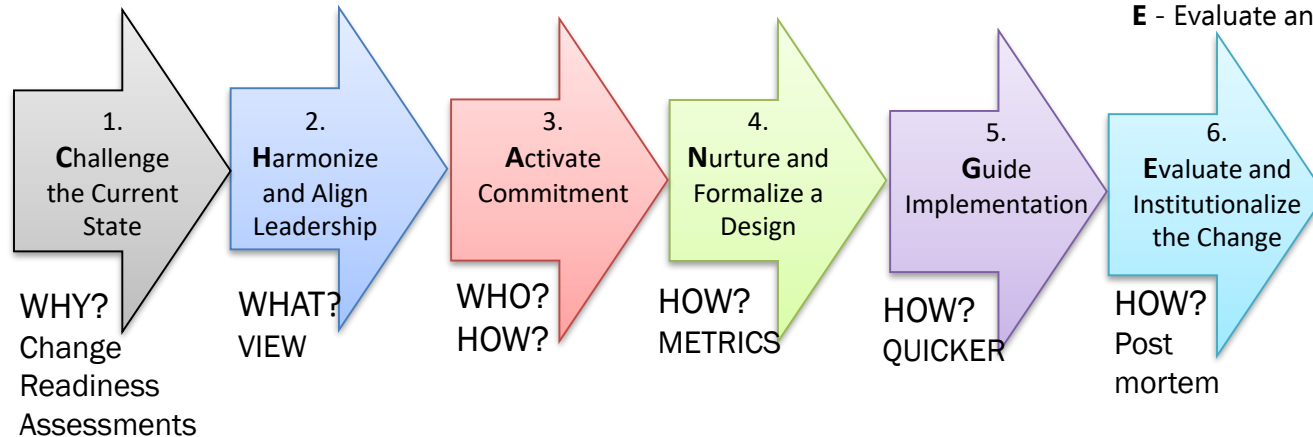|		
Multicultural	*Racism*	*Tolerance*
Oppression	*Redlining*	*Transgender*
Person of color	*Resilience*	*Worldview*
Personal Identity	*Safe Space*	*Xenophobia*
Prejudice	*Saliency*	
Privilege	*Sex*	
Post-racial	*Sexism*	
Queer	*Social Identity*	
Race	*Stereotype*	
Racial Equity	*System of Oppression*	

Change Models

Kurt Lewin	John Kotter
Unfreeze	1. Establish a sense of urgency 2. Create the guiding coalition 3. Develop a vision and strategy 4. Communicate the change vision
Change	5. Empower broad-based action 6. Generate short term wins 7. Consolidate gains & make more change
Refreeze	8. Anchor new approaches in the culture

Change Models for the Agency

• Change in an organization is a journey.

ASTD Change Model (2006)
C - Challenge the current state.
H - Harmonize and align leadership.
A - Activate commitment
N - Nurture and formalize a design
G - Guide implementation
E - Evaluate and institutionalize the change

1.
Challenge the Current State

WHY?
Change Readiness Assessments

2.
Harmonize and Align Leadership

WHAT?
VIEW

3.
Activate Commitment

WHO?
HOW?

4.
Nurture and Formalize a Design

HOW?
METRICS

5.
Guide Implementation

HOW?
QUICKER

6.
Evaluate and Institutionalize the Change

HOW?
Post mortem

Kotter's 8 Stage Process – Leading Change

1) Establish a sense of urgency
   - *Create a crisis*
   - *Eliminate obvious examples of excess*

2) Create a guiding coalition
   - *Must be built on trust and a common goal*
   - *Coalition participants must possess:*
     - *Position power*
     - *Expertise*
     - *Leadership*
     - *Creditability*

3) Develop vision and strategy
   - *Must be imaginable, desirable, feasible, focused, flexible and communicable*

4) Communicate the change vision
   - *Must be simple*
   - *Give examples, metaphors, analogies*
   - *Leadership by example*

5) Empower employees for broad based action.
   - *Provide the training that employees need.*
   - *Align information and personnel systems with the vision.*

6) Generate short term wins.
   - *Provide evidence that sacrifices are worth it*
   - *Reward change agents with a pat on the back*

7) Consolidate gains and produce more changes
   - *More change, not less*
   - *Leadership from senior management*

8) Anchor new changes in the culture
   - *May involve turnover*
   - *Makes decisions on succession crucial*

Kotter, J. (1996). *Leading Change*. United States of America: Harvard Business Review Press.

FRESNO HOUSING

FH will be a role model in demonstrating how diversity, equity, and inclusion can transform a community.

WORKFORCE
Increase the power and influence of diversity through an increase in representation of race/ethnic diversity and other dimensions of diversity across organizational lines, specifically at the leadership level.

WORKPLACE
Elevate the importance of FH's culture of inclusion and hold everyone accountable for adhering to FH's behavioral standards.

MARKETPLACE
Use an appreciation of DEI to increase FH's impact on creating and supporting vibrant communities throughout Fresno County.

DATA-DRIVEN DECISIONS

AWARENESS-BUILDING, INCLUDING EDUCATION AND TRAINING

ACCOUNTABILITY FOR DEI PROGRESS AND OUTCOMES

Guiding Principles: Overall

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

1. We know differences make for a better organization. We're committed to continuously learning about differences to ensure staff is culturally competent so that every experience with and within FH is one that is intentionally empowering, inclusive, and respectful of all differences.

Guiding Principles: Overall

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

2. FH will analyze our decisions through a DEI lens to ensure we're making good decisions in unbiased ways and using DEI to advance our efforts to create vibrant communities, engage residents, and increase the quantity and quality of affordable housing.

Guiding Principles: Overall

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

3. Fresno Housing believes that diversity, equity and inclusion is the most fundamental part of the foundation of our work and a commitment to these principles will not only advance our strategies but advance the components of our work that truly matter.

Guiding Principles: Workforce

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

Fresno housing recognizes that a workforce that is more culturally diverse at every organizational level, is able to contribute to greater business innovation that leads to more vibrant communities, better quality housing and greater resident engagement.

FRESNO HOUSING

Guiding Principles: Workplace

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

Fresno Housing will seek and purposefully leverage the unique and diverse experiences, perspectives, abilities, skills, and knowledge of employees, in its decision-making and in the development and execution of all human capital-related policies, programs, procedures and business practices.

This in turn will help Fresno Housing build and maintain a workplace that is free of systemic and institutional bias, and that promotes equitable access to participation across our workforce.

Guiding Principles: Marketplace

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

1. Fresno Housing will root all of our work in the concepts of diversity, equity and inclusion with the purpose of eliminating any and all elements of racism, discrimination of any kind, and disrespect for any group or individual.

Guiding Principles: Marketplace

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

2. We will examine the actions of our past and look for opportunities to eliminate and repair the harm done of past policies and actions and create new guiding principles that reflect our commitment to a future of thoughtful, intentional and equitable housing strategies that uplift our community.

Guiding Principles: Marketplace

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

3. Fresno Housing will actively and in its public advocacy, support the dismantling of systemically and institutionally racist policies, programs and practices, everywhere.

Guiding Principles: Marketplace

OVERALL

WORKFORCE

WORKPLACE

MARKETPLACE

4. We will use DEI to advance our efforts to create vibrant communities, engage residents, and increase the quantity and quality of housing.

FRESNO HOUSING

Thank you