DELAWARE RACIAL JUSTICE COLLABORATIVE
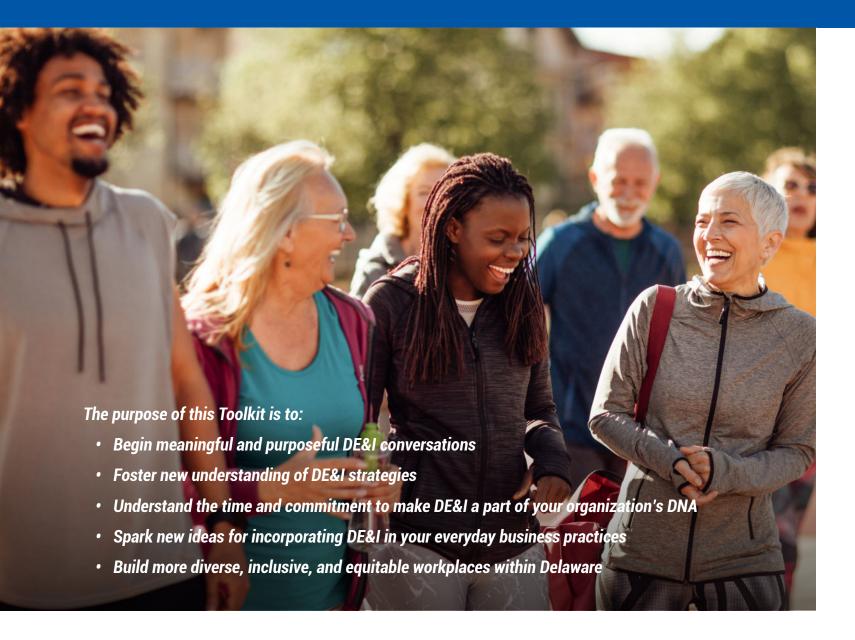## DRJC

DIVERSITY, EQUITY, AND INCLUSION
TOOLKIT

The purpose of this Toolkit is to:

- *Begin meaningful and purposeful DE&I conversations*
- *Foster new understanding of DE&I strategies*
- *Understand the time and commitment to make DE&I a part of your organization's DNA*
- *Spark new ideas for incorporating DE&I in your everyday business practices*
- *Build more diverse, inclusive, and equitable workplaces within Delaware*

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INTRODUCTION

The Delaware Racial Equity Justice Collaborative created this Diversity, Equity, & Inclusion (DE&I) toolkit with the busy professional in mind. Our goal is to create an easy to reference guide to utilize in the beginning of your organization's DE&I journey.

There are many resources explaining DE&I in the workplace. True diversity, equity, and inclusion transformations within an organization take time, commitment, and research. Each organization's DE&I journey is different depending on their readiness, capacity, and resources. Every step towards diversity, equity, and inclusion is important and worthy of celebration; be patient with your results and remember this is a marathon not a race.

"Diversity is having a seat at the table. Inclusion is having a voice. And belonging is having that voice be heard."

Liz Fosslien, Author

About the Delaware Racial Justice Collaborative

The Delaware Racial Justice Collaborative (DRJC) is using its collective infrastructure and resources to amplify and support community-based initiatives that promote racial equity and social justice for all. DRJC is comprised of 200+ individuals representing nonprofits, community organizations, and businesses across the state focused on equity and justice. Specific initiatives are fueled through community feedback and are developed in partnership with grassroots leaders, civic leaders, and community organizations.

COMMONLY USED TERMS AND DEFINITIONS

Diversity
Diversity is any dimension that can be used to differentiate groups and people from one another. Diversity is about empowering people by respecting and appreciating what makes them different, in terms of age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin. *(What Is Diversity & Inclusion?, 2019a)*

Inclusion
Enables us to strive to have all people represented and included within our organization (and in our society), ensuring that all employees feel welcomed and valued, not only for their abilities but also for their unique qualities and perspectives. *(Brown, 2017)*

Equity
Equity is an approach that ensures everyone access to the same opportunities. Equity recognizes that advantages and barriers exist, and that, as a result, we all don't all start from the same place. Equity is a process that begins by acknowledging that unequal starting place and makes a commitment to correct and address the imbalance. *(Bolger, 2020)*

Equality
Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents. It is also the belief that no one should have poorer life chances because of the way they were born, where they come from, what they believe, or whether they have a disability. Equality recognizes that historically certain groups of people with protected characteristics such as race, disability, sex and sexual orientation have experienced discrimination. *(Equality and Human Rights Commission Home Page, n.d.)*

Microaggressions
A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group such as a racial minority. *(Webster, 2019)*

Racial Equity
Racial equity is the condition that would be achieved if one's racial identity no longer predicted, in a statistical sense, how one fares. *(Racial Equity Tools , n.d.)*

Social Justice
Social justice includes a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure. *(Adams & Bell, 2016)*

Ethnicity
Ethnicity refers to the shared social, cultural, and historical experiences, stemming from common national or regional backgrounds, that make subgroups of a population different from one another. *(Webster, 2019)*

Race
Race is any one of the groups that humans are often divided into based on physical traits regarded as common among people of shared ancestry. *(Webster, 2019)*

LGBTQ
LGBTQ is an acronym for lesbian, gay, bisexual, transgender and queer or questioning. These terms are used to describe a person's sexual orientation or gender identity. *(GLAAD Media Reference Guide - 10th Edition, 2011)*

Bias
Bias *(Explicit)* is the evaluation of one group and its members relative to one another, expressed directly, with full awareness. *(Curren, Ryan & Office of Equity and Human Rights: City of Portland , n.d.)*

Bias *(Implicit)* is the evaluation of one group and its members relative to one another, expressed indirectly, usually without awareness. This operates in one's subconscious. *(Curren, Ryan & Office of Equity and Human Rights: City of Portland , n.d.)*

Systemic Racism
Systemic racism can be defined as policies and practices that exist throughout a whole society or organization, and that result in and support a continued unfair advantage to some people and unfair or harmful treatment of others based on race. *(Cambridge Dictionary, n.d.)*
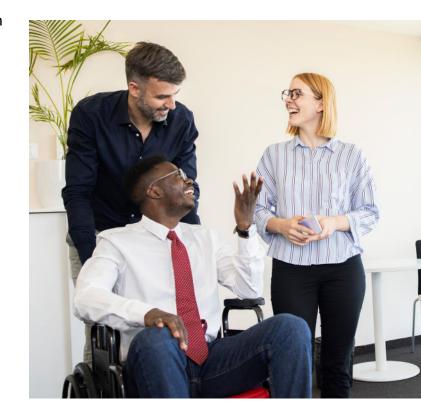
DIVERSITY, EQUITY, & INCLUSION BUSINESS CASE

- Forbes Insights has identified workforce diversity and inclusion as a key driver of internal innovation and business growth. (Forbes Insights, 2011, p. 3)
- Groups of diverse problem solvers outperform groups of high-ability problem solvers. (Hong et al., 2004)
- According to McKinsey's analysis, companies with diverse executive boards enjoy significantly higher earnings and returns on equity. (Hunt et al., 2018)
- Research conducted at Harvard Business School found that having multicultural social networks increases your creativity. *(How a Multicultural Social Environment Influences Creativity and Innovation - Research Summary - Faculty & Research, n.d.)*
- A study of more than 500 organizations has found that every 1% increase in gender and racial diversity is correlated with a 3% to 9% increase in sales revenue, respectively. (Dixon-Fyle et al., 2020)
- 67% of both active and passive job seekers claim a diverse workforce is an important consideration when evaluating a company or a job offer. *(How to Recruit a More Diverse Workforce, n.d.)*
- 47% of millennials actively look for *DE&I* programs in prospective employers during their job searches...and millennials now make up the largest share of the American workforce. (Gem, 2020, p. 5)

- 57% of employees think their company should be doing more to increase diversity in its workforce. (Glassdoor, 2021)
- 78% of talent leaders say diversity is the most important trend shaping the future of recruiting and hiring. *(The 4 Trends Changing How You Hire in 2018 and Beyond, n.d.)*
- 71% of organizations say they aspire to have a truly "inclusive" culture in the future. *(The Diversity and Inclusion Revolution: Eight Powerful Truths, n.d.)*
- The top three reasons organizations give for prioritizing diversity are: to improve culture (78%), to improve company performance (62%), and to better represent customers (49%). (LinkedIn, 2018)
- Organizations are focusing their diversity hiring efforts on the following: gender diversity (71%), racial and ethnic diversity (49%), age/generational diversity (48%), educational diversity (43%), and disability diversity (32%). (LinkedIn, 2018)

"The value of a diverse team is its capacity to challenge the norm or group think and thus boost organizational performance and improve decision-making."

Yrthya Dinzey- Flores

LEADERSHIP COMMITMENT AND ACCOUNTABILITY

Chief Executive Officer/President/Executive Director

An organization's CEO/President/Executive Director has ultimate accountability for the results of DE&I initiatives. They are not only champions of the work, but you also set the tone for how it will be delivered and received along with setting expectations for how it will proceed. These executives are role models and influencers within the organization, for the Board of Directors, and the community at large. This requires strength, confidence and a belief that the program will be successful — even when it feels tough and uncomfortable. Executives ensure that the work continues to move forward and establishes the momentum for the organization. Below are additional resources:

- What 11 CEOs Have Learned About Championing Diversity (hbr.org)
- The CEO's role in leading transformation | McKinsey
- 8 Things Any CEO Can Do To Advance Diversity And Inclusion Right Now (forbes.com)
- Awake-Work Framework CLEAN.pdf

Board of Directors

"To truly embody and govern inclusion, the board should reflect the diversity of [the organization's] customer base in its composition, create an inclusive culture within the boardroom itself, and integrate inclusive thinking and behaviors into all of the ways that the board operates." —*Trudy Bourgeois, founder and CEO, Center for Workforce Excellence.*

Below are resources to learn more about the boards responsibility in DE&I:

- The Inclusion Imperative for Boards
- Ten Steps to a More Diverse Board | National Council of Nonprofits
- Why Diversity, Inclusion & Equity Training is More Important Than Ever | Traliant
- Envisioning Board Diversity 2020
- Sample_BoardRecruitment_Matrix _11_2016.xlsx

Human Resources

Human Resources' key role is in management and leadership that creates and empowers a diverse culture. One that is respectful and inclusive and grants each employee the opportunity to learn, grow and contribute to the company. (Diversity: HR's Role)

Recruitment/training/retention

- 7 Tips for Enhancing Your D&I Recruiting Strategy
- Identifying Bias in Hiring Guide
- The Value of Training on Diversity, Equity, and Inclusion | Forum One | Turn Ideas Into Impact.

Creating Belonging Environments

- Are Your D&I Efforts Helping Employees Feel Like They Belong?
- Employees Share What Gives Them a Sense of Belonging at Work
- Discussing Racism in the Workplace.pdf

BUILDING A DIVERSITY, EQUITY, & INCLUSION PROGRAM

DE&I initiatives are important to organizations because providing a more diverse and inclusive culture for their employees is an essential step in improving overall employee engagement. Consider these steps when developing a formal DE&I program:

1. Develop your business case
2. Commit the necessary resources
   a. Create a diverse development team
   b. Consider hiring professional consultants for support
3. Execute a readiness assessment
   a. Diversity and Inclusion Assessment Guide
   b. Organizational Readiness Assessment
   c. EGAL DEI Checklist for Policies and Practices
   d. Readiness Assessment tools
4. Create a DE&I charter and action plan
   a. Define and agree upon desired DE&I goals
      i. The 6-Step Guide to Developing a Diversity and Inclusion Plan
      ii. SAMPLE Diversity and Inclusion Strategy
   b. Create a diversity, equity, inclusion, anti-racist statement
   c. Prepare an internal and external communication strategy
   d. Establish how your measure and assess success
5. Create a feedback loop with a diverse group of stakeholders
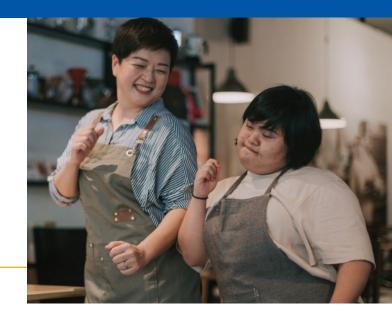6. Continuously assess your DE&I progress and improve the plan and learn from feedback

ESTABLISHING DIVERSITY, EQUITY, & INCLUSION COUNCILS

A DE&I council is a group of employees, including the CEO/President/Executive Director and other senior leaders, that act on behalf of the company to jumpstart and manage the DE&I process. The council works closely with leadership to ensure tight alignment with the organization's overall business strategy and to help institutionalize human capital practices that support and accelerate DE&I goals. The council helps create strategic accountability for results, provides governance and oversight on diversity efforts, and promotes company-wide communication on progress. The best councils successfully integrate the DE&I program into the company's mission, operations, strategies, and business objectives. Diversity councils are a critical driver in fostering real organizational change, establishing a dedicated focus on diversity and inclusion priorities, and managing the DE&I program. Moreover, they provide platforms for overseeing and assessing the effectiveness of the DE&I function and introducing reform when needed.

- Diversity and Inclusion Councils
- What Is A Diversity Council and How Do You Make It A Success?
- Executive Diversity Council Best Practices

RECOMMENDED READS & RESOURCES

Books
- How to Be an Antiracist by Ibram X. Kendi
- Better Allies: Everyday Actions to Create Inclusive, Engaging Workplaces by Karen Catlin
- This Chair Rocks: A Manifesto Against Ageism by Ashton Applewhite
- Caste: The Origins of Our Discontents by Isabel Wilkerson
- So You Want to Talk About Race by Ijeoma Oluo
- Blindspot, by Mahzarin R. Banaji and Anthony G. Greenwald
- White Fragility, by Robin Diangelo
- Racial Equity Impact Assessment Toolkit by Race Forward
- The Sum of Us by Race Forward
- For more expansive book lists go to: DE&I Book Recommendations

Podcasts
- About Race
- Code Switch
- The Nod
- The Stakes
- Scene on Radio: Seeing White Series
- The Heart: Race Traitor Series
- United States of Anxiety
- Shine Brighter Together

Videos
- Color blind or color brave? | Mellody Hobson
- How diversity and inclusion will drive the future of the workplace
- TEDxHampshireCollege - Jay Smooth - How I Learned to Stop Worrying and Love Discussing Race
- Inclusion, Exclusion, Illusion and Collusion : Helen Turnbull at TEDxDelrayBeach
- Improving your diversity IQ | Doug Melville | TEDxSyracuseUniversity
- DEI 201: What is Diversity, Equity, and Inclusion?
- How to get serious about diversity and inclusion in the workplace | Janet Stovall

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This toolkit was created by the Delaware Racial Justice Collaborative Diversity, Equity, & Inclusion Committee. Special thank you to the leads Tierra Fair, United Way of Delaware and Taryn Guy, GenVision Consulting Group and all of the contributors for their time and dedication to the movement.