Equity Office

Alfredo Hernandez – Equity Officer – Michigan Department of Civil Rights (MDCR)

Today's Objectives

- *1. MDCR's Internal Racial Equity Initiative - why "race" explained later*

- *2. Increase awareness of personal/interpersonal biases by challenging preconceived notions*

- *3. Explore debiasing strategies and solutions through a racial equity lens*

DEI work

Language – systems thinking, strategies based on an understanding of root causes

Internal Initiative

Exploring and Understanding Implicit Bias

Building Internal Capacity through Cultural Competency

A LOOK AT THE INTERNAL WORK

- Training a **core team** – agents of change – made up of representatives from every unit and division of MDCR.

- **75+ hours** of racial equity training to the core team.

- Developing a **common language and systems thinking** approaches

- Raising levels of **racial consciousness and cultural competence**

- Developing a capacity building plan and organizational structure to **institutionalize equity**

- Providing **training, resources and tools** to advance equity within state agencies and local jurisdictions.

Where does DEI work begin?

Understanding Root Causes

Sample of DEI Training Solution

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

Culture: a way of life that shapes **how we experience our experiences**

How do your **implicit bias** impact you, the work you do and the people you serve?

An Introduction to MDCR's Training Solution
Implicit Bias

DEI Work Flow

Creating a common language through clear definitions

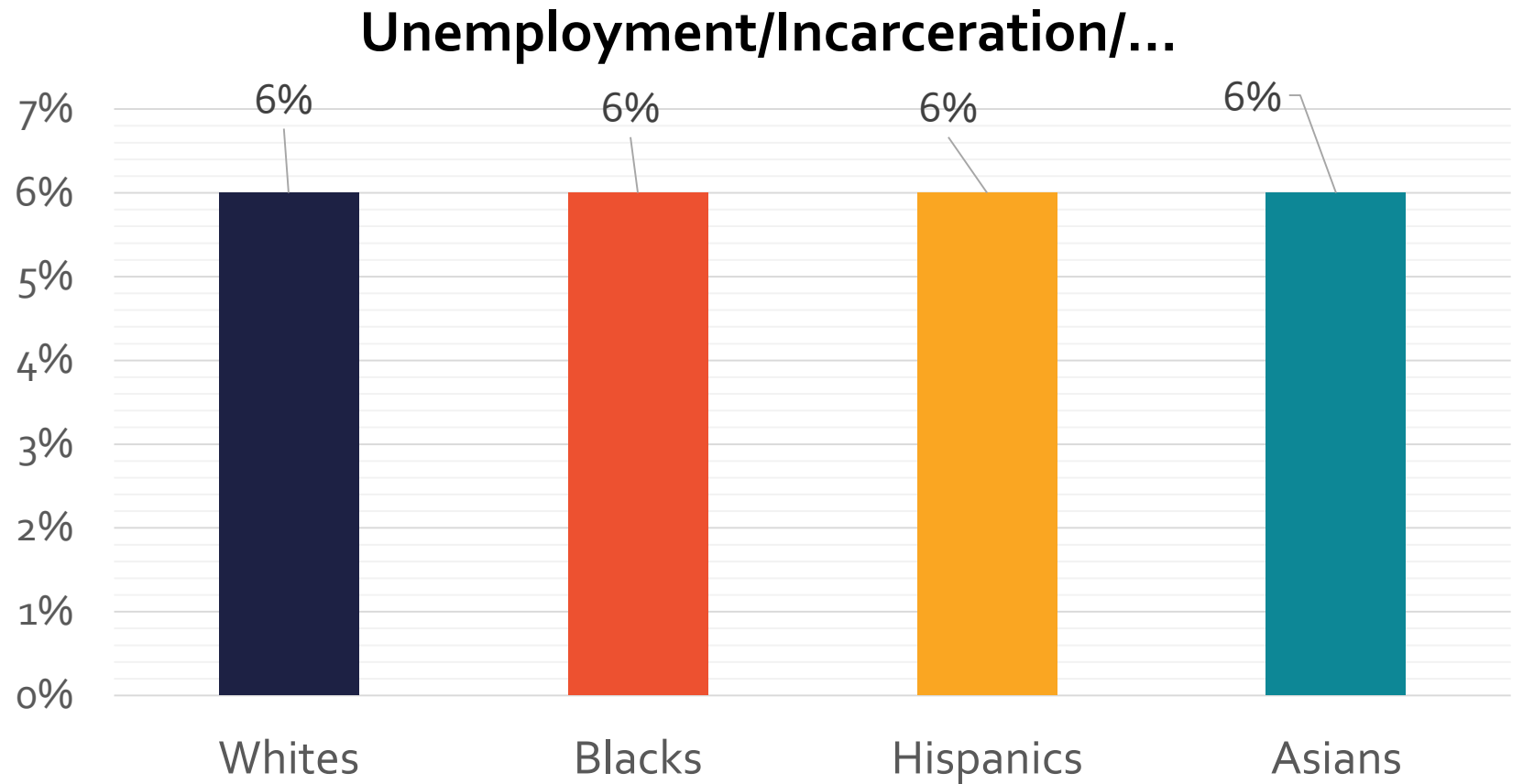*maximize clarity to engage in meaningful dialogue through clear and concise definitions*

Definition the Terms

What is *Racial Equity?*

The **systemic fair treatment** of people of all races and ethnic backgrounds that produce equitable access to opportunities for all
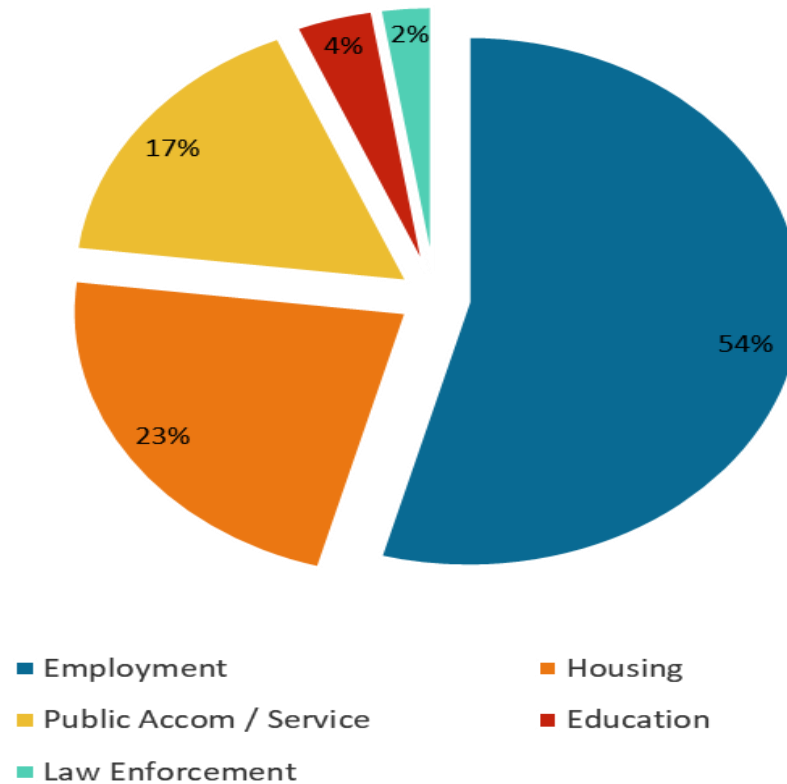
Racially Equity? 2019

Unemployment/Incarceration/...
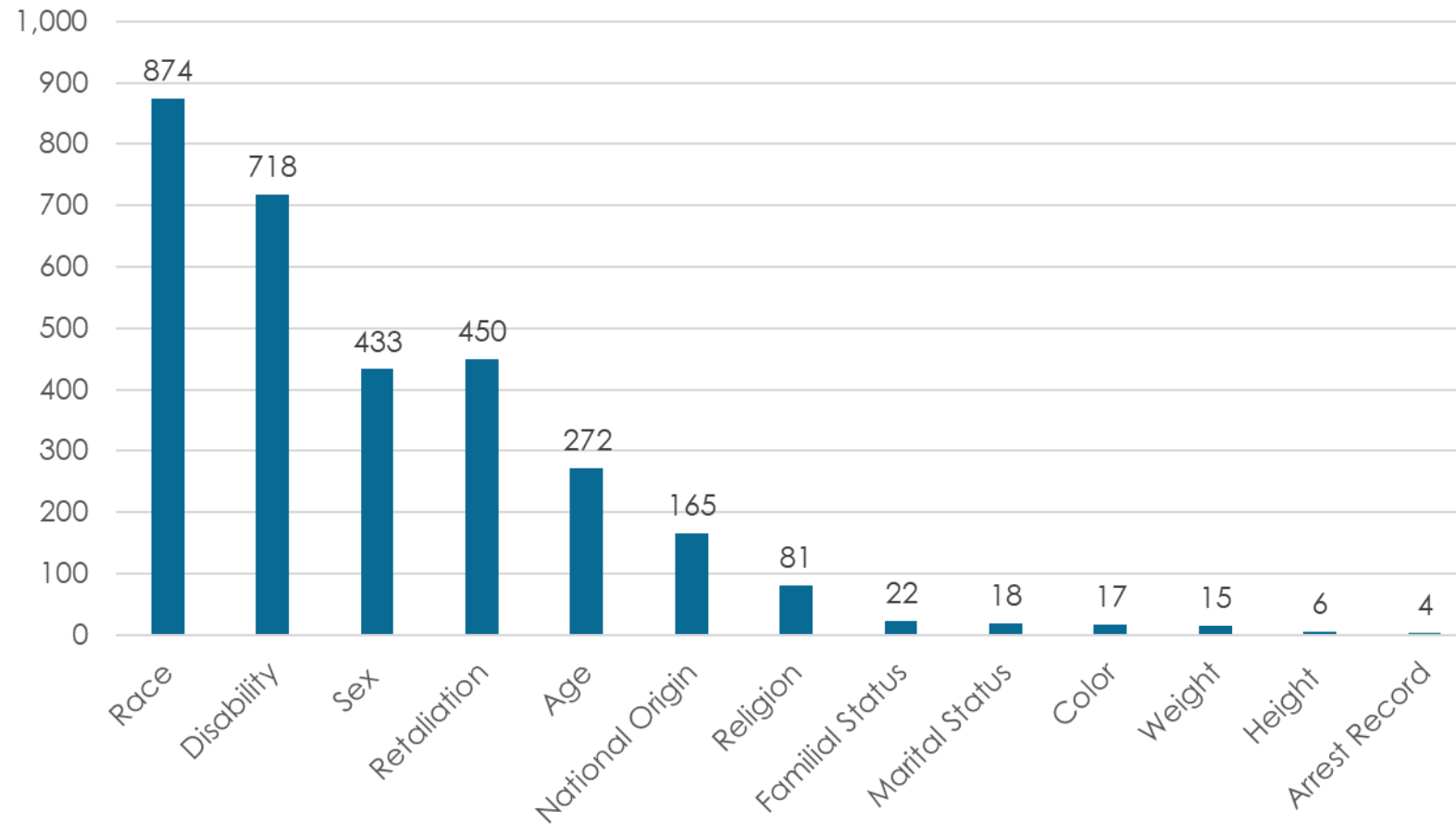
	Whites	Blacks	Hispanics	Asians
	6%	6%	6%	6%

MDCR Enforcement Division

FY 2019 – Formal Complaints

2,048 formal complaints were opened

- Employment — 54%
- Housing — 23%
- Public Accom / Service — 17%
- Education — 4%
- Law Enforcement — 2%
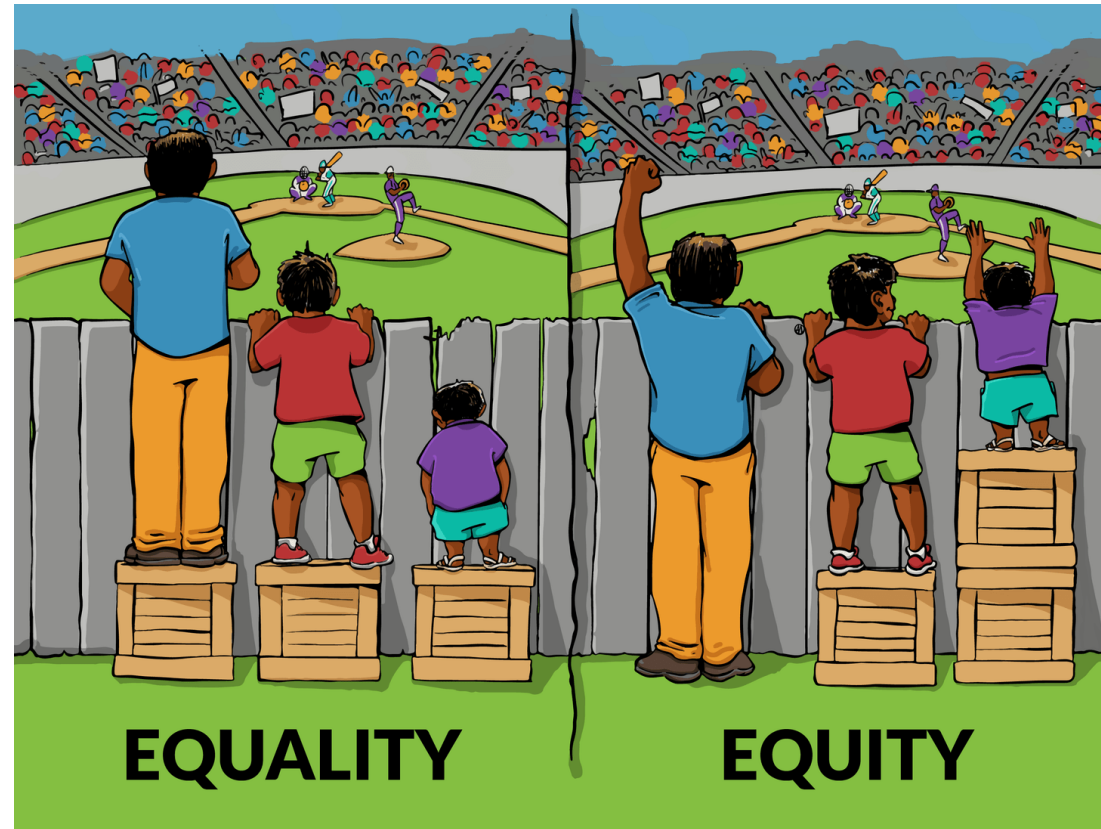
Fiscal Year 2019

Basis

Some complaints have more than one basis, thus the basis grand total count does not equal the complaint grand total count.

Definition the Terms

Equality
Equity

Not synonyms

EQUALITY

EQUITY

Equality=Sameness
Giving everyone the same thing → It only works if everyone starts at the same place

Equity=Fairness
We must first ensure equity before we can enjoy equality

Definition the Terms

Diversity
Inclusion

Not synonyms

Diversity: the state of having people who are of different races or cultures in a group.

Inclusion: the state of being incorporated within a group.

Inclusion is not a natural consequence of diversity.

Definition of the Terms

Prejudice
Racism

<u>Not synonyms</u>

Prejudice is a *preconceived judgment or opinion*, usually based on limited information.

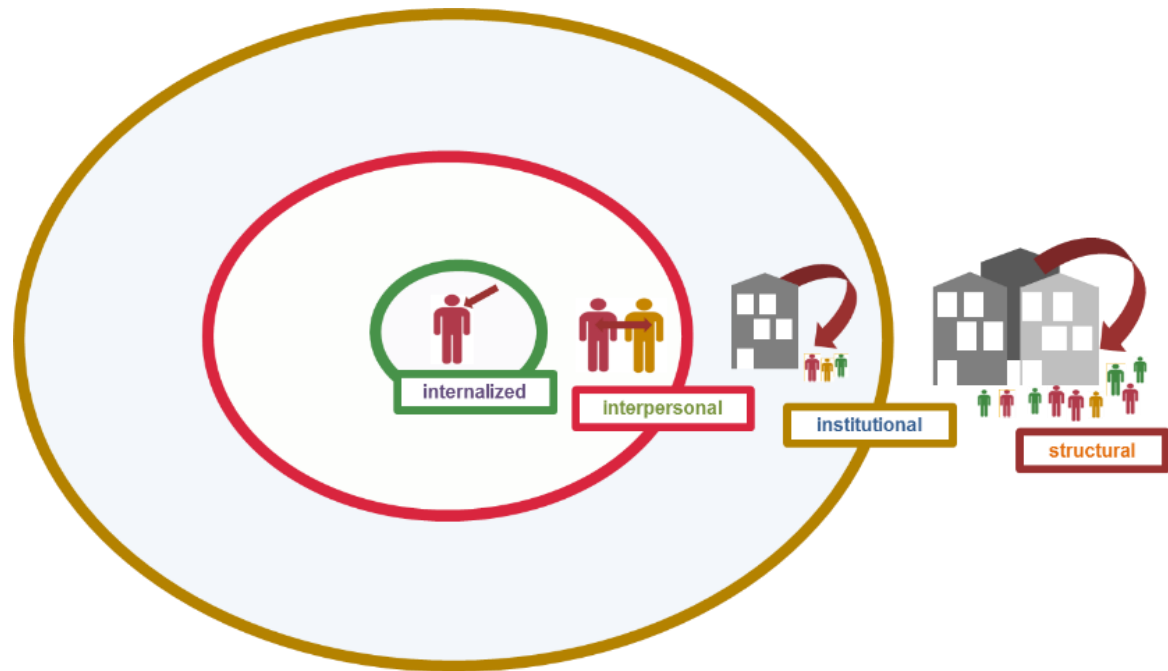**Racism** is a *system of advantage* based on race.

Promoting Systems Thinking

System of Advantage

Prejudice + power = system of advantage

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making. *Power is guided and sustained through **dominant narratives***

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

Gender prejudice + power = sexism

Dominant Narrative:

We are all the same, regardless of sex or gender. Sexism is a thing of the past – at times women are at least a big part of the problem.

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

Class prejudice + power = classism

Dominant Narrative:

Those who are poor have not worked hard enough

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

Sexual orientation prejudice + power = heterosexism

Dominant Narrative:

I don't care what <u>they</u> do, I don't have a problem with <u>it</u>, none of my business.

System: connected parts forming a complex whole

Power: access to social, cultural ar[...] resources and decision making

System of Advantage

This one is difficult to accept and/or recognize even when the equation (prejudice + power) is the same

Racial prejudice + power = racism

Dominant Narrative:

We are post-racial, we don't see color, we are all the same, I only see humans, talking about race is the problem

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

Prejudice + Power =
System of Advantage

Power is guided and sustained through dominant narratives

age, ability, weight, etc.

Dominant Narrative:

System: connected parts forming a complex whole

Power: access to social, cultural and economic resources and decision making

A Strategy for Increasing Allies and Minimizing the Resistance

	Traditional		Away from blame/shame
Cause:	who is a racist?	-	what is causing racial inequities?
Effects:	good intention	-	impact of my actions
Response:	sense of guilt	-	empowered sense of responsibility

An Extensive Focus on Race – why?

The impact of not talking about race

Why Should We Talk about Race?

- **Race has been a principal force** in building, sustaining and shifting social and political structures.

- It plays a significant role—either explicitly or implicitly—in many of the decisions that we make in our **personal, professional and social lives: where we live**, who our children's friends are, who our friends are, etc.

- Our **understanding of race has been incomplete** and distorted.

- **When we start with race, we start from the bottom of social disparity** – hence we are building equity for all when we work on racial equity.

A Root Cause Analysis of Implicit Bias
(overt discrimination – no longer the main problem)

What shapes and sustains implicit bias and cognitive dissonance?

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

1. Human nature predisposes us to be biased

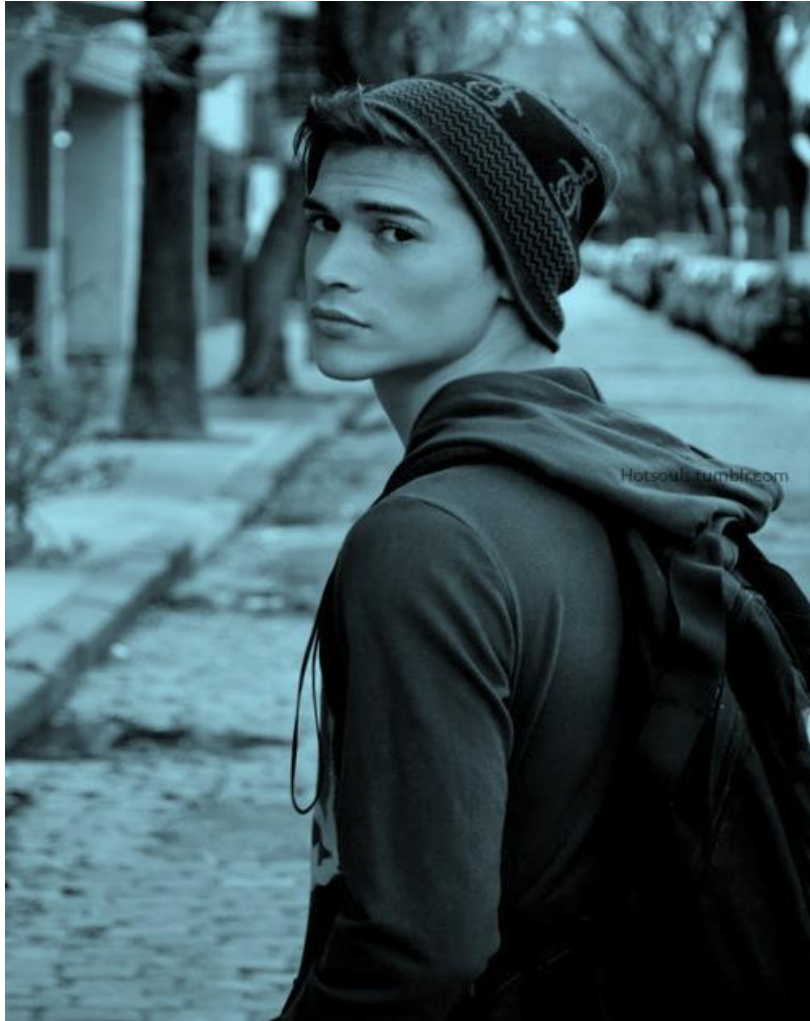2. **We live in a polarized society where we receive repetitive**

Impact of repetitive messages

Repetitive messages shape perception of reality

Internalized Privilege
absorb positive messages

Internalized Oppression
absorb negative messages

Our Brain Prefers to Relax

- Cognitive Scripts

- Primed to focus on certain things and fill in gaps

- Influenced by repetitive messages

- Messages shape behavior and responses

Aoccdrnig to a rscheearch at Cmabrigde Uinervtisy, it deosn't mttaer in waht oredr the ltteers in a wrod are, the olny iprmoetnt tihng is taht the frist and lsat ltteer be at the rghit pclae. The rset can be a toatl mses and you can sitll raed it wouthit porbelm.

TOP

Hardwired to form bias + **Racialized society** + **Mindless cognitive scripts impact behavior** =

Unconscious racial **biases**
Unconscious racialized **behavior**

Dissonance between our conscious and unconscious values

Beverly Daniel Tatum, PH.D

The Good News

Biases are *malleable* and can be unlearned

It involves the *construction* of *new mental associations*

Breaking of a habit requires *attention, intention, and time*

Some ways to mitigate implicit bias

- *Cultivate awareness of your own biases*
- *Take the implicit association test*
- *Counter-stereotypic training*
- *Increased cross-group exposure*
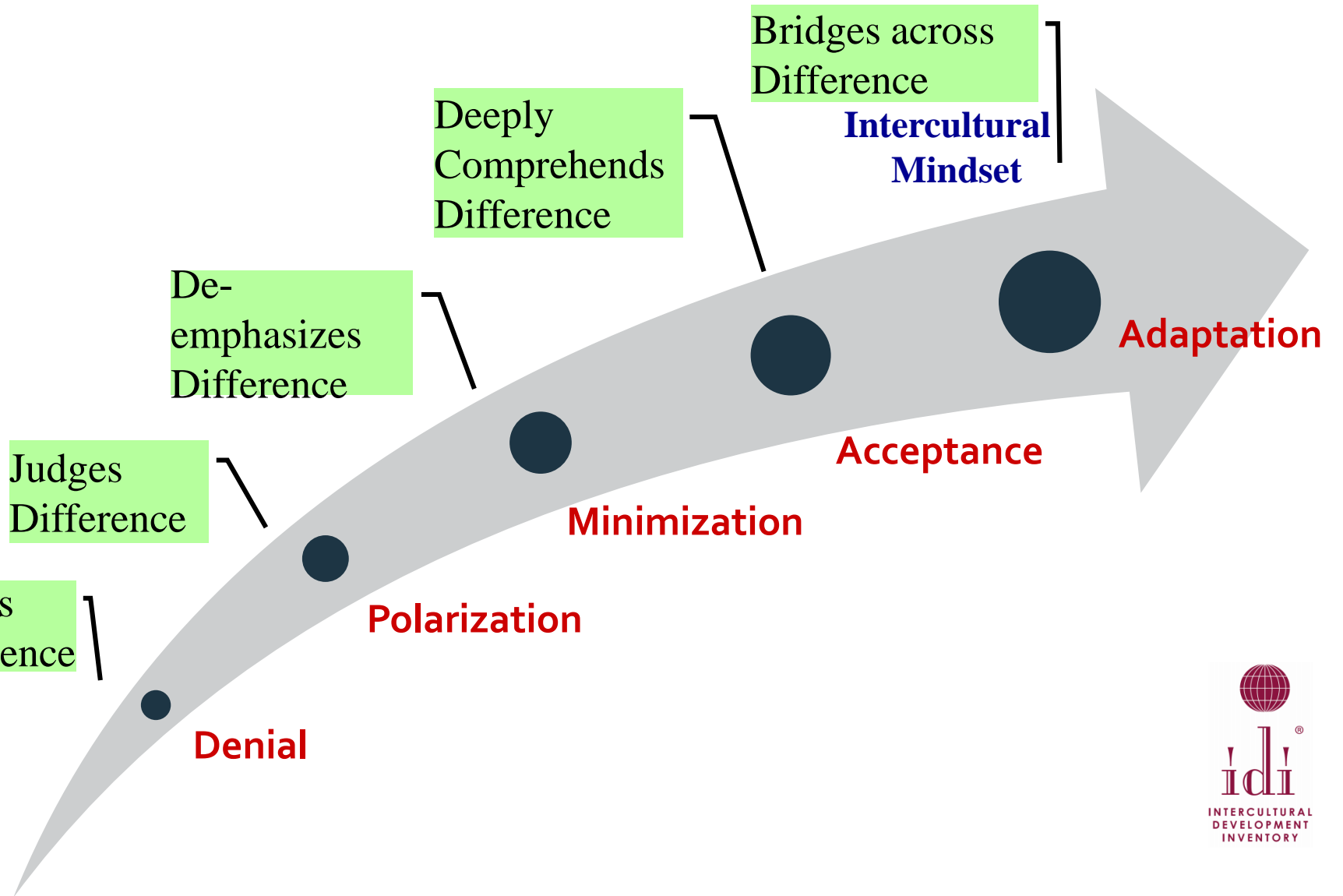
Recommendations and Next Steps
a racial equity lens

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

Express commitment to equity with clear messages and a pledge – *the pledge outlines a specific set of actions*

Conduct an organizational system review – *internal* (hiring, recruiting, promoting, retaining) *and external processes* (unintended consequences)

Implement an equity lens – *interrupts biases in the decision making process*

Measure, monitor and evaluate progress – *goals and expected outcomes – Result based Accountability, Targeted Universalism, IDI*

Intercultural Development Inventory (IDI) *measures primary cultural orientations*

Misses Difference — Denial

Judges Difference — Polarization

De-emphasizes Difference — Minimization

Deeply Comprehends Difference — Acceptance

Bridges across Difference — **Intercultural Mindset** — Adaptation

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

idi®
INTERCULTURAL
DEVELOPMENT
INVENTORY
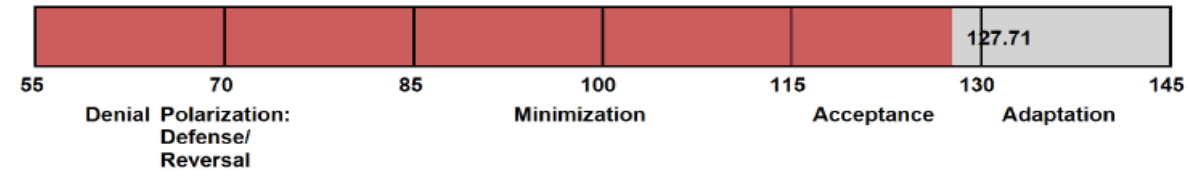
The Gap

IDI Group Profile

Perceived Orientation (PO)

The group's **Perceived Orientation Score** indicates that the group rates its own capability in understanding and appropriately adapting to cultural differences within Acceptance, reflecting an orientation that recognizes and appreciates patterns of cultural difference in one's own and other cultures in values, perceptions and behaviors.
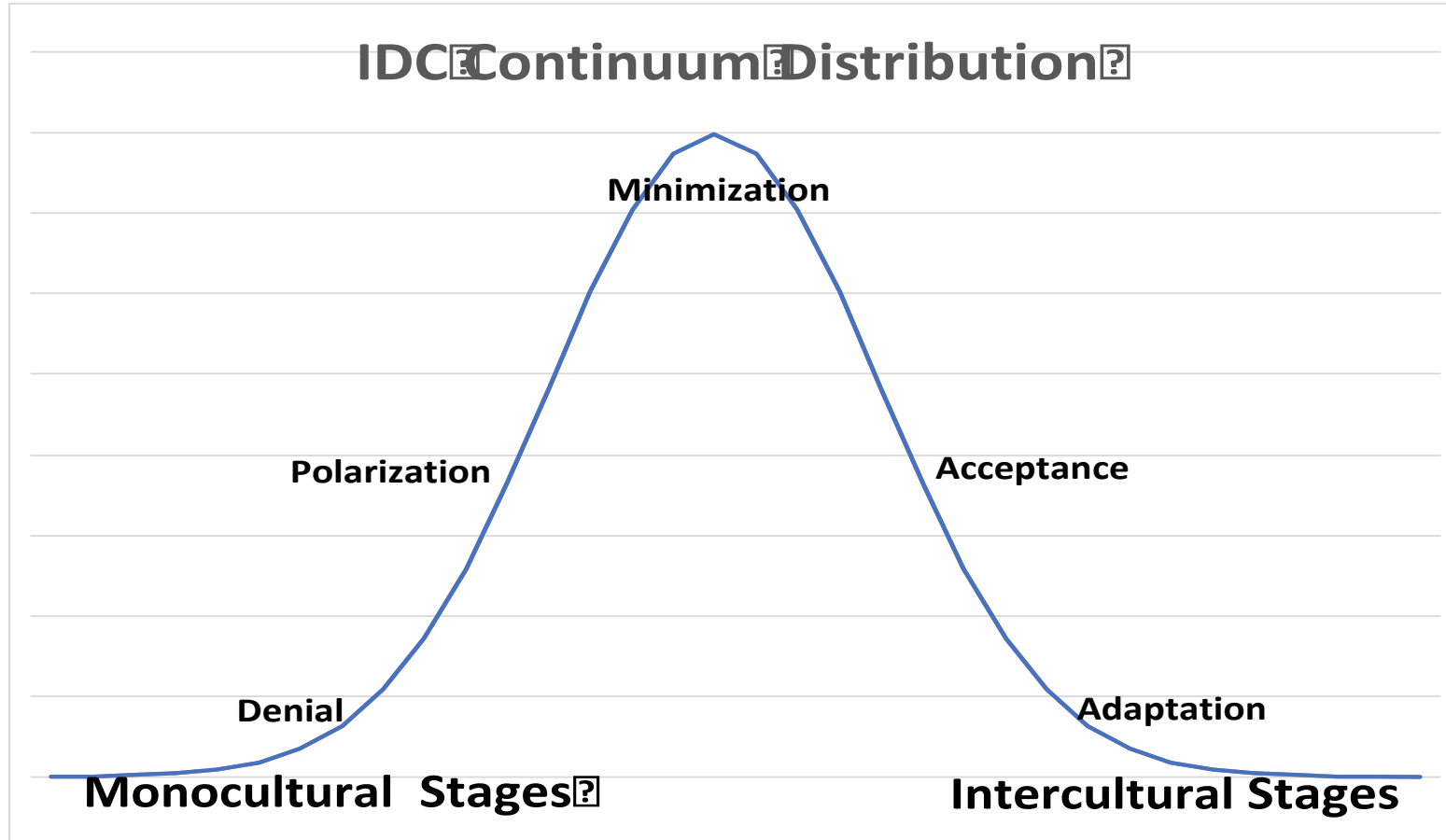
Developmental Orientation (DO)
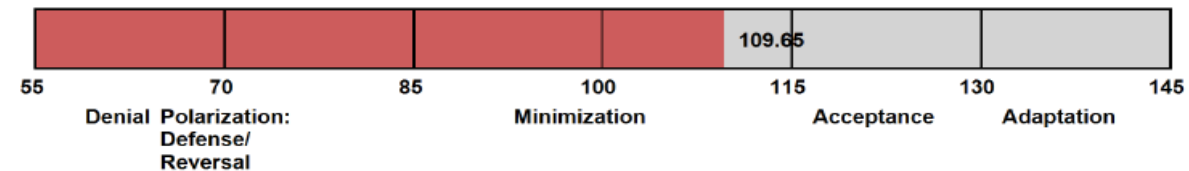
The IDI's **Developmental Orientation Score** indicates that the group's primary orientation toward cultural differences is within Minimization, reflecting a tendency to highlight commonalities across cultures that can mask important cultural differences in values, perceptions and behaviors.

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

Where most of us find ourselves

Cultural competency

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

IDC Continuum Distribution

Minimization

Polarization

Acceptance

Denial

Adaptation

Monocultural Stages

Intercultural Stages

Normal distribution" (where "100" represents the mean average) is Denial = 3.05%, Polarization = 15.55%, Minimization = 66.25%, Acceptance = 14.65%, Adaptation = 1.55%
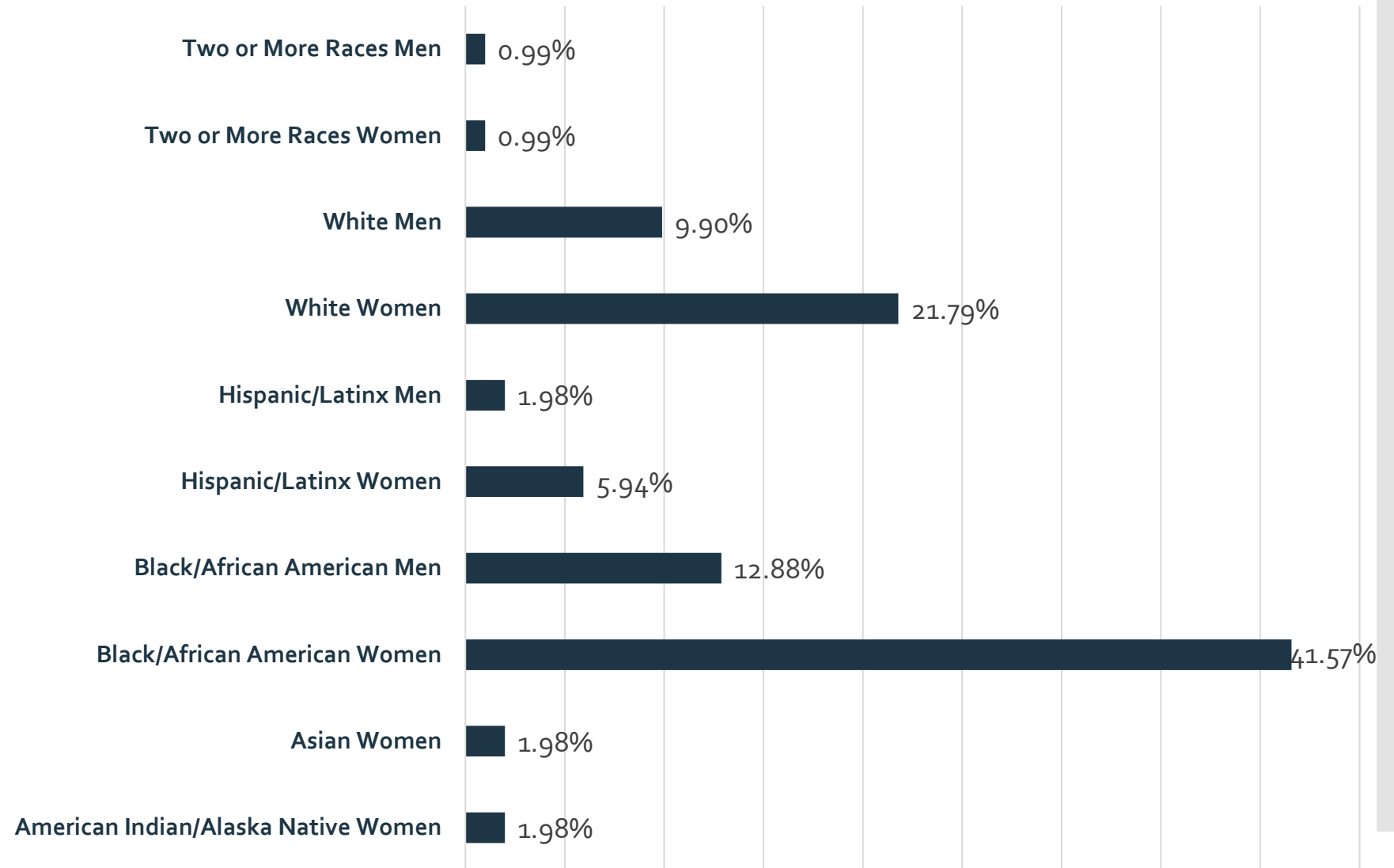
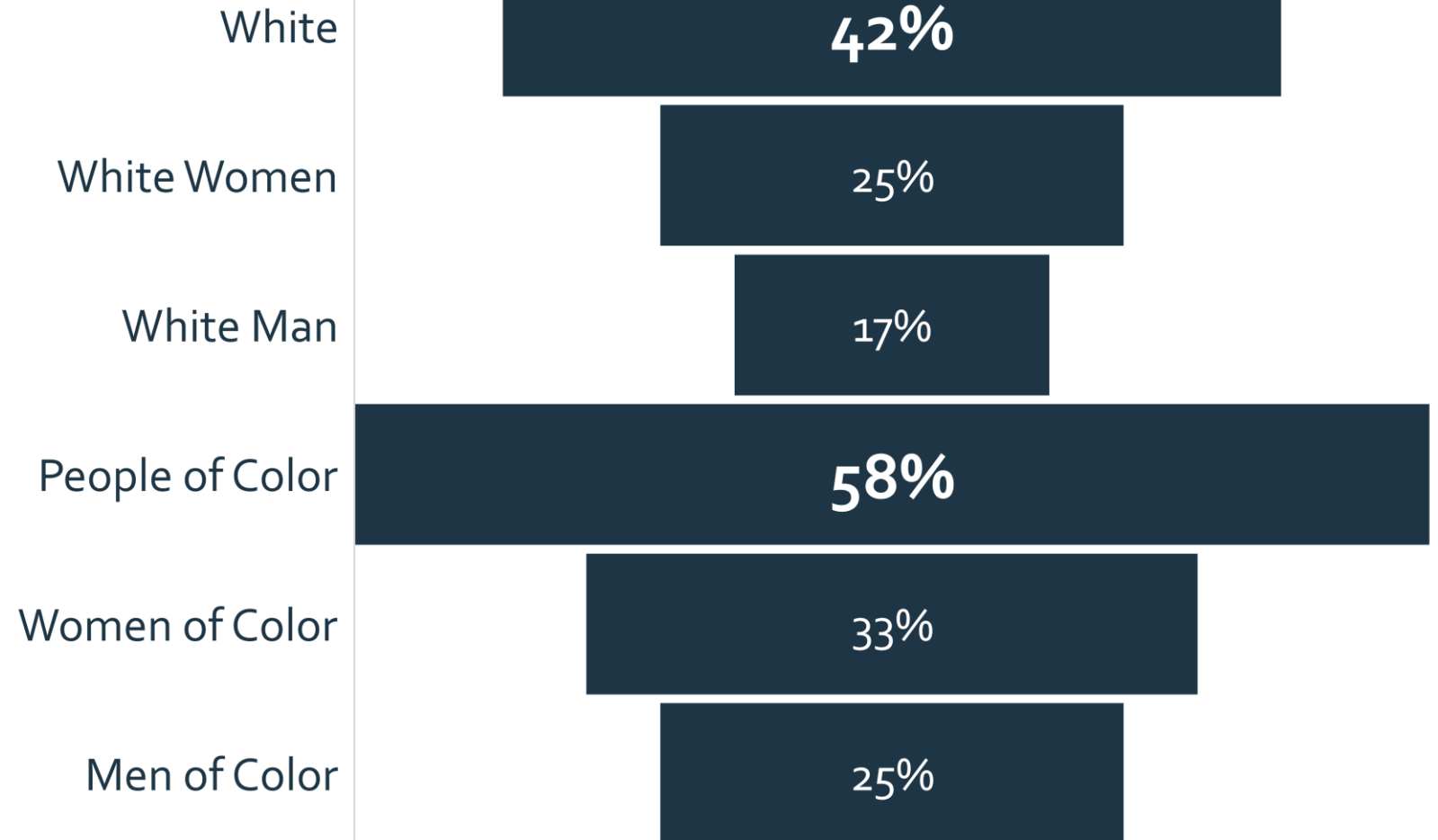# Gender* Demographics and Race 11/16/2019

*per HR designation

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

Executive Team – 12 Employees

Category	Percentage
White	42%
White Women	25%
White Man	17%
People of Color	58%
Women of Color	33%
Men of Color	25%

DEI Training Solutions through an equity lens

2019

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS

- Muskegon County
- City of Muskegon
- Genesee County Road Commission
- Community Housing Network
- Democratic Caucus
- MI State Housing Development Authority
- Huron Casting Corporate Services
- Muskegon Area Intermediate School District
- Department of Natural Resources
- Grosse Pointe
- Oakland Community Health Network

Q&A

Equity is founded in awareness. The steps for implementation - operationalizing equity – are guided through cultural competency and racially conscious approaches

How does implicit bias impact you, the work you do, the people you serve?

MDCR
MICHIGAN DEPARTMENT OF CIVIL RIGHTS