



DIVERSITY, EQUITY & INCLUSION

Accountability Guide & Tools



Purpose Statement: The Diversity Equity & Inclusion (DEI) committee is an intentional statement that reinforces our value of anti-bias principles. We care deeply about the children and families in our communities, the agency staff, volunteers, board members and stakeholders that Child Care Network reaches. We want to make sure that we make decisions informed by the voices of all those we touch, serve and employ. This committee is an active demonstration of our efforts to comprehensively integrate this value system into all of our agency operations. Through this committee, we are striving to develop an organizational culture where diversity, equity and inclusion is not an optional consideration, but it is deeply embedded within our culture and simply the way we do things.

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What do diversity, equity and inclusion *really* mean? How do these principles apply to me as a board member?

Recently much attention is being brought to the principles of diversity, equity and

inclusion. More and more they are becoming a part of our daily conversation. But, what do

diversity, equity and inclusion *really* mean? It is true that they bring about a positive

message. Because we represent a social service agency, it is true that we should embrace

these principles. But what do they *really* mean? Why do they matter?

As a governing member of Child Care Network, you are tasked with acting within the best interest of the agency. First and foremost, it must be said that implementing the principles of diversity, equity and inclusion is a proactive measure that protects and reduces risk to the organization. Additionally, research documents many positive benefits associated with implementing diversity, equity and inclusion into workplace operations. They include higher levels of productivity and profitability, increased innovation and creativity, increased talent attraction and staff retention among others (Forbes, 2020; Glover-Blackwell, Kramer, Vaidyanathan, Iyer & Kirschenbaum, 2020). For those we serve, it means an increased likelihood that they will feel welcomed, accepted and comfortable to ask for and receive the assistance they are seeking. Diversity, equity and inclusion yields positive benefits for everyone. Above all, and according to our mission, demonstrating our value for the principles of diversity, equity and inclusion is simply the right thing to do.

As a member of a nonprofit governing body, it is your responsibility to know what diversity, equity and inclusion mean. You owe it to yourselves and to the communities you represent to understand these concepts so that they can be applied in the work that you are governing. The Diversity, Equity & Inclusion Accountability Guide & Tools is a resource designed to help you do this.

The content of this guide is broken down into five sections and an appendix. The first three sections are Diversity, Equity and Inclusion. The guide provides clear and specific definitions for each of these principles. It also provides visual aids and resources to further define and to inform the application of the principles of diversity, equity and inclusion. At the end of each section, there are a series of questions that are suggested for consideration. The questions are designed to promote critical thinking through a lens of diversity, equity and inclusion when developing/ implementing new policies, plans and actions.

The final two sections cover Decision Making and Measuring a Successful Impact. In Decision Making, four main points are highlighted that should be considered prior to approving a new policy, plan or action. It is meant to serve as a litmus test to determine if the principles of diversity, equity and inclusion are embedded within what is being proposed. Therefore, it determines if it is appropriate to move forward with the policy, plan or action that is being proposed.

Data and evaluation are two of the most powerful tools we have to refine our work over time. In *Measuring a Successful Impact*, a series of questions are suggested to guide the analysis of your proposed policies, plans and actions. These questions are intended to:

- Redirect the focus to the purpose of the policies, plans and actions.
- Identify the outcomes and all those affected.
- Reflect on lessons learned.
- Determine a next course of action.

By following the processes captured within this guide, we hope to take necessary actions to ensure fair access, treatment, engagement and representation for all. We hope to *develop an organizational culture where diversity, equity and inclusion is not an optional consideration, but it is deeply embedded within our culture and simply the way we do things.*

DIVERSITY

Diversity: Psychological, physical and social differences that occur among any and all individuals; including but not limited to race, ethnicity, nationality, religion, socioeconomic status, education, marital status, language, age, gender, sexual orientation, mental or physical ability, and learning styles (ProInspire, 2019, p. 24).



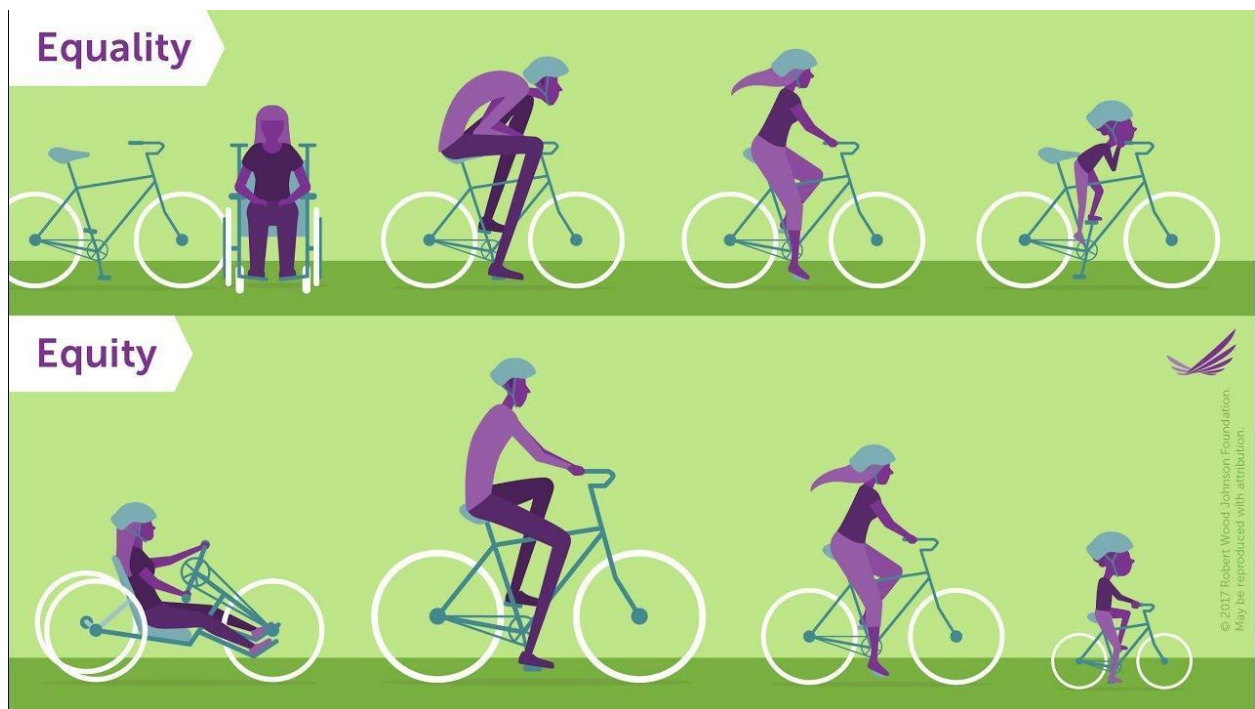
Considerations for Diversity-Centered Work

- Whose voices are not represented during the development of this new policy/ plan/ action?
- What are the barriers that contribute to this underrepresentation?
- What must we do to remove these barriers?
- Are there other methods/ policies/ plans/ actions that would increase accessibility to historically underserved and underrepresented populations in our community?
- What must we do to implement these methods/ policies/ plans/ actions?

-What is the demographic and social composition of our target population in the region for which we are hiring? What demographic and social characteristics are most prevalent?

EQUITY

Equity: The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations, and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups (ProInspire, 2019, p. 24).



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¹ Robert Wood Johnson Foundation (2017).

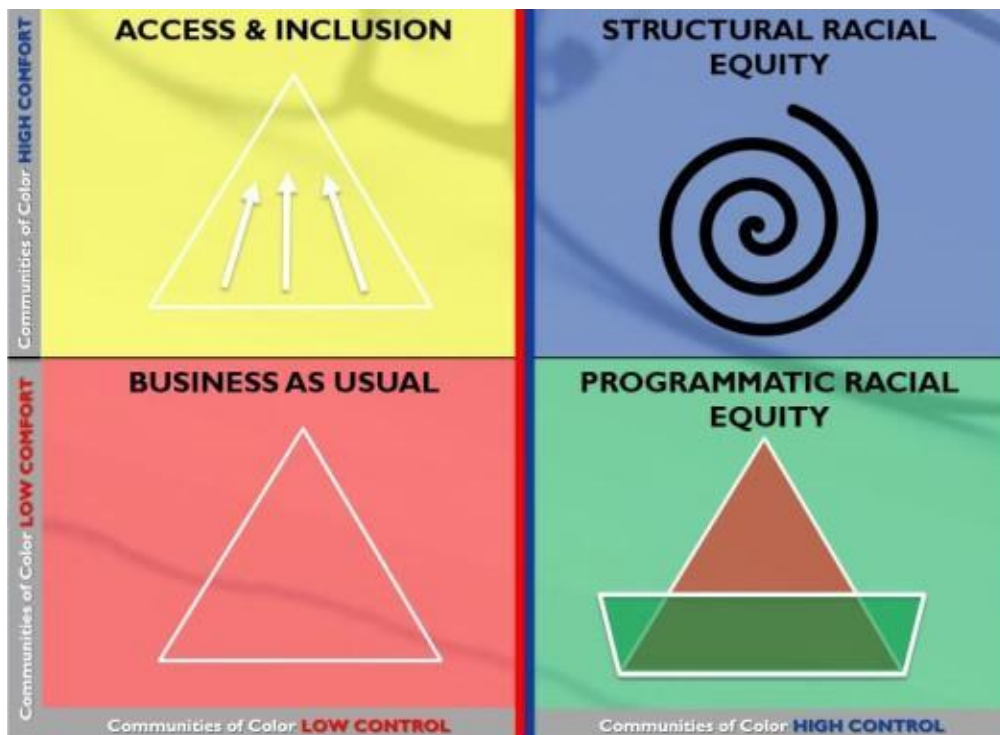
20 Differences Between Equity & Equality

Equity:	Equality:
refers to fairness, justice and impartiality	refers to equal sharing and division, keeping everyone at the same level
Equity = Fairness & Justice	Equality = Sameness
a need based approach	not affected by the need of the people
justifies things on the basis of quality	justifies things on the basis of quantity
focuses on need and requirement of an individual	gives the same thing to all people, irrespective of their need
considers what is needed and the quantity that is needed for an individual	does not look at what is needed for an individual
is the means/process	is the outcome/end result of the process
is subjective-it differs from situation to situation and from person to person	is measurable-it doesn't differ from situation to situation/person to person
identifies the differences and tries to reduce the gap between the groups	is not concerned with the differences or gap between two or more groups
is positive discrimination	might give rise to negative discrimination
people are treated fairly but differently	people are treated equally but may be unfairly
people get what they need	people get only what everyone else gets
cannot be achieved through equality	can be achieved through equity
looks at everyone differently	does not look at everyone differently
proper analysis of the existing situation is needed to practice equity	analysis is not needed to practice equality

can work even if people do not start from the same point	can only work if everyone starts from the same place
uses logic and reasoning to inform decisions	treats equally without logic or reason

(Adhikari, 2017)

Racial Equity Mapping Tool



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Developed by Equity Matters

Considerations for Equity-Centered Work

- To whom will this new policy/ plan/ action restrict access?
- What are the barriers that cause this restriction?
- What must we do to remove these barriers?
- Are there other methods/ policies/ plans/ actions/ supports that would increase equitable access to historically underserved and underrepresented groups in our community?
- What must we do to implement these methods/ policies/ plans/ actions/ supports?

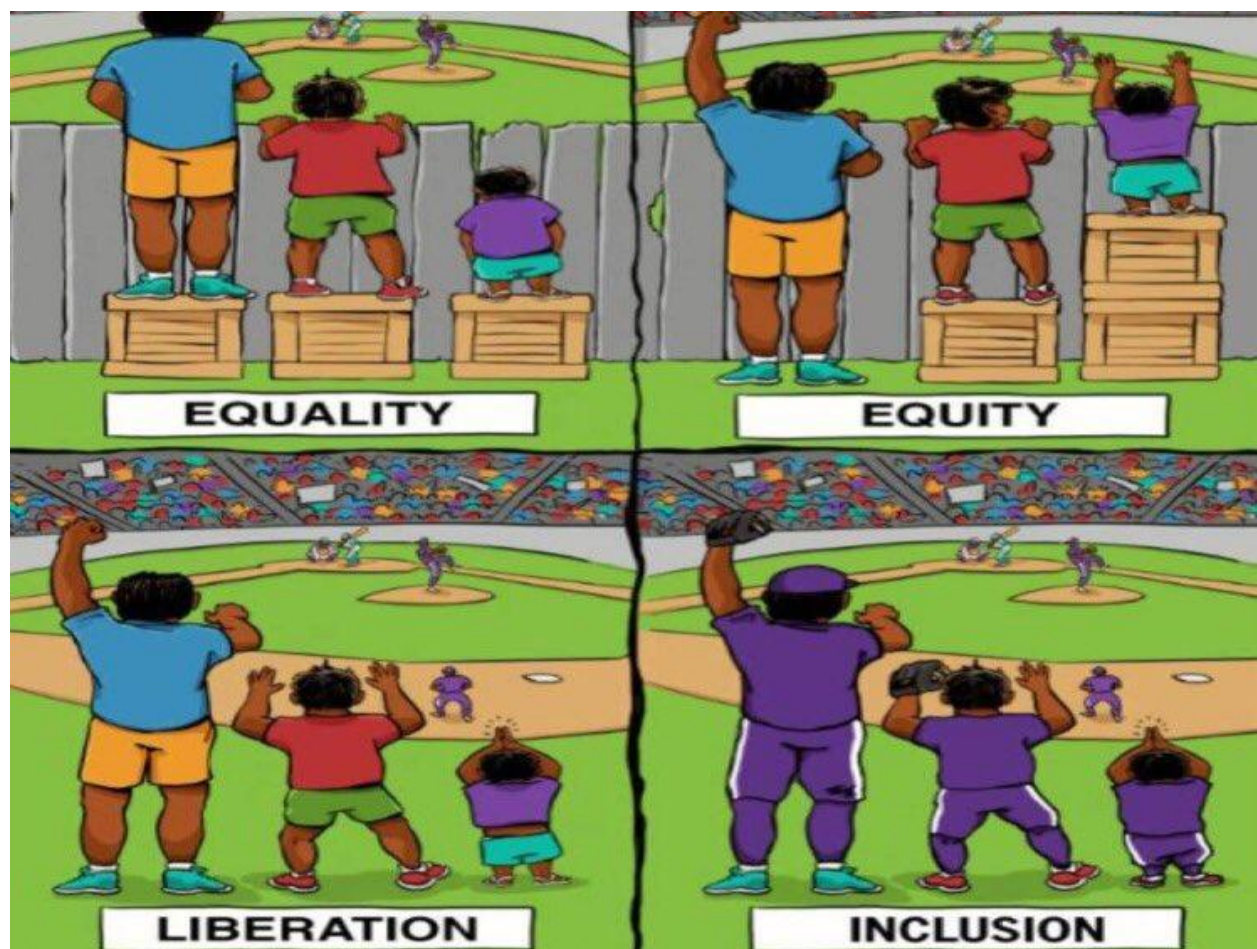
² See the appendix for more information on this tool.

-How will we know when our team members/ the community experience fair treatment, access, opportunity, and advancement?

-How will we know that we have exhausted our best efforts to identify and eliminate barriers that have prevented the full participation of underrepresented and underserved groups?

INCLUSION

Inclusion: The act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate and bring their full, authentic selves to work. An inclusive and welcoming climate embraces differences and offers respect in the words/actions/thoughts of all people (ProInspire, 2019, p.24).



Developed by the Interaction Institute for Social Change. Artist: Angus Maguire.

Considerations for Inclusive-Centered Work

- What white elephants³ exist in our environment?
- Considering this new policy/ plan/ action, what underrepresented and/or underserved populations may feel most uncomfortable/ unwelcomed/ undervalued/ self-conscious when engaging?
- Why? What conditions/ practices/ policies contribute to the discomfort/ feelings of not being welcomed/ feelings of not being valued/ feelings of self-consciousness while engaging?
- What actions and/or supports are necessary to alleviate these hindrances?
- What must we do to implement these actions and/or supports?
- How will we know when our team/ the community feels welcomed, respected, supported and valued to fully participate and bring their full, authentic selves to the table?

³ White elephant: a possession that is useless or troublesome, especially one that is expensive to maintain or difficult to dispose of. In this work, white elephants rob us of richness in experiences, team members and our ability to identify with clarity relevant issues that hinder us from carrying out our mission and achieving agency goals. Because of our nation's dark history of oppression toward minority groups, circumstances and conditions created by white elephants are often difficult to communicate, address and remove. This is a challenge we must face and overcome.

Decision Making

Are my biases disarmed?

Especially considering underrepresented and underserved groups, does the new policy/ plan/ action:

- consider the voices of all who will be impacted by its implementation?
- foster a positive partnership with CCN?
- provide the means of equitable access for all?
- create a comfortable, welcoming environment where all feel valued and safe to communicate their perspectives without fear of retribution and/or judgement?

Measuring a Successful Impact

-What is the purpose of the policy/ plan/ action?

-What are the outcomes (favorable and unfavorable) of the policy/ plan/ action?

-Who was impacted by them?

-What lessons have we learned?

-Is this policy/ plan/ action still relevant to our clients, the community, our team, our stakeholders, etc.?

-If yes, how can we amend our policy/ plan/ action to increase favorable outcomes and decrease unfavorable outcomes in the future?

- If this policy/ plan/ action is no longer relevant, what are the necessary steps to remove it from practice?

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Appendix

Racial Equity Mapping Tool

Business as Usual: Organizational practices that uphold white power structures. Communities of color have low comfort and low control. Efforts default to Fakequity and majority white people as primary final decision makers. Focuses on standard best practices, dominant society data, “efficiency,” limited or no budget for ideas.

Access & Inclusion: Organizational practices that influence white power structures. Communities of color have comfort, but no real control. Efforts default to tracking outputs and majority white people as primary final decision makers. Focuses on engagement, input, inclusion, access, and assimilation.

Programmatic Racial Equity: Organizational practices that build and share power within limited areas of white power structures. Communities of color have some decision-making and resource allocation control but limited broad comfort in the system. Efforts default to communities of color (most impacted by racial inequities) as primary decision makers over a limited scope project or initiative. Focuses explicitly on communities of color (most impacted by racial inequities) controlling narratives, agendas, and resources.

Structural Racial Equity: Organizational practices that default to shared power system/organizational wide. Communities of color have high comfort and high control. Effort default to racially equitable outcomes. Focuses on whole system/organizational redesign and structural transformation (the spiral in the penguin video) that impact racially equitable outcomes. Hint: Almost nothing falls here, but it’s our aspirational vision and goal.

(Schillinger, 2018)