



# ADVANCING DIVERSITY, EQUITY, AND INCLUSION

*PRESENTED BY:*

**ELENA GERLI & SUNNY SOLTANI**

ALESQUIRE & WYNDER

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“Both aspects of [diversity and inclusion] are important — diversity without inclusion can result in a toxic culture, and inclusion without diversity can make a company stagnant and uncreative. Companies are starting to focus more on diversity, but many disregard the inclusion piece of the puzzle. Without a concerted effort towards both inclusion and diversity, your workforce will feel out of place and unsupported.”

(Wong, 2020.)



WHY DISTINGUISH BETWEEN DIVERSITY, EQUITY, AND INCLUSION??

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Everyone is invited.

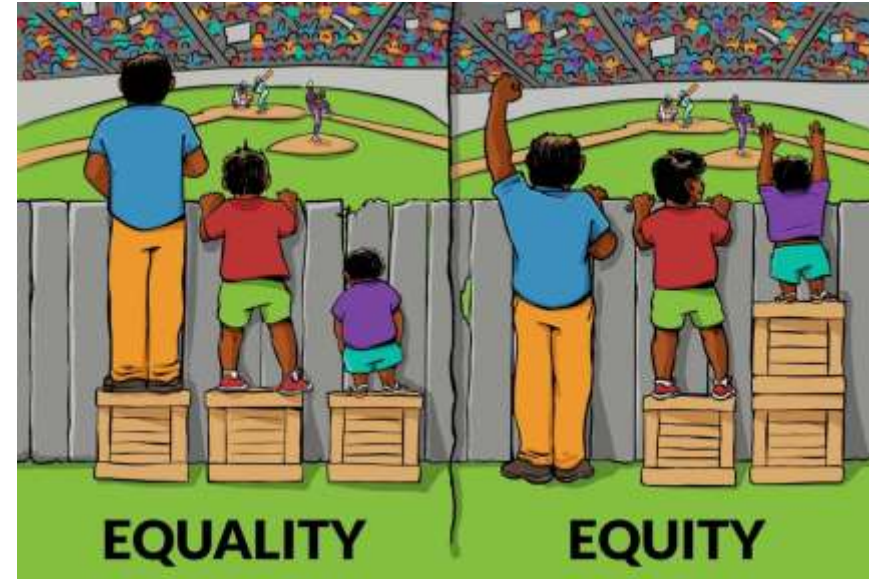
“Diversity refers to political beliefs, race, culture, sexual orientation, religion, class, and/or gender identity differences. In the workplace, diversity means your staff consists of individuals who bring new perspectives and backgrounds to the table.”

*(Diversity and Inclusion in the Workplace: Benefits and Challenges, Kellie Wong, Achievers Blog, September 14, 2020.)*



**DIVERSITY**

- Everyone has an opportunity to advance.



# EQUITY

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Everyone gets to participate.

“Diversity is being invited to the party.  
Inclusion is being asked to dance.” Verna  
Meyers.



INCLUSION

- Assimilation is for the benefit of the dominant culture
- Individual will always be “other”
- “Passing” is a form of assimilation

### Inclusion Framework

	Low Belongingness	High Belongingness
Low Value in Uniqueness	<p><b>Exclusion</b></p> <p>Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</p>	<p><b>Assimilation</b></p> <p>Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.</p>
High Value in Uniqueness	<p><b>Differentiation</b></p> <p>Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.</p>	<p><b>Inclusion</b></p> <p>Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.</p>

(Source: Inclusion and Diversity in Workgroups: A Review and Model for Future Research, Lynne M. Shore, Amy E. Randel, Beth G. Chung, Michelle A. Dean, Karen Holcombe Ehrhart, Gangaram Singh, San Diego State University Journal of Management, Vol. 37 No. 4, July 2011, 1262-1289.)



# DISTINGUISHING INCLUSION FROM ASSIMILATION

- “The beliefs and the feelings we have about social groups that can influence our decision making and our actions, even when we’re not aware of it.” -- Elizabeth Eberhardt
- Implicit bias affects how people perceive, evaluate, and react to others; it refers to the attributes that we quickly assign to people based on their social categories. Unconscious biases stem from the way our brains work: our bodies send our brains 11 million bits of information per second, but our brain can only process about 40 to 50 bits per second. So the way our brain deals with so much information is by setting up shortcuts, with sometimes serious consequences. These shortcuts influence who we think is likeable, valuable, right, or competent.



## THE ROLE OF UNCONSCIOUS BIAS IN LACK OF EQUITY

## Gender

Studies have shown that men are promoted on the basis of potential over women with a proven track record.

- Unconscious bias towards men as managers;
- Mistakes by women are viewed more harshly, especially in professions that are typically male-dominated.

## Race

As recently as 2017, white applicants received 36% more callbacks than equally qualified Black candidates, while white applicants received on average 24% more callbacks than equally qualified Latinx candidates.



HOW UNCONSCIOUS BIAS AFFECTS HIRING AND PROMOTION





- What does this look like? Here's an example.

- <https://www.dropbox.com/s/izp6w3xmrqwqmti/vI2044gd0000c7jIppbc77u4fqfn7d50.MP4?dl=0>

[source: TikTok @raquelmartinphd <https://vm.tiktok.com/TTPdrxG3dF/>]

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## Intersectionality:

Individuals have multiple identities and may be subject to multiple sources of marginalization or privilege at the same time, and context does make a difference



CREATING AN INCLUSIVE ENVIRONMENT

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# Privilege:

Peggy McIntosh: “an invisible package of unearned assets which one can count on cashing in each and every day, but about which one is largely oblivious,” and specifically white privilege as “like an invisible weightless knapsack of special provisions, maps, passports, codebooks, visas, clothes, tools and blank checks.”

Shakil Choudhuri: Privilege is like having wind at your back when you're on bike ride. Marginalization is biking against headwinds.



CREATING AN INCLUSIVE ENVIRONMENT

# CREATING AN INCLUSIVE ENVIRONMENT

## Do you have privilege?

- I can count on looking at the top level of management in my organization and seeing people (i.e., more than just a “token” individual) who belong to my identity category: my gender, race/ethnicity, age, sexual orientation, religion, disability status.
- I can display photographs of my family or my personal life without worrying that it will invite negative perceptions.
- I can speak up within my work group and not worry that others will attribute something about what I said to my identity category (gender, race/ethnicity, sexual orientation, religion, disability status); instead, they will focus on the idea itself.
- I can trust that my behavior will be viewed as only my own and not representative of a wider group.
- When I am asked to serve on committees or task forces, I assume it’s because people value what I have to offer, not because they need a representative from my identity group.
- I am never asked to speak for all the people of my identity group (e.g., “What do XX-type of people think about this issue?”).



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## Microaggressions/micro-affirmations:

- Recognize what constitutes microaggressions and how they operate to inflict identity threats
- Be specific in your positive feedback
- Support individuals who are being interrupted or whose ideas are only heard when made by someone with status



CREATING AN INCLUSIVE ENVIRONMENT

- No 1-size-fits-all
- Be prepared to fail and pivot
- Forever effort
- Instill a culture of learning rather than blame or good vs. bad
- Need stakeholders buy-in
- Data gathering: think carefully about how to gather data, and to what end? What are you trying to achieve?
- Persuadables and Detractors (Center for Talent Innovation)
- Suggest that agenda for DEI work be driven by the needs identified in your organization

## DIVERSITY



of people and perspectives

## EQUITY



in policy and practice

## INCLUSION



of all voices and visions

Source: Brookhaven National Laboratory



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**THINGS TO KEEP IN MIND WHEN SETTING UP DEI**

**DEI Committee** - A committee of members who have a significant role in developing goals and strategies related to the advancement of diversity, equity, and inclusion.

Roles and responsibilities may include the following:

- Relating diversity and inclusion to the city's mission, values, and objectives
- Gathering information and data that may reveal DEI concerns and opportunities
- Evaluating the effectiveness of ongoing efforts and adapting as needed
- Outlining key DEI goals and actionable steps to achieve them
- Helping institutionalize policies that support equity for all employees



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**PURPOSE OF DIVERSITY, EQUITY, AND INCLUSION COMMITTEES**



GREATER  
PRODUCTIVITY  
AND QUALITY  
OF WORK



CREATIVITY  
AND  
INNOVATION



INCREASED  
PSYCHOLOGIC  
AL SAFETY



JOB  
SATISFACTION  
AND  
RETENTION



GREATER CIVIC  
ENGAGEMENT  
AND  
COMMUNITY  
LIFE



# BENEFITS OF DEI



# Profitability

Companies that have the most gender diversity: 48% more likely to be profitable than companies with the least gender diversity.

Engagement: 3 key drivers of productivity

Psychological meaningfulness; psychological safety; psychological availability.

Inclusion is critical to psychological safety. Cannot have safety if pressure from identity threats, inability to be authentic at work.

# Innovation



**BENEFITS OF DEI**

# DEI COMMITTEES IN OTHER CITIES

	City of Irvine	City of El Segundo	City of San Luis Obispo
<b>Year Formed</b>	January 2021	July 2020	July 2020
<b>Comprised of</b>	5 members, each selected by a member of the City Council	9 members of the community, selected by the City Council after an outside consultant narrowed it down	11 members, appointed by majority vote of Council
<b>Focus/Goals</b>	<ol style="list-style-type: none"> <li>1. City employment</li> <li>2. City contracting</li> <li>3. Hate crimes/incidents</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhancing customer service, engagement, and communications</li> <li>2. Support community safety &amp; preparedness</li> <li>3. Develop city as choice employer and workforce</li> </ol>	Integrate structural change and opportunities for growth to support the well-being and empowerment of its marginalized communities and the community as a whole
<b>Current Status</b>	Meets monthly	Meets monthly	Provided recommendations to City Council in January 2021

# DEI COMMITTEES IN OTHER CITIES

	City of Livermore	City and County of San Francisco
<b>Year Formed</b>	June 2020	September 2018
<b>Comprised of</b>	Ad hoc subcommittee consisting of vice mayor and a council member, separate “working group” of up to 18 community members was formed to serve as resource to subcommittee	Human Resources Department and staff
<b>Focus/Goals</b>	Ensure there is diverse community engagement resulting in a welcoming city, exemplified by equity of opportunity and just treatment for all	<ol style="list-style-type: none"> <li>1. Promoting equity, diversity, inclusion and fairness in its workplaces</li> <li>2. Hire personnel dedicated to DEI efforts</li> <li>3. Provide unconscious bias training to staff</li> </ol>
<b>Current Status</b>	Provided final recommendations to City Council in July 2021	Ongoing efforts

## Who will lead and coordinate the formation of a DEI Committee?

- a. An outside consultant
- b. City Attorney's Office with the assistance of City staff
- c. City Manager

## Who will the DEI Committee be comprised of?

- a. Council subcommittee and staff
- b. Council subcommittee and members of the community
- c. City staff



**COUNCIL'S DECISION POINTS AND OPTIONS**

## COMMUNITY BASED DEI EFFORTS

- Free speech issues. What kind of forum are you creating? Rules must be consistent with First Amendment. Remember viewpoint discrimination is not permitted.
- Brown Act/parliamentary rules. Public meeting? Time limits for speakers.
- CPRA.
- Employee participation/free speech.
- Harassment and bullying.
- Shared expectations. Share experiences. Challenge ideas, not people. Demonstrate respect. Take responsibility of words and actions.

[Source: Jason Alcala, City of Livermore, 2021 Cal Cities presentation]



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**So I ask you, who do you want to be? Do you want to be a leader motivated by acts of inclusion or defined by measures of exclusion? Dr. Hannah Gatsby**



## Q&A

**ELENA GERLI**  
CITY ATTORNEY, SUISUN CITY  
EGERLI@AWATTORNEYS.COM  
310.527.6660

**SUNNY SOLTANI**  
CITY ATTORNEY, CITY OF CARSON  
SSOLTANI@AWATTORNEYS.COM  
949.223.1170

# THANK YOU