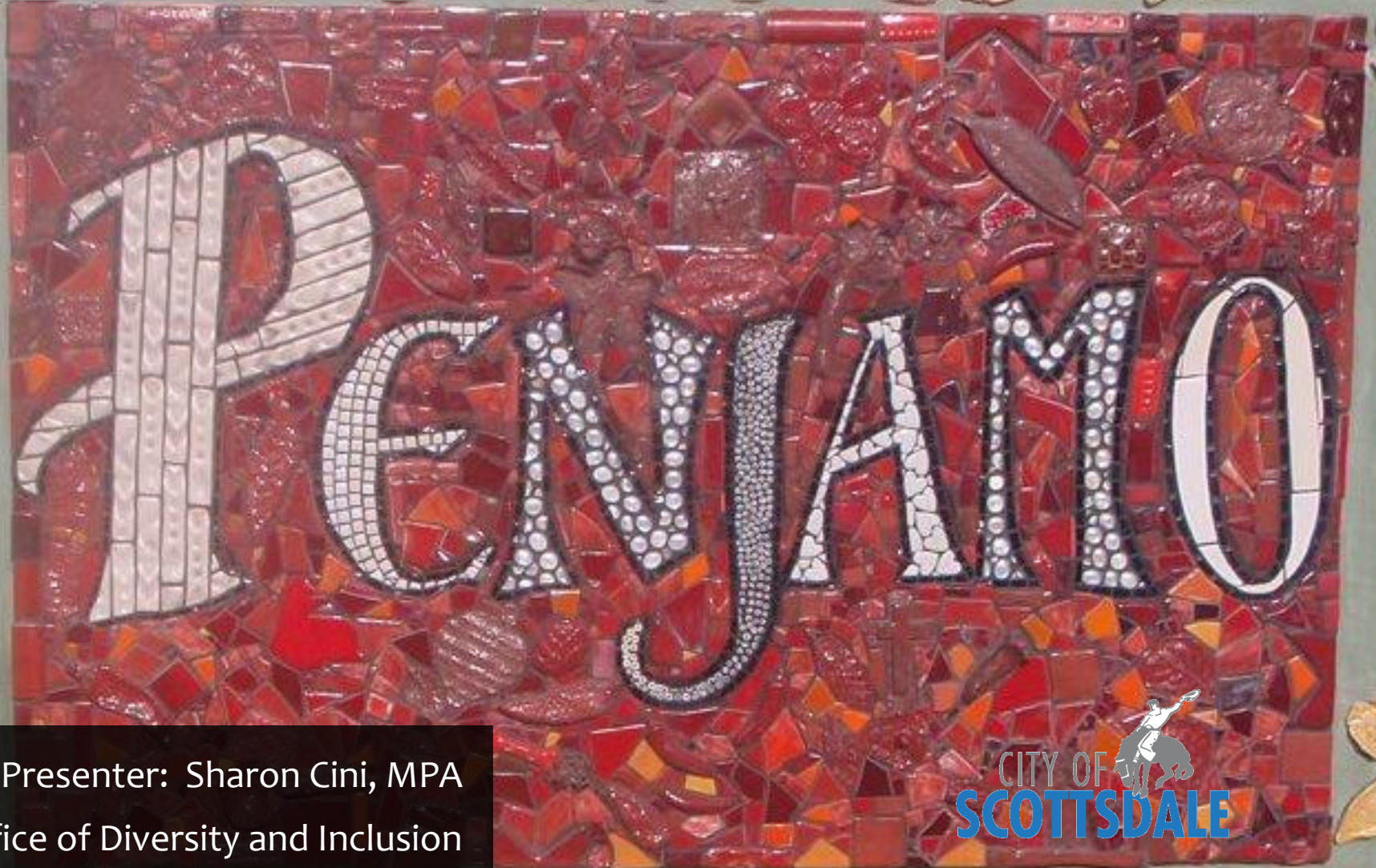
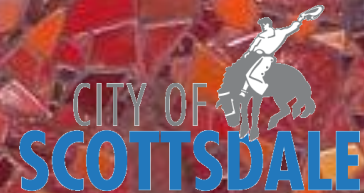


Integrating effective D & I strategies into community and workforce initiatives



Presenter: Sharon Cini, MPA
Office of Diversity and Inclusion



Tribal Communities and Diversity & Inclusion

A mixture of people from across the world, the country, and our own communities



OBJECTIVES:

- Identify D & I perspectives that might be useful to you and your workforce.
- Consider diversity in your workforce and how you might apply inclusionary practices.
- Use stages of change with a D & I lens for optimal change management.
- Use D & I as part of process improvements, addressing biases, and as preventative measure.



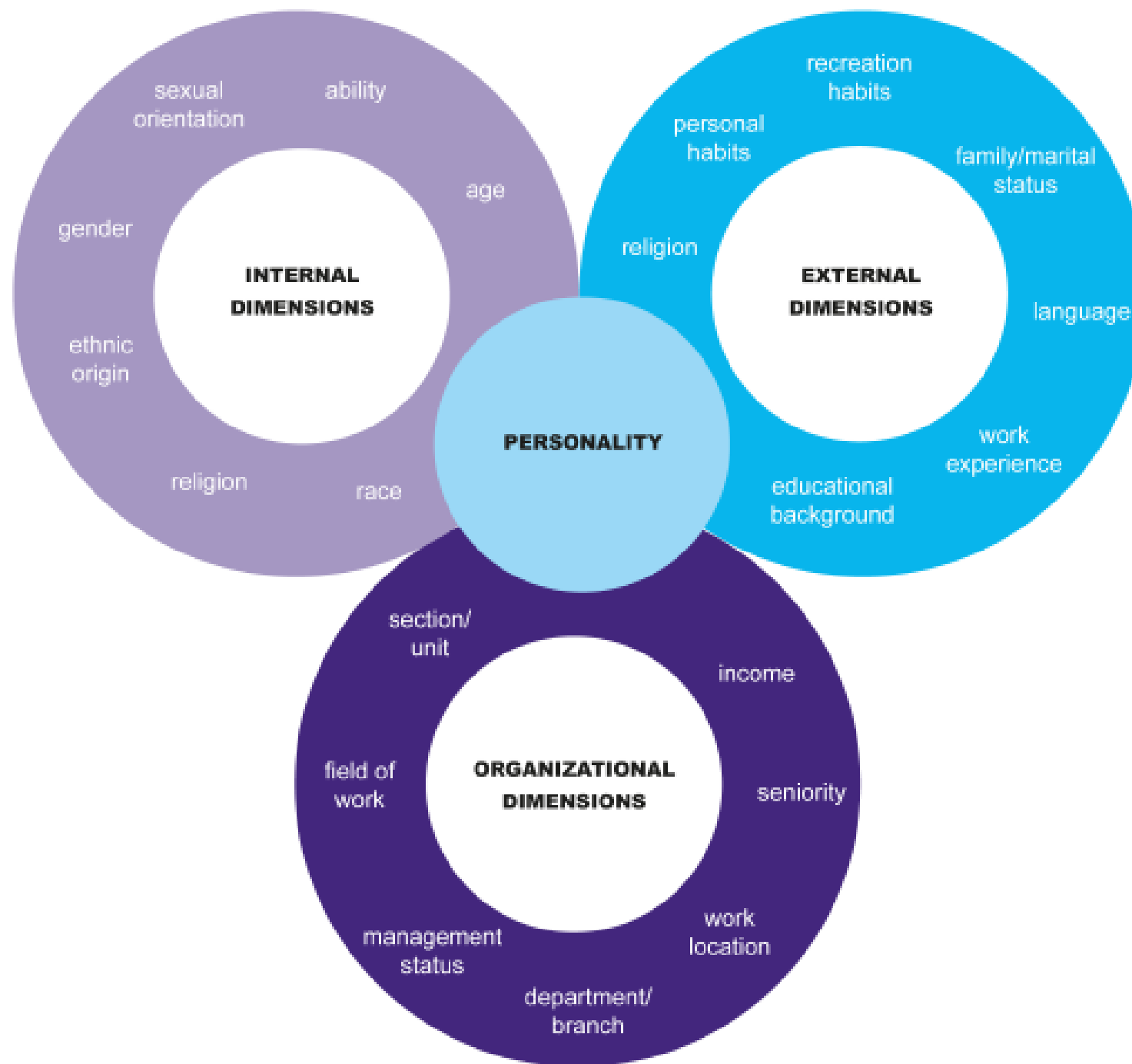
THE VALUE

- Effective at managing a diverse workforce to sustain employee engagement.
- Increase work force morale and sense of belonging (psychological safety)
- Improved processes and policies for compliance and community collaboration



Connection – Culture and Purpose





Organizational Impact of D & I



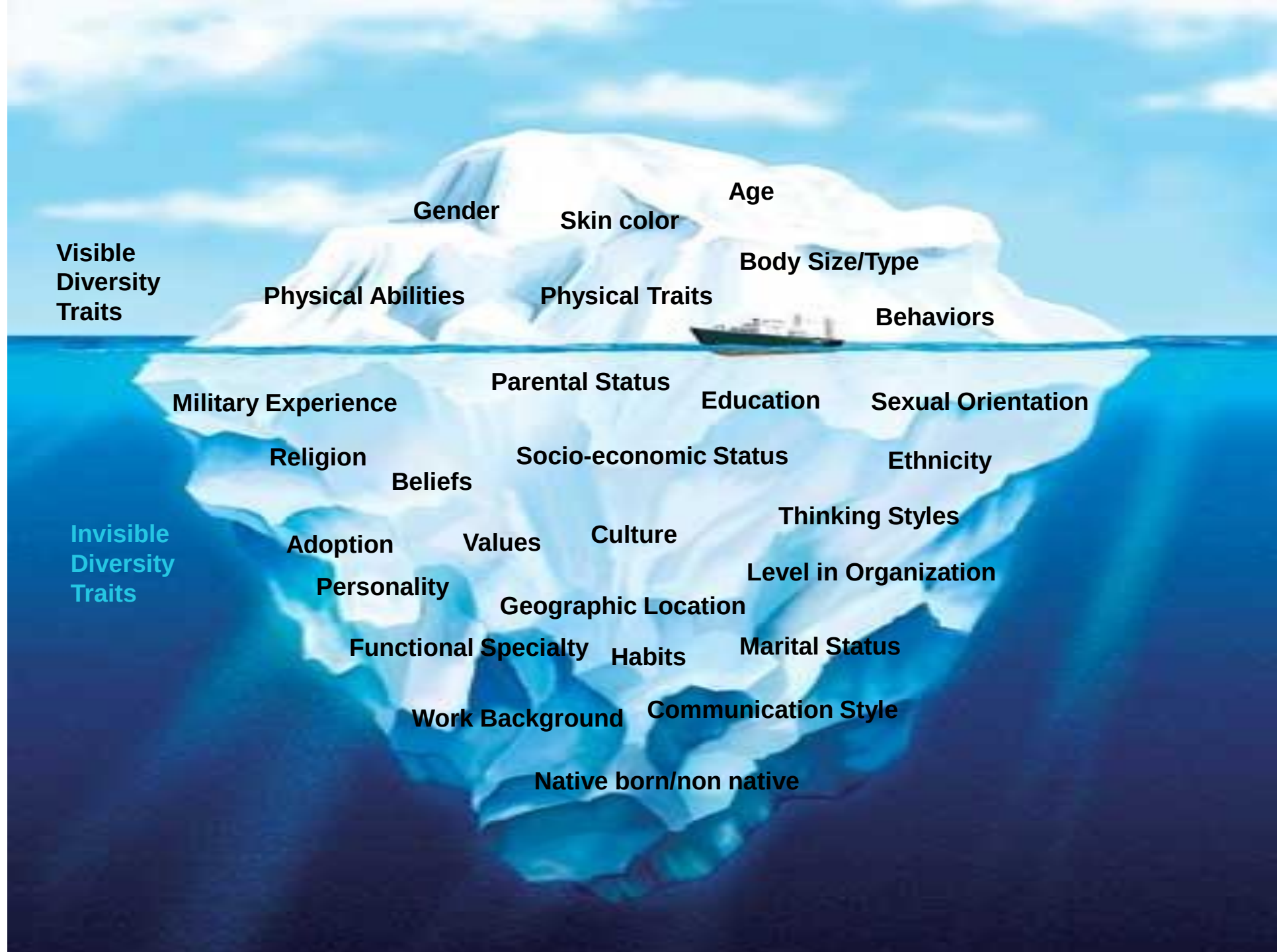
Inclusion = engagement

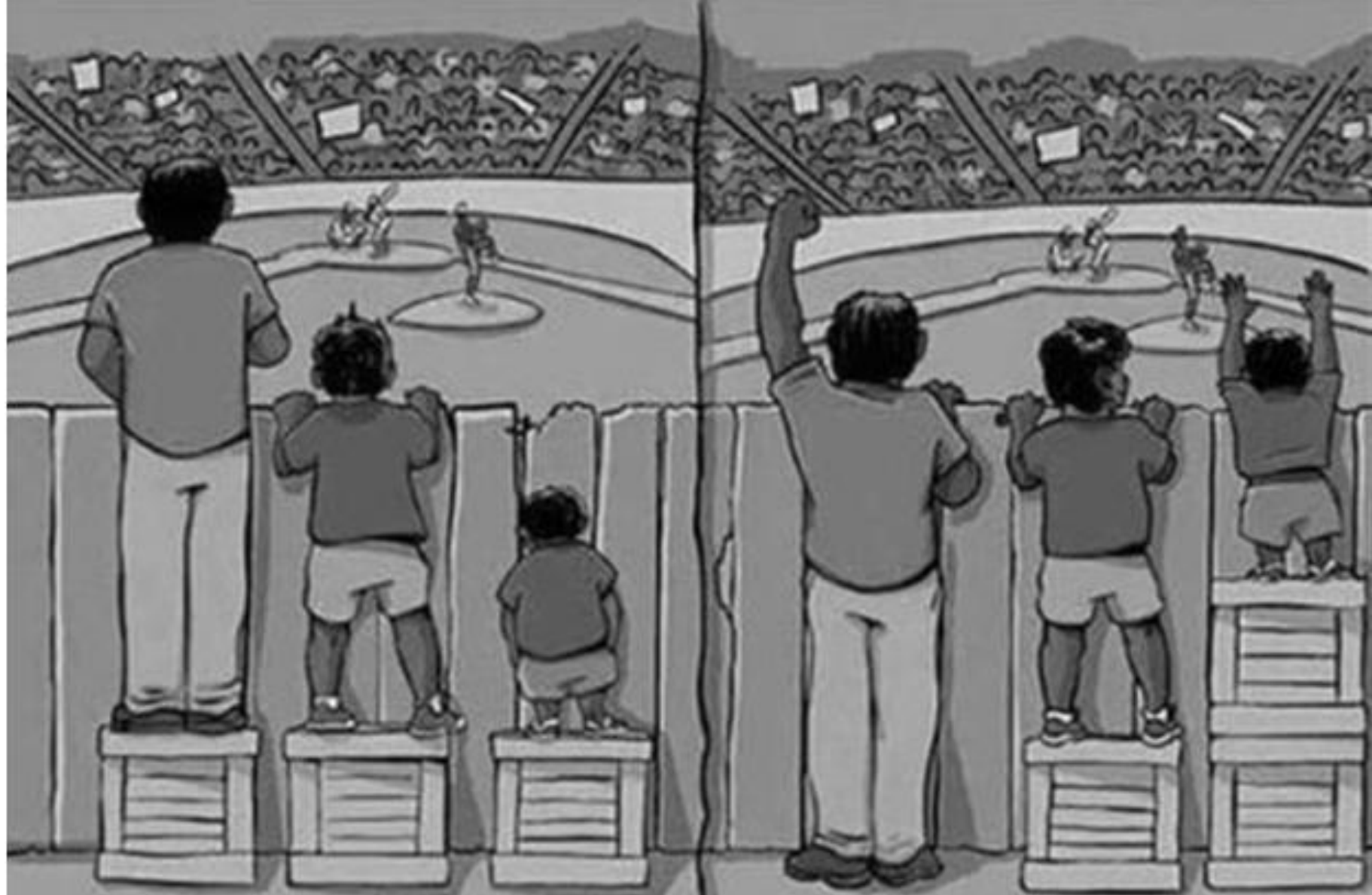


positive job morale



**positive employee
performance**





EQUALITY

EQUITY



Simply Better Service 
for a World-Class Community

COUNCIL PRIORITY:
Reinvest in a **high performance**
organization and work culture



RESPECT THE INDIVIDUAL

We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

Reference AR 333



What does
Diversity
mean to you?

Diversity usually means one of three things:

- Demographic diversity (our gender, race, sexual orientation, and so on)
- Experiential diversity (our affinities, hobbies, and abilities)
- Cognitive diversity (how we approach problems and think about things).

All three types shape a person's identity — or rather, identities.



The “lens”:
Org culture
and workforce

Behaviors we see stem from unconscious or conscious bias

Flocking: (naturally happens)

- Gravitating toward those with whom we have more in common with
- Finding identity
- Can cause exclusion
- Can cause ostracizing

Networking:

- Expanding your circle
- Talk to others outside of your “comfort zone”
- Creates new experiences and insights

Where do you see flocking?

How could we do a better job of getting outside our circles?

What can we do to avoid exclusion or ostracizing after a conflict or disagreement?



Which do you hear?

They're both right!

Higher frequency
information

Bi-stable illusion

Some sounds are low
frequency

<https://www.youtube.com/watch?v=ERIdHDuwbHc>

1 HIGHLY ENGAGED

- What can I do for others?
- I inspire others to do their best

On average less than 15% reach this level

- I love working here
- I'm a high flyer

HIGH FLYER

SELF
ACTUALISATION

2 ENGAGED

- I'm a vital part of the business
- I feel important at work
- I'm really busy and very likely I'm highly stressed

- I'm an achiever
- I'll leave if something much better comes along



IMPORTANCE

2 and 3 have a direct impact on engagement and can be moved up by the 4 enablers of engagement

Motivated

3 ALMOST ENGAGED

- I know I'm part of something bigger
- I'm almost engaged but there are times when I'm not
- I'm proud to work here but I wouldn't necessarily shout it from the rooftops

- I might leave if I'm tempted
- There are no career development prospects here



BELONGING



4 NOT ENGAGED

- I'm not interested in overtime
- I have more sick days than I should
- I have poor working conditions

- I don't like my manager or working with my team
- I don't like my job much, but I get on with it
- I read job ads



SECURITY

De-motivated

5 DISENGAGED

- I'm here for the money
- I'm leaving when I can
- I'm not satisfied with the job I do

- My work doesn't excite me
- I'm a clock watcher
- I'm a jobsworth



SURVIVAL



Diversity competency: What are the outcomes?

- Employees develop empathy through learning and experiencing new cultures
- Respect follows and positive interactions become not only a pattern, but an expectation of behavior.
- Self-awareness is enhanced and preventive D & I lens is used.



Essential Elements - Micro level

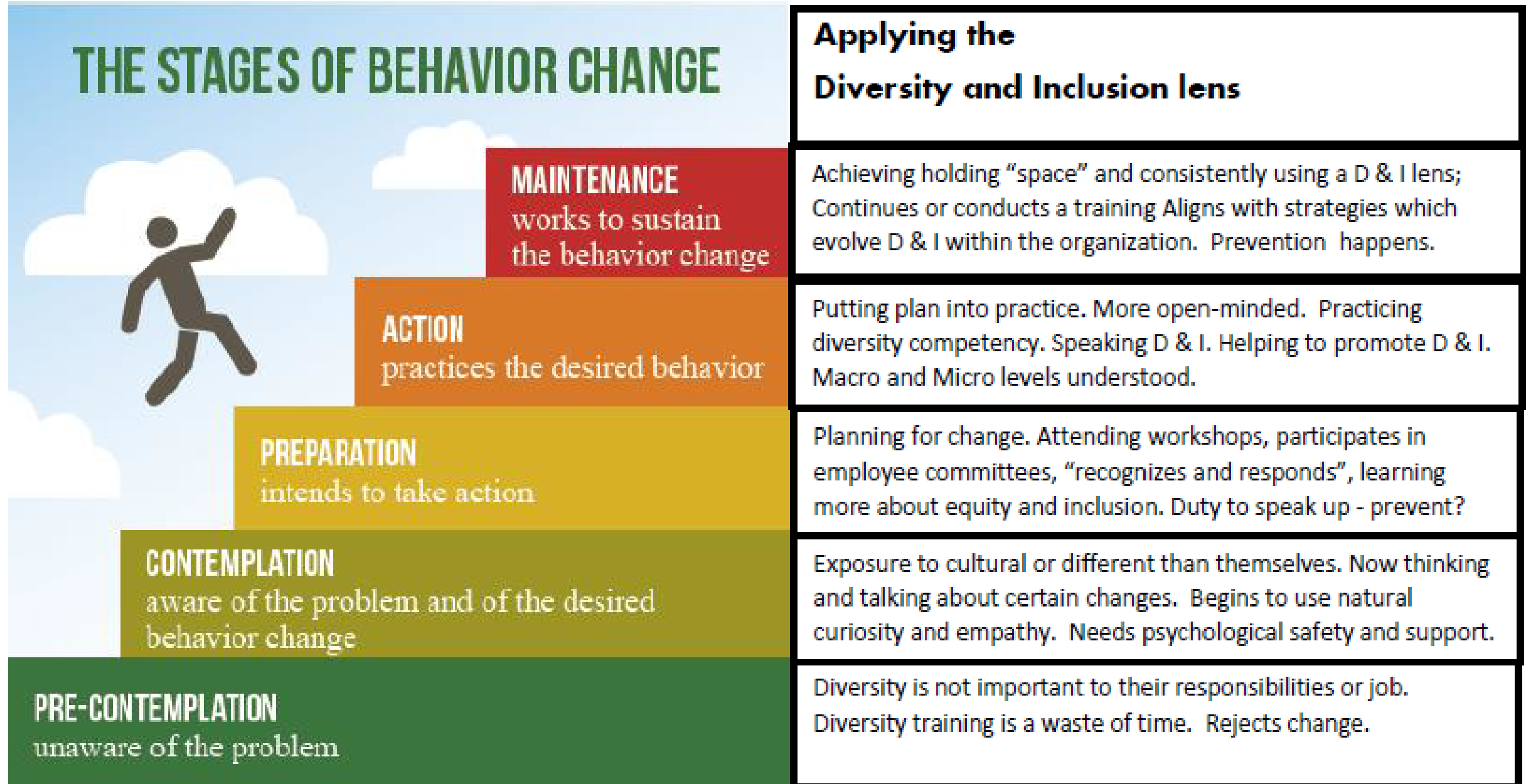
Shared Responsibility & Individual Accountability	Education & Training	Integrated into strategic plan	Dedicated Resources
Everyone has a responsibility for the success in achieving diversity and inclusion goals and individuals are evaluated on their performance related to these goals.	Education and training is designed to meet the specific needs of each workforce and are designed to address behavioral change. Tool: Training Model	Departments identify links between business objectives and relevant diversity issues to ensure effective and sustainable strategy development and action plans.	Both financial and human resources are allocated to sustain the strategies and programs. Leadership and staff are dedicated to moving the process forward.

Essential Elements - Macro level

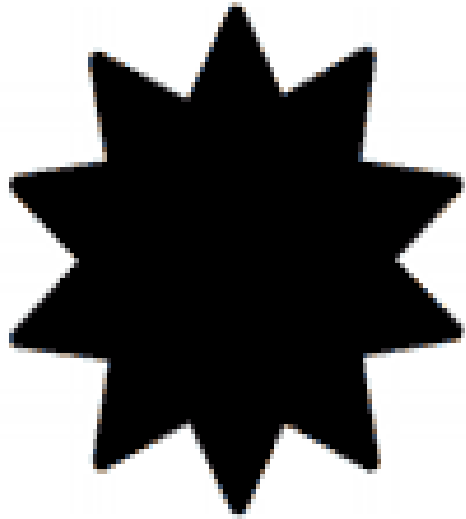
Policy Review & Development	Measurement & Evaluation	Informed & Committed Leadership	Comprehensive Scope
Policy and administrative directives provide a framework for delegating decision making, reduces misunderstanding and uncertainties and serves as a basis for directing all employees towards achievement of the organization's goals. The way policy is developed is as important as what it yields	Measurement and evaluation are instruments for knowledge building and future planning. Activity: A measurement for framework support the way we evaluate the effectiveness and ability to achieve the identified goals Tool: Performance Measurement Process and Team	Leadership is committed to organizational change ensuring respect and credibility for the initiative by continually articulating the vision, being visible spokespersons and leading through example	Strategies are integrated and multi-disciplinary, and address organizational systems, policies, practices, programs and services. Activity: A Diversity and Inclusion Lens supports changes in the way we work and provide services to the community. Tool: Diversity and inclusion Lens



Understanding people, perceptions and the diversity stages of change



Cognitive Behavioral Model



Situation

something happens



Thought

the situation is
interpreted



Emotion

a feeling occurs as a
result of the thought



Behavior

an action in response to
the emotion

Take a “Cultural Selfie”

Event happens – Assumption based upon what we know

- We react or behave based upon this assumption
- Our thoughts drive our emotions/feelings which make us behave a certain way
- Our body also sends us “cues”



Be mindful of self

A “Growth mindset” and “Fixed mindset”?

Bias is NOT a bad word but is preconceived views, based on things like our culture. We can have a biased opinion on events, people or items in a positive or negative way.

- **Unconscious Bias – Unintentional**
- **Conscious Bias – Intentional**
- **Confirmation Bias – “See, I knew it”**
- **Conscious Inclusion - Intentional**

Silent Beats: Understanding the impact of our biases

<https://www.youtube.com/watch?v=76BboyrEl48>



Stereotype :

- Oversimplified opinion, idea or belief that is often unfair or untrue belief that many people have

Prejudice :

- Predetermined negative attitudes toward others based on a group identity

Discrimination:

- When harmful (prejudice) attitudes are translated into behaviors; begin to treat people differently and unequally

Strategy:

- Leaders start where they can to prevent future workplace disruptions and disengagement.
- Over time, workforce becomes more articulate and get used to using these competencies.
- Baby steps are important and significant.
- Consider measurements to build support.



Diversity Enhancement Process and training today:

Why do this?

We have 3 diversity goals associated to positive behavioral changes and culture.

Where are we now?

Employee diversity capacity is good, over 90% completed updated D & I training; Identified a need to have more support from upper management to sustain growth and momentum in using learned knowledge.

Where do we want to go?

Management can support diversity as part of essential performance evaluation and job enhancements (both internal and external customers)

How do we get there?

Create measurements of focused education and training opportunities; Dedicate resources, and support a shared responsibility and individual accountability

Who's coming with us? TBD

How far did we get? TBD

The Community

Understanding our community we serve





- The teachings of the Holy People are embedded in our culture and our tradition. These give us the tools to defeat our modern monsters.
- Disharmony, loss, succumb to the frustration and its twin brother pain.
- K'é – Diné (Navajo) Kinship System
- Sacred obligation to teach social structures and child rearing
- The social connection; Our relations with all creation

Cultural Upbringing
Cultural Filters
Language
Lack of knowledge/Lack of exposure
Stereotypes and Assumptions
Resistance to change
Fear
Disability
Life situations
Personality





Scottsdale for All

We Value Respect, Kindness, Civility & Empathy

fb.me/ScottsdaleforAll

Scottsdale for All video story – Conformity or not?

- <https://www.youtube.com/watch?v=xDJqiAw-Hdo&feature=youtu.be>

Community Diversity Partners





Proclamation

WHEREAS, the City of Scottsdale recognizes that the Indigenous Peoples of the lands that would later become known as the Americas have occupied these lands since time immemorial; and

WHEREAS, Scottsdale values the main contributions made to our community through Indigenous Peoples' knowledge, labor, technology, science, philosophy, arts and the deep ancestral and cultural contribution that have substantially shaped the character of the City of Scottsdale; and

WHEREAS, Scottsdale promotes equality for all Indigenous Peoples and honors our nations indigenous heritage, history, and contributions;

WHEREAS, The City of Scottsdale strongly supports the proposition that Indigenous Peoples Day shall be an opportunity to celebrate the thriving cultures and values of the Indigenous Peoples of our region.

WHEREAS, The City of Scottsdale appreciates our Indigenous community and the strong relationship we have with our neighboring tribal communities.

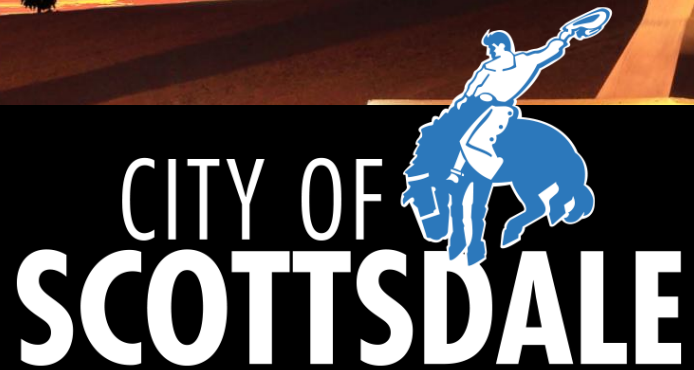
NOW, THEREFORE, I, W. J. "Jim" Lane Mayor of the City of Scottsdale do hereby proclaim October 9, 2017 as

"Indigenous Peoples' Day"





Thank You



<https://www.facebook.com/ScottsdaleForAll/>