Community Living Campaign
Diversity, Equity, Inclusion and Belonging Initiative

Year in Review
2020-21 DEIB Activities
The rise in consciousness around racial inequality over the past year has forced the world to face the reality of historic and systemic racism and discrimination.

Last summer, the CLC Board of Directors and Co-Executive Directors recognized the need to proactively understand, attract, retain and honor a more diverse workforce at all levels of the organization.

Our goal is to create a CLC culture where all staff, particularly those from marginalized communities, feel seen, heard, included, supported, and truly valued, enabling us to do our best work with each other and in the community.
Staff Demographics

- Older Adult and/or Person with Disabilities: 67%
- White/Anglo: 62%
- Asian/Pacific Islander: 14%
- Black/African American: 18%
- Latinx: 6%
Staff Demographics

- Older Adult and/or Person with Disabilities: 67%
- White/Anglo: 33%
- Asian/Pacific Islander: 14%
- Black/African American: 18%
- Latinx: 6%
The CLC DEIB strategy involves 4 components. Current focus: the Workplace

**Values**
Clarifying, expressing, and truly embracing CLC’s organizational values to create fertile ground for change

**Workplace**
Nurturing the CLC workplace to include and empower staff members of color and other minority groups

**Impact**
Prioritizing and amplifying programmatic activities that support communities of color and other minority groups

**Voice**
Emboldening our voice in the community through partnerships and alliances with those doing good work in the racial equity movement
### A quick look: Our process and progress

<table>
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<th>August - October ’20</th>
<th>November ‘20 – February ’21</th>
<th>March ’21 – May ’21</th>
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<tr>
<td>Board and CLC leaders commit to taking action</td>
<td>Selected members and launched task force</td>
<td>Presented findings to staff, board</td>
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<td>Selected Facilitator</td>
<td>Surveyed staff</td>
<td>Formed DEIB Steering committee and held small group meetings with staff</td>
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<tr>
<td>Started task force recruitment</td>
<td>Developed key findings and recommendations</td>
<td>Distilled and further investigated core issues and recommendations with staff</td>
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- **July ’21 – Onward (iterative)**
  - Develop detailed plans and budget for highest priority actions
  - Assigned resources to planned actions according to approved plan and budget
  - Pivoted from planning to action
1. **Staff Trainings:**
   - Held organization-wide implicit bias training,
   - Held several half-day orientations for new staff with expanded material on diversity & cultural humility, ageism, ableism, and welcoming LGBTQ elders.
   - Held mini-trainings for existing Connector staff with same content.

2. **Storytelling:**
   - Told stories of Black leaders in San Francisco and beyond through programs like SF Senior Beat, 80 Over 80, and virtual activities like our Resilient Neighborhood series.
Key Activities Since August

3. **Aging While Black Forum:** Held September Aging While Black Forum, with expanded digital access and neighborhood participation initiatives.

4. **Website Resources:** Added “Awareness and Action for Justice and Black Lives Matter” and “Stand Against Anti-Asian and Pacific Islander Racism” pages on CLC website.
Key Activities Since August

5. **Programming**: Added additional activities programming focused on the African American, Asian/Pacific Islander, Latinx, and LGBTQ+ communities and promoted through CLC newsletter. Added more programs in Cantonese.

6. **Advocacy**: Encouraged participation in the Black Lives Matters vigils and awareness presentations sponsored by groups like OWL, Hate is a Virus, and Hollaback.
Key Activities Since August

7. **Surveys and Data:** Management staff completed course on Data Equity as part of work to increase equity and inclusion in how we collect, analyze, and share outcomes data.

8. **Hiring:** Expanded the diversity of our staff through recruiting efforts directed to communities of color, including 2 new staff members at the director level.

9. **Internal Culture:** Convened a DEIB task force to administer a workplace survey, analyze the results, and present recommendations, which then transitioned to an ongoing DEIB Steering Committee. More detail on DEIB Steering Committee activities follow in this presentation.
A Closer Look: DEIB Task Force Process

1. Engaged a skilled facilitator
2. Recruited nine task force members
3. Launched the Diversity Uncovered™ Workplace Culture & Climate Survey with a 74% response rate
4. Identified and reflected on areas of concern and potential solutions
5. Presented findings
Many thanks to the DEIB Task Force

The Diversity, Equity, Inclusion and Belonging Taskforce was formed to ensure we have a clear view of where our own organization has issues and gaps, and to help us prioritize our efforts to ensure we can be as effective as possible in supporting members of our community and addressing racial inequities in our society.

Many thanks to the following staff members for their commitment on this critical first stage:

• Jennifer Walsh
• Wanda Liu
• Jamie Goddard
• Nicky Trasvina
• John Edmiston
• Temi (Teresa) Garcia
• Marlene Harris
• Juliet Rothman
• Beverly A. Taylor

Thanks also to everyone who participated in the employee survey! We had a 74% response rate!
DEIB Survey Findings

Overall, survey findings were very positive:

Relationships
• 90+ % of staff feel that CLC is an inclusive, welcoming workplace where they feel accepted, respected and valued

Diversity
• 95+ % of staff feel that CLC is a safe place to express their identity and that staff respect each other’s differences
Overall, survey findings were very positive:

Interpersonal Skills
- 88-90% of staff feel that others demonstrate great listening skills and demonstrate a high level of empathy

Conflict
- 90 – 94% of staff feel safe reaching out to their supervisor to get support on how to address conflicts related to discrimination, and feel employee conflicts are handled fairly
Areas for Improvement

Relationships
• 15% expressed concerns about negative communications/gossip
• 17% did not feel that CLC leadership and managers address employee issues that are creating a negative workplace atmosphere

Diversity
• 15% reported they have experienced discrimination from other staff and/or from participants
• 20-33% of staff feel that others in the organization do not have sufficient training and awareness of unconscious biases, privilege and power dynamics, and/or stereotypes to prevent discrimination
Areas for Improvement

Interpersonal Skills
• 19% do not have confidence in other staff members' abilities to paraphrase and accurately reflect back both content and feelings after listening to each other
• 21% felt that staff did not have tools that are designed to intentionally deepen relationships between people who come from different cultural, religious, racial, or ethnic backgrounds

Conflict
• 39% were not aware of conflict resolution practices at CLC to help them resolve conflict and harm around discrimination
• 23-27% disagreed with the statement that “Conflicts between staff are always resolved” or felt that CLC's current conflict resolution practices help staff address the root causes
Task Force Identified Potential Root Causes

1. Decentralized organization
2. Scarcity of relationship building opportunities
3. Lack of clarity around leadership’s role in preventing conflict
4. Insufficient conflict resolution policies or practices
Task Force’s Initial Recommendations

1. Create more relationship and trust-building opportunities

2. Provide leadership, management and staff with further training including non-violent communications and unconscious bias

3. Develop formal conflict resolution protocols and practices

4. Identify opportunities to empower staff as leaders in their work
In May, the DEIB Steering Committee held 5 DEIB Small Group Sessions, attended by 41% of staff. Sessions encouraged open dialogue about the results of the survey conducted earlier in 2021, creating opportunities for staff to connect, provide input, and get involved in the DEIB effort going forward.
1. **Leadership Commitment to DEIB Work**: Demonstrate commitment and support from Leaders and Board of Directors through clear, documented vision, expected outcomes and DEIB strategy.

2. **Recruiting, Hiring, and Onboarding**: Improve recruitment, hiring and onboarding to focus on attracting, welcoming, and empowering candidates from underrepresented communities, particularly those of color.

3. **Staff Development and Supervision**: Improve employee performance appraisals and development processes to ensure that all staff receive constructive feedback, a path to skills development and a two-way communication forum with their supervisor.

4. **Opportunities for Connection**: Provide more effective opportunities for connection so everyone feels a sense of belonging through the entire employee lifecycle, appreciating differences in cultural backgrounds, personalities and styles.

5. **Communication and Advocacy Tools**: Elevate communication skills, cross-cultural awareness, and conflict resolution protocols to more effectively handle conflict and proactively address bias, discrimination, or other equity issues that may arise.
The detailed recommendations were prioritized using an Impact/Urgency lens.
Priorities were driven by four key assumptions

1. **DEIB and social justice must be more than just buzzwords.** DEIB and social justice work within an organization require intentionality and focus, inspiring a genuine shift in culture.

2. **The organization must commit to ensuring our DEIB goals are clear and integrated into everything we do.** In so doing, we can improve workplace dynamics, workflow, and productivity and create a safe, welcoming, and equitable space for all our staff and volunteers.

3. **A feeling of belonging grows naturally when employees feel secure, accepted and valued.** As a result, we have focused on recommendations that focus on creating safe, welcoming, and equitable spaces for our team members.

4. **Taking small, intentional steps that are achievable and can be accomplished with quality will offer a better chance of accomplishing our goals.** It is with this philosophy that we have narrowed things down to a few key initiatives as a starting place.
Group 1 Recommendations for Small Group work

Note: Work under each “theme” will be led by the Director named below.

Leadership Commitment to DEIB Work
- Develop, convey and consistently demonstrate a clear leadership statement around CLC’s goals for DEIB and Social Justice Work.
- Publish policy updates in employee manual around bias, discrimination, and conflict resolution.
- Establish and monitor metrics that enable CLC to drive DEIB efforts with a clear connection to racial justice, including where this fits into our mission, values and work in the community (with Metta).

Recruiting, Hiring, and Onboarding
- Update recruiting and hiring processes so that CLC attracts a diverse pool of candidates.
- Make sure CLC is primed to fully support employees of color through the entire employee life cycle. This includes providing role and job clarity, tools, resources, lines of communication, training and access to needed information, etc.
- Create a video of CLC orientation. Send video and presentation to new team member at ONBOARDING, then hold 30/60/90-day check-ins.

Staff Development and Supervision
- Improve employee performance evaluation and development process that ensures that all staff receive constructive feedback and a path to skills development in addition to giving them a forum to express ideas, questions and concerns and create opportunities to lead in their daily work - in meetings, in small groups, in special projects, etc.

Opportunities for Connection
- Create organizational cohesion through central communication piece (e.g. newsletter) - provides opportunity to see others (staff highlights/bright spots), stay informed on organizational changes/updates (announcements, updates, vision sharing, DEIB updates).

Communication and Empowerment
- Create clear protocols, roles/guidance/practices/modeling for handling difficult conversations, de-escalation, being an advocate/supportive bystander in all arenas of work.
- Engage ad hoc facilitation resources when needed to minimize the long-term impacts of unresolved conflicts among colleagues or with leadership.
Current Focus Areas for DEIB work

• Conflict Management
• Opportunities for Connection
• Employee Life Cycle – Recruiting through Exit
Current Thinking on Effective DEI Practices

In our research on best practices for DEI work in organizations, we found some overarching principles that help to guide our work:

• **Be sure that organizational leaders are truly invested and champions for D&I efforts** (at CLC, “leadership” starts with Board, Executive Directors, and Directors but includes all staff responsible for leading teams and specific initiatives)

• **Mitigate implicit bias at a systemic rather than individual level**, through inclusive and equitable practices throughout the employee life cycle

• **Focus on creating opportunities for connection** throughout the organization to create relationships that provide psychological safety and invite open communication

• **Make room for regular feedback loops** in order to support and elevate marginalized populations and make equitable decisions pay, performance measurement, promotions, and work assignments
Communication and Empowerment Tools

- The DEIB task force identified a clear need for stronger communications and conflict management skills from the January 2021 survey results.

- The DEIB Steering committee has held subsequent discussions with representatives from different programs and departments to clarify the need and prioritize actions.

- These discussions confirmed a high priority for implementing a conflict management process.

- We are re-engaging with Circle-Up Education to help with developing the process and to deliver needed training.
Conflict Management Approach
Prevention, Mitigation and Resolution

Policy & Procedures
Impact Metrics
Continuous Improvement
Mediation/Facilitation
Actionable Skills
Next Steps on Conflict Management

- Obtain CircleUp guidance on draft policy and role descriptions

- Update Employee Handbook with interim language for now, more complete policy when available

- Design and schedule trainings as soon as possible (targeted for 1Q22)

- Our goal is to create an environment where we can keep learning and improving, acknowledging that we are not perfect.

- While these processes and trainings are being developed, we encourage everyone to work toward understanding each other, acknowledging misunderstandings, learning from mistakes, and developing solutions together.
Opportunities for Connection
Talk to Lauren if you’d like to help!

Monthly newsletters are coming – keep an eye out on Oct 11!
Newsletters will include:

✓ Organizational Announcements
  ✓ Staffing
  ✓ Organizational updates
  ✓ Other/Misc.

✓ Bright Spots
  ✓ Birthdays (no years!!)
  ✓ Spotlight on individual (recognition, getting to know someone new) (Quarterly)
  ✓ Program spotlight (Quarterly)
  ✓ Other/Misc. fun things

✓ DEIB Corner
  ✓ Upcoming events, trainings
  ✓ Where to learn more, how to get involved

✓ Dear Abby – type Feedback Loop (Quarterly)
We have also been focused on improving the experience throughout the CLC Employment Life Cycle.
Status: Recruiting, Hiring and Welcome

Attracting Diverse Talent
- Equity language on postings and on CLC Opportunities page
  - Identify additional places to post positions

Improvements Implemented
- Interview process
- Reference check process

Developed and Implemented
- Comprehensive welcome process focused on belonging and inclusion
- New Hire Template for supervisor/employee discussion on role, expectations and priorities.
- 30/60/90-day expectations being discussed during welcome period
  - Next step: Develop more nuanced processes by employee type (FT, PT, consultant), role/responsibilities, etc.

Key
- Active focus
- Changes underway
- Deferred for now
Status: Reviews and Development

- Evaluating options that tie organically with the Welcome and Annual Review processes

- Held and synthesized interviews with staff and leaders
- Developing updated processes to:
  - provide a more robust feedback loop
  - recognize and applaud work
  - encourage learning and growth
  - hear feedback about the organization can do better
  - retain the current CLC culture and avoid becoming too “corporate”

Development/Empowerment

Key
- Active focus
- Changes underway
- Deferred for now

30-60-90 day reviews

Scope of Work
Annual Review
Conversation
Self-Assessment

Evaluating options that tie organically with the Welcome and Annual Review processes

Will revisit after review processes are implemented
Status: Exit

Exit interview format developed
Ready to implement
We are energized by the commitment of our staff and Board to amplify CLC’s impact in the community through these efforts.
Our Commitment
In July 2021, the CLC Board of Directors adopted the following commitment in partnership with the Co-Executive Directors and the DEIB Steering Committee. We view this commitment as an ongoing process of work and learning at every level of the organization.

**Diversity**
We believe that developing a workplace and leadership structure that is representative and inclusive of race, ability, age, language, gender, gender identity, sexual orientation, and religion is critical to accomplishing our organizational mission and addressing the injurious effects of systemic power and privilege. We believe that when we better reflect the communities we serve, our ability to identify and understand the needs of those communities grows, and our work has a greater impact.

**Equity**
We strive to empower those who experience systemic and historic oppression by building workplace norms and practices that aim to treat everyone equitably by encouraging everyone to contribute their ideas, perspectives, and opinions, paying particular attention to how privilege has historically been given, and how that history provides advantage to some groups and individuals over others.

**Inclusion**
We acknowledge that social identities impact the way people communicate, whose opinions are respected, and who struggles with misconceptions, judgments, or preconceived notions. We work to foster a welcoming and collaborative environment where those who may otherwise be silenced are included and respected, so that they can bring their best skills and talent to their work, feel fulfilled and feel unified as a team, knowing that together, we have more impact.

**Belonging**
We are committed to fostering an open and trusting workplace culture, where biases and stereotypes are discussed and challenged using shared norms and language and everyone feels clearly aligned with CLC’s values, mission, and commitment to equity, fairness, and racial justice.