Creating Racial Equity in Your Organization

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President & CEO
St. Joseph Center
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ST. JOSEPH CENTER

ST. JOSEPH CENTER'S mission is to provide working poor families, as well as homeless, men, women and children of all ages, with the inner resources and tools to become productive, stable and self-supporting members of the community.

St. Joseph Center (SJC) was founded on July 8, 1976 by two Sisters of St. Joseph of Carondelet. Though we are a separately incorporated 501(c)(3) non-profit organization, we retain an affiliation with the Sisters as a "Sponsored Institution."
Benefits of A Diverse Workplace:

- Increase in Creativity
- Increase in Productivity
- Increase in Positive Branding
- Increase in Cultural Empathy and Community/Client Engagement

SJC OVERVIEW

RACIAL DISPARITIES

- 10,000+ homeless people placed in permanent housing
- 5,610 homeless men, women, and children engaged
- 2,202 of these people were successfully linked to services/enrolled in housing program
- 27,060 hot, nutritious meals served to homeless men and women at Bread and Roses Café
- 168,486 meals prepared at home by Food Pantry clients using groceries received from St. Joseph Center

DEFINING: HOW?

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CREATING RACIAL EQUITY

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GROUP ACTIVITY

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### Racial Disparities: Los Angeles County

- White households are more likely to be homeowners (68%), in comparison to the 44% and 45% of African American and Latino households, respectively.
- White households have a median net worth of $355,000, compared to $72,000 for Black households.
- In 2016, the average salary for miscellaneous management roles held by a White worker was $107,638, and for Black/African Americans that number decreased to $74,364.60 (Source: Census Bureau, 2018).

### How Did We Get Here?

- Historical Racism and White Supremacist Ideology
- Privileges associated with “whiteness”
- Disadvantages associated with “color”
- Institutional Racism
- Explicit/Implicit Bias

### SJC Overview

<table>
<thead>
<tr>
<th>Racism &amp; Discrimination</th>
<th>Defining: How?</th>
</tr>
</thead>
<tbody>
<tr>
<td>How Did We Get Here?</td>
<td></td>
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</tbody>
</table>

### Racial Disparities

<table>
<thead>
<tr>
<th>Definition</th>
<th>Manifestations</th>
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<tbody>
<tr>
<td><strong>Explicit Racial Bias</strong></td>
<td>discrimination, stereotyping, hate speech, violence, exclusionary practices, lack of empathy, favoritism</td>
</tr>
<tr>
<td><strong>Implicit Racial Bias</strong></td>
<td>discrimination, stereotyping, micro-aggressions, violence, exclusionary practices, lack of empathy, favoritism</td>
</tr>
</tbody>
</table>
Implicit bias can affect:
• Who gets hired
• Who managers trust with assignments
• Who gets promoted

Does our provider workforce reflect the racial diversity of those we serve?

“One 99% of the 270 whites interviewed relied on information, influence or direct hiring by family, friends or acquaintances to help land a job—men more often than women. Interviews with blacks showed they tried their networks too, but were more likely to land jobs through public programs or equal employment opportunity initiatives, Di Tomaso says in an interview with Quartz.”

“They didn’t have the kind of family and neighborhood connections” that could aid them, she said. “Addressing the issues about access is critically important. …The favoritism of whites toward other whites may be more important than discrimination by whites to people of color.” – Nancy Di Tomaso

Source: Quartz, Employee Referral Programs are Making the Workplace A Lot Whiter, March 27, 2013, Vickie Elmer
### Creating Racial Equity

Strategic intention from the highest level – CEO and Executive Team committed to increasing diversity with respect to race and educational status

1. Intentionally recruited service providers who had experienced homelessness and/or incarceration
2. Softened degree requirements whenever possible, and even removed degree requirements for a number of positions
3. Diversified staff at all levels

### Intentional Recruitment

Relationships with community partners enabled us to recruit candidates with lived experience:

- Homelessness
- Mental illness
- Substance abuse
- Domestic violence
- Incarceration

### Modified Employee Eligibility Requirements

Inclusive Job Descriptions

**Education:**
- Bachelor’s degree from an accredited college or university in social work, human services or a related field; a combination of education and experience may be substituted.

Lowered educational barriers for the following positions:
- Peer Advocate
- Peer Specialist
- Representative Payee
- Housing Locator
- Housing Navigator
- Certain Case Manager positions
Demographics of Senior Managers

<table>
<thead>
<tr>
<th>Race</th>
<th>2013</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>10%</td>
<td>18%</td>
</tr>
<tr>
<td>Black</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Latino</td>
<td>40%</td>
<td>47%</td>
</tr>
<tr>
<td>Asian</td>
<td>20%</td>
<td>29%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Demographics of Non-management Staff

<table>
<thead>
<tr>
<th>Race</th>
<th>2013</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>31%</td>
<td>35%</td>
</tr>
<tr>
<td>Black</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Latino</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>Asian</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
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Building a Race Equity Culture: The Race Equity Cycle

**AWAKE**
- Focus on people and on building a workforce and boards comprised of individuals from different race backgrounds

**WOKE**
- Focus on culture and creating an environment where everyone is comfortable sharing their experiences, and everyone is equipped to talk about race equity and inequities

**WORK**
- Focus on systems to improve race equity
Building a Race Equity Culture: The Role of Levers

1. Senior Leadership
   • Individuals in a formal leadership role

2. Management
   • Individuals who oversee operations of teams

3. Board of Directors
   • Governing body of an organization

4. Community
   • Populations served by the organization

5. Learning Environment
   • Investment in staff capacity

6. Data
   • Metrics to drive improvements and focus

7. Organizational Culture
   • Shared values, assumptions, and beliefs

Source: Equity in the Center, 2018

Building a Race Equity Culture: Envisioning A Race Equity Culture

• Leadership ranks hold a critical mass of people of color
• Staff, stakeholders, and leaders are skilled at talking about race, racism, and their implications
• Programs are culturally responsive and explicit about race, racism, and race equity
• Communities are treated as stakeholders, leaders, and assets to the work
• Evaluation efforts incorporate the disaggregation of data
• Expenditures reflect organizational values and a commitment to race equity
• Continuous improvement in race equity work is prioritized

Source: Equity in the Center, 2018

Group Activity

In your table groups, discuss the following:

• How racial disparities affect you in the workplace (10-minutes)
• Barriers to reducing racial disparities in the workplace (10-minutes)
• What is key to creating racial equity in the workplace (10-minutes)
REPORT BACK TO BIG GROUP!

Thank You

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