

DEI Toolkit



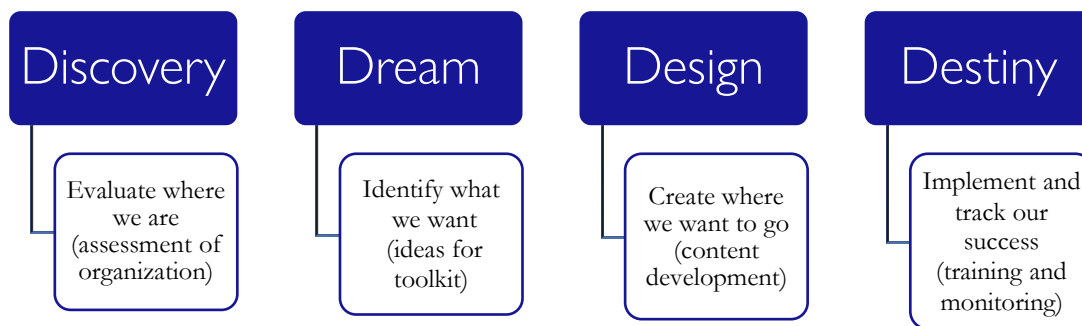
Why This DEI Toolkit?

At the Arizona Multihousing Association (AMA), we believe in equipping all our members and their employees with the necessary tools to perform their job. When we lack the appropriate tools and resources, we can face some unnecessary challenges that stand in the way of achieving the desired results we want. The same can be said about creating a work environment that makes everyone experience a feeling of “belonging”.

Your AMA Diversity, Equity, and Inclusion (DEI) Toolkit has been created for all members and your teams to increase your knowledge and understanding of this important topic. Our goal is to influence a workplace that values “inclusion” and “belonging” for all.

In developing this DEI Toolkit, we followed an approach called “Appreciative Inquiry (AI)”¹. The AI process as you will see in the diagram has four phases – Discovery, Dream, Design, and Destiny.

Our DEI Toolkit Development Approach



We started in the **Discovery Phase** with evaluating where we are now, identifying what our success looks like (**Destiny Phase**). In Phase 1 we gathered feedback from some of our members through completion of our DEI Survey in the Fall 2022. With that feedback, we identified key ideas in the **Dream Phase** to include in our actual **Design** of this resource.

After the introduction of this DEI Toolkit, and with subsequent training, we will continue to monitor and evaluate our progress throughout this DEI journey.

Organizational culture change goes beyond a toolkit. With more knowledge and more skills, we can continue to shape a more inclusive workplace for all our members and their employees.

How Can You Use it?

Your AMA DEI Toolkit was created for easy use by both managers and employees. This toolkit includes key topics that you suggested under the DEI umbrella. All the relevant information has been reviewed and selected to educate you about what is happening in the current DEI space.

¹ **Appreciative inquiry (AI)** created by David Cooperrider, is a model that seeks to engage stakeholders in self-determined change.

The Toolkit Categories

Your AMA DEI Toolkit is divided into five categories with an appendix at the end. The categories include the following topics:

1. Learning About People and Culture Backgrounds
2. Understanding Gender Neutrality
3. Hiring Through Diverse Recruiting
4. Learning More About Mental Health
5. Celebrating Diversity (Holidays)

Each section of this toolkit starts with a definition or overview of the topic's importance. It then provides more valuable information with some relatable examples. Explore each section first, then go back and dig deeper based on a particular topic of interest.

The Appendix

At the end of this toolkit, a comprehensive appendix includes more opportunities to expand your DEI knowledge. Browse the Appendix and find the type of resource(s) based on the main five categories above. You will find more resources in the following formats:

- Articles
- Books (for all ages)
- Podcasts
- Video (and TedTalks)
- Websites



Opportunities To Use

Based on your daily job responsibilities, you may need this information for different reasons throughout your employment.

For example, in a manager's role, you may want some information on how to appropriately address someone on your team who is "transitioning". Consider the Understanding Gender Neutrality section to learn more about appropriate "pronouns". While using this Toolkit as a helpful resource, also consider reaching out to your Human Resource professional about what to do.

The same can be said for any employee who just wants to learn more about a co-worker from an unfamiliar cultural background who has worked with for years. Here are just a few more uses for your DEI Toolkit.

| For Supervisory Employees | For All Employees |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • When learning more about DEI terminology and the correct use of terms • When learning about AMA’s commitment to DEI • When looking for assistance with recruiting guidelines • When developing an “onboarding” process for your newly “hired” or “promoted” employee • When conducting a team training on a DEI topic • When learning how to be an “inclusionary” leader (through listening, coaching, performance reviews, etc.) • When celebrating the importance of cultural differences | <ul style="list-style-type: none"> • When learning more about DEI terminology and the correct use of terms • When increasing your personal knowledge about a DEI topic • When learning about AMA’s commitment to DEI • When addressing a co-worker with the appropriate pronoun • When asking for resources to assist with your performance • When reviewing a resource used in your team’s DEI training session • When learning how to support an “inclusionary” workplace • When celebrating a co-worker’s’ cultural holiday |

Additional DEI Materials

Your DEI Toolkit is not the only resource that supports the AMA’s commitment to sustaining a diverse, equitable and inclusive workplace. Additional training and ongoing conversations should take place at all levels in your organizations. The benefits are enormous to the AMA, your location, and the residents/customers you serve. Listen and learn together as you grow in your DEI knowledge and build an environment where everyone has the opportunity to be successful.

Do You Have Questions?

Please refer to the Contact Section on Page 36 in this Toolkit if you have any questions.

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Introduction to Diversity, Equity, and Inclusion

I. Introduction To Diversity, Equity, & Inclusion



What is DEI?

Diversity is more than a word, more than an ideal and more than the attainment of a particular quantifiable goal. Diversity is the realization of differences among us – both visible and invisible. It is balanced by inclusion, the desire to create equal opportunity and further realize that a diverse community is stronger, richer, and more sustainable than one which actively, or passively, excludes people who are different. Diversity and inclusion create excellence. *“Diversity is being on the team”.*

Inclusion is the journey we travel to understand the roots of our identities and disciplines and recognize how our scholarship both affects and is shaped by society and culture. We believe that unbounded inclusion is foundational to effective interdisciplinary scholarship. As we broaden our community, we strengthen our ability to identify key issues, frame questions and address issues that span earth sciences, natural resources, and human dimensions. Diversity, in all its forms, is not only desirable, but also required for advancing our understanding of the environment and arriving at solutions that allow science to serve more effectively all of humanity. *“Inclusion is getting in the game.”*

When we practice diversity and appreciate our differences, when we welcome everyone and make them feel they belong on the team. When we provide the appropriate resources according to everyone’s needs, then we demonstrate the . Diversity, equity, and inclusion create excellence in the entire team as we strive for success. (Source: College of the Environment, University of Washington.)

Quote to Remember:

*“Diversity is an act. Equity is a choice.
Inclusion is an action. Belonging is the outcome.”*

What is Our Commitment and Its Impact?

AMA strives to foster a culture of enlightenment and inclusion. In a state of rife diversity, it is crucial that AMA set the tone for diversity and inclusion within hiring and retainment processes across the state. The DEI Toolkit aims to deepen educational conversations on cultural awareness and sensitivity, and delve into implementation of best practices in policies, hiring and retention. The Toolkit provides the resources needed to ensure inclusivity, equality and equity for all of Arizona’s multi-housing workforce, and serve as a model for the rest of the state and nation.

What We Need to know (terminology)?

Since more people are talking about DEI, words can mean different things to different people based on your background and your life experiences. For example, we are seeing that now with the varying meaning behind the word “woke”. It is helpful that we are understanding all the common vocabulary so we will avoid any misinterpretations of the growing number of DEI terms.

This DEI Glossary of Terms should help you in creating a dialogue to talk more about this subject and to help you educate yourself and others as you engage in a dialogue.

DEI Glossary of Terms

| Term | Definition |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ally | Someone who supports a group other than one’s own (in terms of multiple identities such as race, gender, age, ethnicity, sexual orientation, religion, etc.). An ally acknowledges oppression and actively commits to reducing their own complicity, investing in strengthening their own knowledge and awareness of oppression. |
| Bias | A form of prejudice that results from our need to quickly classify individuals into categories. |
| Bigot | A person who is obstinately devoted to their own opinions and prejudices and is intolerant towards other diverse social groups. |
| Cisgender | A term for people whose gender identity, expression or behavior aligns with those typically associated with their assigned sex at birth. |
| Colorblind | The belief that everyone should be treated “equally” without respect to societal, economic, historical, racial, or other differences. No differences are seen or acknowledged; everyone is the same. |
| Cultural Appropriation | The non-consensual/misappropriate use of cultural elements for commodification or profit purposes – including symbols, art, language, customs, etc. – often without understanding, acknowledgment or respect for its value in the context of its original culture. |
| Decolonize | The active and intentional process of unlearning values, beliefs and conceptions that have caused physical, emotional, or mental harm to people through colonization. It requires a recognition of systems of oppression. |
| Disability | Physical or mental impairment that affects a person’s ability to carry out normal day-to-day activities. |
| Diversity | Socially, it refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives, and values. |
| Discrimination | The unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favors one group over others on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, religion, and other categories. |
| Equality | Each individual or group of people is given the same resources or opportunities. This does not take into consideration that needs might be different therefore different resources might be needed on an individual basis. |
| Equity | The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that prevent 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 necessary to provide equal opportunities to all groups. |
| Gender Identity | Distinct from the term “sexual orientation,” refers to a person’s internal sense of being male, female or something else. Since gender identity is internal, one’s gender identity is not necessarily visible to others. |
| Gender Non-conforming | An individual whose gender expression is different from societal expectations related to gender. |
| Harassment | The use of comments or actions that can be perceived as offensive, embarrassing, humiliating, demeaning and unwelcome. |
| Patriarchy | Actions and beliefs that prioritize masculinity. Patriarchy is practiced systemically in the ways and methods through which power is distributed in society (jobs and positions of power given to men in government, policy, criminal justice, etc.) while also influencing how we interact with one another interpersonally (gender expectations, sexual dynamics, space-taking, etc.). |
| People of Color | A collective term for men and women of Asian, African, Latinx and Native American backgrounds, as opposed to the collective “White”. |

DEI Glossary of Terms (continued)

| Term | Definition |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Privilege | Exclusive access or access to material and immaterial resources based on membership to a dominant social group. |
| Queer | An umbrella term that can refer to anyone who transgresses society’s view of gender or sexuality. The definitional indeterminacy of the word Queer, its elasticity, is one of its characteristics: “A zone of possibilities.” |
| Race | A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly race), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic, and political needs of a society at a given period of time. |
| Safe Space | Refers to an environment in which everyone feels comfortable expressing themselves and participating fully, without fear of attack, ridicule, or denial of experience. |
| Sexual Orientation | An individual’s enduring physical, romantic and/or emotional attraction to another person. Gender identity and sexual orientation are not the same. Transgender people may be straight, lesbian, gay or bisexual. |
| Social Justice | Social justice constitutes a form of activism, based on principles of equity and inclusion that encompass vision of society in which the distribution of resources is equitable, and all members are physically and psychologically safe and secure. Social justice involves social actors who have a sense of their own agency as well as a sense of social responsibility toward and with others. |
| Stereotype | A form of generalization rooted in blanket beliefs and false assumptions, a product of processes of categorization that can result in a prejudiced attitude, critical judgment and intentional or unintentional discrimination. Stereotypes are typically negative, based on little information and does not recognize individualism and personal agency. |
| Structural Inequality | Systemic disadvantage(s) of one social group compared to other groups, rooted, and perpetuated through discriminatory practices (conscious or unconscious) that are reinforced through institutions, ideologies, representations, policies/laws and practices. When this kind of inequality is related to racial/ethnic discrimination, it is referred to as systemic or structural racism. |
| Tokenism | Performative presence without meaningful participation. For example, a superficial invitation for the participation of members of a certain socially oppressed group, who are expected to speak for the whole group without giving this person a real opportunity to speak for her/himself. |
| White Supremacy | A power system structured and maintained by persons who classify themselves as White, whether consciously or subconsciously determined; and who feel superior to those of other racial/ethnic identities. |
| Woke (*NEW) | This term refers to being aware or well-informed in a political or cultural sense, especially regarding issues surrounding marginalized communities. It also means being conscious of racial discrimination in society and other forms of oppression and injustice. (Comes from “wake up” – now WOKE) |

Learning About People and Cultural Backgrounds

II. Learning About People and Cultural Backgrounds

What Makes Us Diverse?

We are diverse by our differences. The term “diversity” represents a broad range of things including the following:

- experiences
- language
- cultural norms
- gender
- sex
- socioeconomic background
- upbringing
- religious beliefs and practices
- education
- sexual orientation
- gender identity
- ethnicity
- neurodiversity
- communication



In a BetterUp article entitled *What diversity really means, and why it’s crucial in the workplace*, all the categories listed above can be divided into 4 types of diversity.

1. **Internal diversity** - a trait or characteristic that someone is born with (sex, race, nationality, physical ability, etc.)
2. **External diversity** – an attribute, experience, or circumstance that helps to define a person’s identity (socioeconomic, status, education, marital status, religion, etc.)
3. **Organizational diversity** – job, work experience, seniority, management, department, etc.)
4. **Worldview diversity** – beliefs, political views, travel experience, culture, etc.)

So why is this important in the workplace? You want a workplace that reflects who you are, your core values and those who you serve. There is a benefit to being an inclusionary leader, creating a safe, welcoming environment, and using the skills of everyone to deliver the best product or service. Only when you realize the enormous benefits (and results) of practicing DEI will you reap the rewards it offers.

What Is Bias (Unconscious And Conscious)?

We hear the term bias a great deal. There are two terms that can describe our biases – conscious and unconscious.

Bias is a prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair. **For example: "there was evidence of bias against foreign applicants."** This is an example of conscious (or explicit) bias that someone might have and even say out loud.



On the other hand, there is something called “unconscious bias” (or implicit bias). It is often defined as prejudice or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair.

Many researchers suggest that unconscious bias occurs automatically as the brain makes quick judgments based on past experiences and background. As a result of unconscious biases, certain people benefit, and other people are penalized. In contrast, deliberate prejudices are defined as conscious bias (or explicit bias).

Although we all have biases, many unconscious biases tend to be exhibited toward minority groups based on factors such as class, gender, sexual orientation, race, ethnicity, nationality, religious beliefs, age, disability and more.

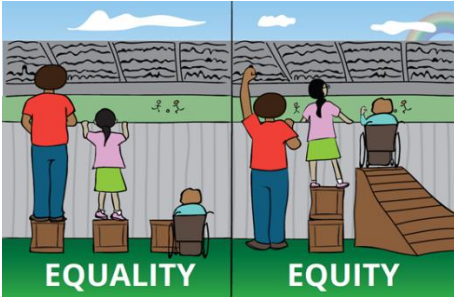
According to a Vanderbilt University article entitled *Diversity, Equity, and Inclusion*, here are **10 Strategies to Mitigate Unconscious Bias**.

1. Learn as Much as Possible About Unconscious Bias (and Ways to Combat It)
2. Tell Your Story...and Listen to the Stories of Others
3. Engage in Self- Reflection to Uncover Personal Biases
4. Separate Feelings from Facts
5. Don't Expect a Quick Fix
6. Have a Diverse Group of People Around the Decision-Making Table
7. Develop Safe and Brave Spaces to Discuss Unconscious Bias
8. Avoid Stereotypes and Over-Generalizations
9. Be an Active Ally
10. Don't Expect a Quick Fix

What Is The Difference Between Equity And Equality?

Two terms can be very confusing in a DEI discussion – equity and equality. Equality means each individual or group of people is given the same resources or opportunities. Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Sometimes a picture is worth a thousand words. Well, the picture below is a great illustration to help describe the differences between these two words. Look at this graphic and think about what is happening in each example.

|  <p>EQUALITY</p> | <p>Picture on the Left</p> <ul style="list-style-type: none"> • The same resource is provided for everyone. • Does everyone share this experience in the same way? Probably not because the person with the disability can't see over the fence. • The resource provided does not help everyone to see over the fence, or to feel included. | <p>Picture on the Right</p> <ul style="list-style-type: none"> • Can everyone see over the fence now? • The resources provided match what is needed based on the height and abilities of each person. • They all can experience the event, given the individual resource needed to see over the fence. Everyone's needs are addressed. |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | |

Equity is not about special treatment. It is about providing what is fair and needed for everyone to have the same opportunity to succeed.

How Do You Show Respect For Other Cultures

Respect in any relationship develops over time. As individuals get to know each other, they begin to learn more and increase the level of trust. This process is the same in learning to respect a culture that is different than yours. With more learning and awareness of other cultures, it is a step in the right direction.

Think about situations where you thought someone from another country, ethnicity or religious practice did something that you thought was rude. For example, making eye contact with someone may represent respect in one culture and disrespect in another.



So, where do you start? Consider these recommendations to start creating more respectful interactions with individuals who may not be like you.

1. **Be more self-aware.**

Be aware that your culture is no more valuable or correct than anyone else's. Spend some time reflecting on your own beliefs and biases, which can help you appreciate other cultural differences.

2. **Expand your knowledge and cultural awareness.**

Look for people and other resources that can improve your knowledge. Here are some examples:

- Have a conversation with someone who can educate you
- Read about other cultures
- Watch documentaries or movies
- Listen to cultural topics on the radio or podcasts
- Attend cultural events

If you try some of the examples above, make the time worthwhile. Here are some steps you can take to increase your knowledge and awareness about DEI.

1. **Engage with others.**

While you may tend to gravitate to people who share your culture, this is a great opportunity to mix with people of different cultures and to learn about their customs and beliefs. Listen to their stories and experiences, without being critical or judgmental. Ask questions and take a genuine interest in what it means to be from another culture. This will not only help you to broaden your world view, but it also will help you to show respect for cultural differences when they arise.

2. **Appreciate the differences.**

While the tendency might be to be wary of the unknown or unfamiliar. The world would be so mundane if we were all the same and we have so much to gain from this great variety of different cultures. Think about all the fantastic food, movies, music, festivals, cultural events that come from cultures different from our own.

3. **Don't stereotype.**

It is important to realize that not everyone from a particular culture or religion is the same. There are many different customs within cultures and religion between countries or regions. Every individual no matter their background, race, religion, sexual orientation, or any other factor, thinks differently.

Treat everyone you meet as an individual - don't prejudge or make assumptions. Show them the same respect you would want. (Source: *Respect for Other Cultures* by LaTrobe University).

How Do You Engage In A Dialogue of Respect?

Dialogue is the free flow of information between two or more people. In the world of DEI, a first step to increase your know about those who may be different from you is to engage in dialogue. Just talk and then listen!

- Speak for yourself, and let others speak for themselves.
- Instead of putting words in another person's mouth, ask the other person to clarify: "What did you mean?"
- Avoid generalizing or over-simplifying
- Seek to understand, not to persuade
- Don't interrupt when others are speaking
- Practice active listening, instead of thinking only about what you are waiting to say next
- Respectfully challenge the idea, not the person
- Acknowledge common ground
- Cite sources you use
- Be mindful of how you participate
- Listen carefully and without judgement
- Do not pressure anyone into speaking
- Remember everyone's views have equal value



What Are Some Different Cultural Backgrounds in America?

America has always been referred to as a "melting pot" of people. That melting pot is made up of people from a variety of countries who have brought their common practices. We are a culturally richer country for this melting pot which includes cultures such as Asian Americans, African Americans, Native Americans, Hispanics, Latinx Americans, etc.)

Culture is the shared characteristics of a group of people, which encompasses place of birth, religion, language, cuisine, social behaviors, art, literature, and music. Some cultures are widespread and have a large number of people who associate themselves with those particular values, beliefs, and origins.

Some examples of cultural background refer to such things as social and racial origins, financial status, or work experiences.

Embracing our differences will make us continue to appreciate what each culture brings to make America the great country that it is. (Source: [Cultural Identity | National Geographic Society](#))

Understanding Gender Neutrality

III. Understanding Gender Neutrality

What Is Gender Neutrality

Historically, we were used to just two genders, male and female. In recent years many people have started to identify outside those two genders. Gender neutrality is about addressing someone with neither gender pronouns, ex: “**They** went to the store.” or “That is the mail **person**.”

Importance Of Correct Terms

In the workplace, you may not have given much thought as to how to address someone. You were probably used to saying, “*She is doing great in sales!*” without realizing that you may have used the wrong pronoun to describe someone. As we have said previously in this Toolkit, it is about keeping your workplace inclusive to everyone.



We have come a long way to be able to express ourselves freely. You may know someone who may even identify with the LGBTQ+ community. It is important to make them feel comfortable and be aware of what we say. We are used to just two genders, male and female. However, in recent years many people have started to identify outside the two. Someone may identify as non-binary

meaning they use gender-neutral pronouns. It is important to try to make a habit of using non-binary pronouns as someone may express themselves as feminine but use “they/them” pronouns.

Gender identity may not line up with someone’s assigned gender at birth. Someone may identify as non-binary meaning they use gender-neutral pronouns (not he or she). Someone may express themselves as feminine but use “they/them” pronouns. Being transgendered means that someone does not identify with the gender assigned at birth. It is important to note that each transgender person expresses their identity in their own way.

What is a Pronoun and How Do You Use the Correct One?

A pronoun is a word that refers to either the people talking (like “I” or “you”) or someone or something that is being talked about (like “she,” “it,” “them,” and “this”). Gender pronouns (such as “he/him/his” and “she/her/hers”) refer to people that you are talking about.

Usually we interpret or “read” a person’s gender based on their outward appearance and expression, and “assign” a pronoun accordingly. But our reading may not be the correct interpretation of the person’s gender identity.

Because gender identity is internal - an internal sense of one’s own gender - we don’t necessarily know a person’s correct gender pronoun simply by looking at them.

We have come a long way to be able to express ourselves freely. You may know someone who identifies within the LGBTQ community. It is important to make them feel comfortable so be aware of what you say.

Why Do Pronouns Matter in Today’s Workplace?

Using a person’s chosen name and desired pronoun(s) is about being courteous and it is a form of mutual respect. The AMA as a workplace is working to ensure that employees have the option of articulating their preferred name and the way this is articulated may vary across settings.

Gender identity is not visible - it’s an internal sense of one’s own gender. A workplace that readily asks for or provides pronouns is one committed to fostering a culture that is supportive and welcoming for all team members.

We can look for opportunities to ask (or offer) the acceptable pronoun. These opportunities will vary depending on the nature of the workplace or the circumstance. Here are some examples of when pronoun clarification may present itself.

Examples of Opportunities:

- Interviewing and onboarding processes
- In email signature lines (Morgan Blackman, (He/Him))
- Displaying a name during virtual meetings
- As part of introductions in meetings or at events

Unsure? Just ask!

It is important to keep in mind one's gender pronouns when speaking with them. Here is a list of common gender pronouns:

| | | | | |
|------------|------------|------------|-------------|----------------|
| SHE | HER | HER | HERS | HERSELF |
| HE | HIM | HIS | HIS | HIMSELF |
| ZIE | ZIM | ZIR | ZIS | ZIESELF |

Hiring Through Diverse Recruiting

IV. Hiring Through Diverse Recruiting

What is Our Hiring Philosophy?

Hiring the best candidate for any opening is one of the priorities of a hiring manager. Diversity should be applied through the entire process from application to job offer. The goal of AMA is to diversify our industry's candidate pool to ensure members are hiring qualified employees to bring fresh ideas and new perspectives to the industry.

What Are Best Policies For Recruiting?

The method of recruiting the best candidate should be one that includes qualified candidates from a variety of sources. The wider the net is cast, the more the diversity of candidates might apply. Here are some ways of reaching potential candidates.

- **Advertising** – posting to diverse job boards/websites/social media pages that are reflective of the communities we are hiring within
- **Employee referral** – employees should be encouraged to refer people they know to open positions at their companies
- **Partnerships** – partnering with underrepresented groups that are in the local community (colleges, veterans' groups, senior citizen groups, cultural affinity groups, etc.)

What Are Policies For Selecting The Best Candidate?

Clearly define each position that needs to be filled – have an accurate and detailed job description. Job descriptions should include information on what hard skills and soft skills are needed to be successful in the role.

Take a good look at the requirements of the positions and determine if those are true requirements or if you may be unknowingly disqualifying candidates that would normally be a good fit. For example, does the position truly require a bachelor's degree or would someone with a high school diploma and relevant work experience be a match? Having objective criteria helps everyone rate a candidate based on their true merits, rather than personal bias or preconceived notations they may have.



How Do We Onboard And Train Employees For Success?

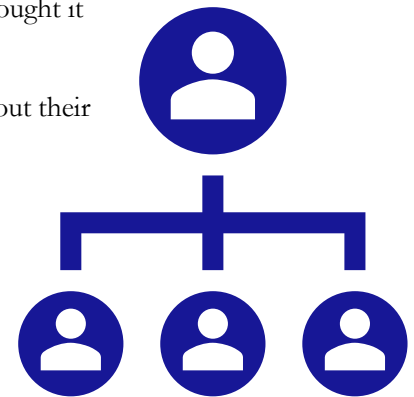
Current employees act as a “welcoming” committee for a new employee. This means an impression of the organization is made from the first day the new employee starts. Have a consistent process to orient new hires, including information that would be helpful to them like logins, benefits information, how to complete their timesheets, work schedules including possible on-call, etc.

A live, new hire orientation or even a pre-recorded virtual new hire orientation could cover all these topics, so that all new associates receive the same information in the same way at the same time. Assign new hires a mentor (preferably someone working in the same role as them) that can guide them and knows their way around the organization. This can create a sense of belonging and will give new hires a safe space to ask questions and share concerns that they may not feel comfortable sharing with their managers.

Mentors and managers should have regular check-ins and follow-ups with employees to make sure things are going well and they understand what is expected of them in their new roles. Offering a way for employees to give feedback after orientation or trainings have been completed, to say if they thought it was helpful or not, so that we can make improvements based on their comments.

Here are some more recommendations to make your new employee feel good about their new working environment:

- Introductions to team members on first day
- An assigned lunch mate for first few days
- A one-on-one meeting with supervisor
- An updated job description
- Performance goals for the current review period
- Training needed to support job performance



Leaders should create a planned agenda for the first week or two for new hires. Make them feel that you were prepared for their arrival and appreciate them being on your team.

Additional Resources

To assist you in your recruiting efforts, here are some additional resources.

- **How-To Documents:** See examples in Appendix.
- **Diverse Job Boards to Post On:** See examples in Appendix.
- **General Diversity Recruitment Resources** (Definitions, guides, etc.): See examples in Appendix.
- **Launching a Mentoring Program for New Hires:** See examples in Appendix.
- **Videos:** See examples in Appendix.

Learning More About Mental Health

V. Learning More About Mental Health

What is Mental Health?

Many of us are familiar with the fact that it is important to take care of our physical health. What about our mental health? A person's mental health is in regard to one's psychological and emotional well-being. According to WHO's (World Health Organization) research, 15% of working adults suffer from poor mental health. Although many people are prone to certain mental disorders, others can be environmental. In the workplace, some may experience discrimination or inequality. Treatment like this can cause a stressful environment.

The CDC wrote an article about mental health disorders and stress on today's working age Americans. They found research that showed nearly one in five Americans old enough to work reported having a mental illness. This also brings up the fact that although it is a mental illness, it can affect your physical well-being.



Stress is one of the most reported mental health problems causing physical issues such as high blood pressure, sleep problems, or headaches.

How Is The Workplace Affected By Mental Health?

When someone experiences a mental health issue it may affect their job performance or communication with their colleagues. When someone does not complete their job correctly it may become a domino effect to everyone in the workplace. You may also notice that someone may not be engaging with people around them. This should encourage employers to offer float days or a company mental health counselor.

In a Harvard Business Review article, *It's a New Era for Mental Health at Work*, it was shown that certain groups were hit harder with mental health in the workplace. Groups such as LGBTQ+, people of color, and even younger generations, such as Gen Z, are more likely to leave their roles due to their mental health.

How Does Mental Health Impact Work-Life Balance?

Having a workplace that includes all cultures and backgrounds is an important piece in helping employees feel comfortable expressing themselves. When DEI is included in the workplace you will see a decrease in stress, anxiety, and other mental health related issues. Having leadership that is inclusive can help implement DEI amongst their fellow team members. Team members can feel a sense of belonging within their company.

Speaking of companies, many companies are starting to put not only prioritize their employees' physical health, but also their mental health. Many employers offer free therapy, PTO, and even mental health days. Although, these may not be enough to alleviate all mental health issues, they are significant benefits for

helping your employees on their way to greater mental wellbeing. It is important to have leaders that can relate and navigate mental health within their peers. Managers especially should take the time to make sure each employee feels heard and included. Companies should be offering training to leaders on how to include DEI in the workplace.

Here are a few practical steps from Mental Health National that can be taken to lessen stress and obtain better work life balance:

1. Set manageable goals each day
2. Be efficient with your time at work
3. Ask for flexibility
4. Take five
5. Tune in
6. Communicate effectively
7. Give yourself a break

From NAA's Mental Health Resource Library: It is important to our well-being that we manage our surrounding environment and take care of ourselves emotionally, psychologically, and socially.

Celebrating Our Diversity (Holidays)

VI. Celebrating Our Diversity

Why are These Events Important?

Cultural and diversity celebrations offer important ways to build connection, inclusion, and a sense of belonging in the workplace. Celebrating diversity helps our working groups grow their empathy and understanding for others, which creates stronger partnerships and a stronger sense of team cohesion and unity.



These events emphasize the value we place on what each team member brings to our groups, teams, and organizations. Celebrating diversity is an easy way to bring fun, education, and engagement into the workplace in ways that are meaningful and enjoyable for our teams!

View A DEI Cultural Calendar of Events (Click To Expand)

Please note that this calendar is not meant to serve as an all-encompassing list of cultural holidays, but rather an example of the multitude of diverse celebrations and remembrances that may be observed by your employees.

January

| Date | Holiday | Description |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3 rd Monday in January | Martin Luther King Jr. Day | Celebrates one of the best-known civil rights activists, MLK Jr. |
| 2 nd New Moon after the Winter Solstice (Can occur any time between January 21 st and February 20 th) | Lunar New Year | Lunar New Year: this festival marks the start of the new year in the lunar calendar used in East Asia, Southeast Asia and elsewhere |
| January 1 st | Emancipation Day | President Abraham Lincoln issued the Emancipation Proclamation on January 1, 1863. The proclamation declared "that all persons held as slaves" within the rebellious states "are, and henceforward shall be free." |
| January 7 th | Mahayana New Year | Buddhist New Year |
| January 27 th | Holocaust Remembrance Day | International Memorial Day that commemorates the victims of the Holocaust, which resulted in the murder of one third of the Jewish people, along with other minorities between 1933 and 1945 |

February

| Date | Holiday | Description |
|----------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| February | Black History Month | The month was chosen to celebrate African American History because it holds the birthdays of Frederick Douglas and President Abraham Lincoln, two men who helped eliminate slavery. |
| February - 41 Days Before Easter | Mardi Gras | Mardi Gras refers to events of the Carnival celebration, beginning on or after the Christian feasts of the Epiphany and culminating on the day before Ash Wednesday, which is known as Shrove Tuesday |
| February 5th | Lantern Festival | Traditional Chinese festival celebrated on the fifteenth day of the first month in the lunisolar Chinese calendar, during the full moon. It marks the final day of the Chinese New Year celebrations. |

March

| Date | Holiday | Description |
|-------------------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| March | Women's History Month Developmental Disabilities Awareness Month Greek American Heritage Month Irish American Heritage Month | Honors the role of women in American history To raise awareness about the inclusion of people with developmental disabilities in all facets of community life, as well as awareness of the barriers that people with disabilities still sometimes face in connecting to the communities in which they live. Recognizes the many contributions Greeks and Greek Americans have made and continue to make to our diverse society. Recognizes the contributions that Irish immigrants and their descendants have made to U.S. society. |
| March 13-April 15 | Deaf History Month | Celebrates and recognizes all Deaf People in the U.S. |
| March 7th | Holi | An ancient Hindu tradition and one of the most popular festivals in Hinduism. |
| March 8th | International Women's Day | A day highlighting women's political, social, cultural, and economic achievements. |
| March 15th | Equal Pay Day | Equal Pay Day is the symbolic day dedicated to raising awareness of the gender pay gap. |
| March 17th | St Patrick's Day | A cultural and religious celebration held on the traditional death date of Saint Patrick, the foremost patron saint of Ireland. |
| March 22nd | Ramadan begins | The ninth month of the Islamic lunar calendar, observed by Muslims worldwide as a month of fasting, prayer, reflection and community. |
| March 31st | International Transgender Day of Visibility | International Transgender Day of Visibility is an annual event dedicated to celebrating transgender people and raising awareness of discrimination faced by transgender people worldwide, as well as a celebration of their contributions to society. |

April

| Date | Holiday | Description |
|-------------------------------------------------------------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| April | Diversity Month | Highlights unique backgrounds, cultures, and traditions. |
| | Autism Acceptance Month | This celebration shows support and acceptance to those living with autism. |
| | Arab American Heritage Month | An observance that takes place to celebrate Arab American heritage and culture. It honors the contributions of Arab Americans and Arabic-speaking Americans to the wider American community. |
| 15 th Day of the month of Nisan (Typically April, but can be in March) | Passover beings | Jewish holiday that celebrates the Biblical story of the Israelites escape from slavery in Egypt. |
| 1 st Sunday after the Paschal Full Moon (Typically April, but can be in March) | Easter | Christian festival and cultural holiday commemorating the resurrection of Jesus from the dead. |
| April 2 nd | World Autism Awareness Day | Raises awareness for those with autism seeking to improve their lives and the acceptance of them in society. |
| April 14 th | The Day of Silence | To spread awareness about the effects of the bullying and harassment of lesbian, gay, bisexual, transgender, queer, and questioning students. In the United States, students take a day-long vow of silence to symbolically represent the silencing of LGBTQ students. |

May

| Date | Holiday | Description |
|------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Mental Health Awareness Month | Raises awareness for those living with mental and behavioral issues. This month also seeks to support families or communities impacted by mental illness. |
| | Older Americans Month | Celebrates how older Americans contribute to the U.S. |
| May | Jewish American Heritage Month | Honors American Jews and their contributions to the United States throughout history. |
| | Haitian Heritage Month | Celebrates the diverse culture, heritage, contributions, and struggles of the Haitian community throughout history. |
| | Asian American Heritage Month | Commemorates people with Asian and Pacific Island ancestry and their contribution to the U.S. |

| | | |
|----------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Last Monday in May | Memorial Day | A federal holiday in the United States for mourning the U.S. military personnel who have died while serving in the United States armed forces. |
| May 5 th | Cinco de Mayo | Mexican American holiday that celebrates Mexico's defeat of the French Army. |
| May 21 st | World Day for Cultural Diversity for Dialogue and Development | A United Nations–sanctioned international holiday for the promotion of diversity and dialogue issues. |
| May 26 th | Buddha Day | Celebrated worldwide every year on the day of the full moon in May. The festival commemorates the birth, enlightenment, and death of Gautama Buddha in the Theravada or southern tradition. |

June

| Date | Holiday | Description |
|-----------------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Pride Month | Dedicated to celebration and commemoration of lesbian, gay, bisexual, and transgender pride. |
| | Caribbean American Heritage Month | Recognizes the contributions of Caribbean immigrants to American society. |
| June | Jewish American Heritage Month | Is an annual recognition and celebration of American Jews' achievements and contributions to the United States of America. |
| | Alzheimer's and Brain Awareness Month | An opportunity to hold a conversation about the brain, and share the fact that Alzheimer's disease and other. Join the Alzheimer's Association in going purple to raise awareness. |
| June 2 nd | Native American Citizenship Day | It was on this day in 1924 that the Indian Citizenship Act by Congress granted citizenship to all American Indians born in the U.S. The day celebrates the history, heritage, and culture of American Indian tribes across the country. |
| June 12 th | Loving Day | An annual national celebration held for the anniversary of the 1967 United States Supreme Court decision Loving v. Virginia which struck down all anti-miscegenation laws remaining in sixteen U.S. states. |
| June 19 th | Juneteenth | Commemorates June 19, 1865, the date on which enslaved people in Galveston, Texas, finally received the news they were free. |
| June 20 th | World Refugee Day | An international day designated by the United Nations to honor refugees around the globe. |
| June 25 th | Pride Day | A day to make the fight for equality and dignity of gay, lesbian, bisexual, and transgender people visible. |

July

| Date | Holiday | Description |
|-----------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| July | French American Heritage Month | To honor and celebrate the many contributions made to the United States by people of French descent. |
| July 4 th | Independence Day | Marks the historic date in 1776 when the Declaration of Independence was approved by the Continental Congress. The written declaration stated that the American colonies were tired of being ruled by Great Britain and wanted to become their own country |
| July 14 th | International Nonbinary Peoples Day | Aimed at raising awareness and organizing around the issues faced by non-binary people around the world |
| July 26 th | Disability Independence Day | Marks the anniversary of the signing of the Americans with Disabilities Act (ADA) in 1990, a human rights law that prohibits discrimination against people with disabilities |

August

| Date | Holiday | Description |
|-------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| August | National Civility Month | The purpose of this holiday was founded to help us remember to treat others the way we wish to be treated ourselves — with kindness, empathy, and respect. |
| August 7 th | International Day of the World's Indigenous People | Raise awareness and protect the rights of the world's indigenous population. This event also recognizes the achievements and contributions that indigenous people make to improve world issues such as environmental protection. |
| August 17 th | World Humanitarian Day | An international day dedicated to recognize humanitarian personnel and those who have died working for humanitarian causes |
| August 19 th | Senior Citizens Day | The day is intended to increase awareness of the factors and issues that affect older adults, such as health deterioration and elder abuse. |
| August 26 th | Women's Equality Day | Celebrated in the United States to commemorate the 1920 adoption of the Nineteenth Amendment to the United States Constitution, which prohibits the states and the federal government from denying the right to vote to citizens of the United States on the basis of sex. |

September

| Date | Holiday | Description |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Hispanic Heritage Month (9/15-10/15) | Recognizes the contributions and influence of Hispanic Americans to the history, culture, and achievements for the United States. |
| September | Suicide Prevention Month | Campaign in the United States to inform and engage health professionals and the general public about suicide prevention and warning signs of suicide. |
| Begins the 1 st day of the 7 th Month of the Hebrew Calendar (September or October) | Rosh Hashanah | Jewish New Year. It is the first of the Jewish High Holy Days. |
| 10 Days After the Start of Rosh Hashanah (September or October) | Yom Kippur Begins | The holiest day in Judaism and Samaritanism. Primarily centered on atonement and repentance, the day's observances consist of full fasting and ascetic behavior accompanied by intensive prayer. |
| September 11 th | Patriot Day (9/11 Remembrance) | To memorialize people killed in the September 11 attacks of the year 2001 |
| September 22 nd | Native American Day | Honors the cultural contributions of Native American communities to each state's history, as well as to the overall country. |
| September 26 th – 27 th | Eid Milad un Nabi Begins | The observance of the birthday of the Islamic prophet Muhammad. |

October

| Date | Holiday | Description |
|---------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | LGBTQ+ History Month | A month-long observance of lesbian, gay, bisexual and transgender history, and the history of the gay rights and related civil rights movements. |
| | Global Diversity Awareness Month | Pay tribute to the diverse minds and beliefs held by all cultures around the world. |
| October | Domestic Violence Awareness Month | Launched as a way to connect and unite individuals and organizations working on domestic violence issues while raising awareness for those issues. |
| | Polish American Heritage Month | Celebrate the vital contributions people of Polish descent have made to our Nation in the arts, the sciences, religion, scholarship, and every area of endeavor. |

| | | |
|--------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Filipino American Heritage Month | Celebrated in October to commemorate the arrival of the first Filipinos in modern-day Morro Bay, California on October 18, 1587. We celebrate their contributions to our country and the many achievements they have made. |
| | German American Heritage Month | October is German American Heritage Month in recognition of the founding of Germantown, Pennsylvania in October 1683. Fifteen percent of Americans are of German descent, which is the largest ancestral group in the United States. |
| | Italian American Heritage Month | Celebrated to honor the achievements and contributions of Italian immigrants and their descendants living in the United States, particularly in the arts, science, and culture. |
| October 1 st | International Day of Nonviolence | Observed on October 2nd, the birthday of Mahatma Gandhi, the leader of the Indian independence movement and pioneer of the philosophy and strategy of non-violence. The resolution reaffirms the universal relevance of the principle of non-violence and the desire to secure a culture of peace, tolerance, and understanding. |
| October 10 th | World Mental Health Day | International day for global mental health education, awareness and advocacy against social stigma. |
| October 11 th | National Coming Out Day | An annual LGBT awareness day to support lesbian, gay, bisexual and transgender people in "coming out of the closet". |
| October 31 st | Halloween | Celebration on the eve of the Western Christian feast of All Saints' Day. It begins the observance of Allhallowtide, the time in the liturgical year dedicated to remembering the dead, including saints (hallows), martyrs, and all the faithful departed. |

November

| Date | Holiday | Description |
|--------------------------------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Native American Heritage Month | Celebrates the culture, traditions, and histories and acknowledges the important contributions of Native people. It is also an opportunity to educate the general public about tribes, to raise general awareness about the unique challenges Native people have faced historically and in the present, and ways in which tribal citizens have worked to overcome these challenges. |
| November | Diabetes Awareness Month | A time when communities across the country team up to bring attention to diabetes. |
| 4 th Thursday of November | Thanksgiving | Celebrated as a means of giving thanks for family, friends, food, health and more. |
| November 1 st | National Stress Awareness Day | Aims to identify and reduce the stress factors in your life. |

| | | |
|---------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| November 9 th | World Freedom Day | Commemorates the fall of the Berlin Wall and the end of communist rule in Central and Eastern Europe. |
| November 9 th | World Adoption Day | Created for the purpose of celebrating families, raising awareness for adoption and raising funds to support families in the adoption journey. |
| November 11 th | Veteran’s Day | To honor military veterans of the United States Armed Forces. |
| November 12 th | Diwali | Diwali, one of India's biggest and most important religious holidays of the year. It is a festival of lights that celebrates the triumph of light over darkness, good over evil and the human ability to overcome. |
| November 13 th | World Kindness Day | Promotes kindness throughout the world. |
| November 20 th | Transgender Day Of Remembrance | A day to memorialize those who have been murdered as a result of transphobia. |
| November 24 th | Native American Heritage Day | Honors American Indians across the nation. The day celebrates the vibrant cultures, traditions, and heritages while recognizing Native Americans' many contributions. |

December

| Date | Holiday | Description |
|------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| December | Universal Human Rights Month | A reminder that the United Nations General Assembly codified the basic human rights of every person. It’s also a time to reflect on the way we treat others, and to do what we can in the fight for equality. |
| December 1 st | World AIDS Day | A day dedicated to raising awareness of the AIDS pandemic caused by the spread of HIV infection and mourning those who have died of the disease. |
| December 3 rd | International Day of Persons with Disabilities | The observance of the Day aims to promote an understanding of disability issues and mobilize support for the dignity, rights and well-being of persons with disabilities. It also seeks to increase awareness of gains to be derived from the integration of persons with disabilities in every aspect of political, social, economic and cultural life. |
| December 7 TH – December 15 th | Hanukkah | A Jewish festival commemorating the recovery of Jerusalem and subsequent rededication of the Second Temple at the beginning of the Maccabean Revolt against the Seleucid Empire in the 2nd century BCE. |
| December 25 th | Christmas | An annual festival commemorating the birth of Jesus Christ, observed primarily on December 25 as a religious and cultural celebration among billions of people around the world. |

December 26th – Kwanzaa
January 1st

Celebration of African-American culture culminating in a communal feast called Karamu, usually on the sixth day. It was created by activist Maulana Karenga, based on African harvest festival traditions from various parts of West and Southeast Africa.

Contact Information

VII. Contact Information

DEI Taskforce

This Toolkit has been developed by your DEI Task Force Members, under the advisement of Sinclair Strategic Solutions. Many thanks to those members for providing the research, review, and compilation of information in this toolkit.

Contact Information

For More information about this toolkit or DEI resources, contact Jenica Hickey at jhickey@azmultihousing.org.

Practical Ways To Show Your DEI Commitment

VIII. Practical Ways To Show Your DEI Commitment

Everyone can play a part in creating a meaningful and respectful dialogue around diversity, equity, and inclusion. Here are some ways you can carry on the discussion no matter what your role might be.

| | What | How (options) |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| For Leaders and Supervisors | <ol style="list-style-type: none"> 1. Pick a topic to discuss 2. Get input from team 3. Refer to DEI Calendar for relevant topics 4. Check resources in DEI Toolkit for format to use | <ul style="list-style-type: none"> • At a team retreat or regular department meeting • Monthly • Quarterly |
| For Team Members | <ol style="list-style-type: none"> 1. Ask your co-workers to select topics of interested in discussion 2. Assign a team member to research and lead discussion 3. Check resources in DEI Toolkit for ideas. | <ul style="list-style-type: none"> • At a regular team meeting • Monthly • Quarterly |
| For the DEI Coordinator (or point person) | <ol style="list-style-type: none"> 1. Coordinate a series of “Listening Circles” to discuss specific DEI topics 2. Provide pre-meeting assignment to prepare for discussions (video, article, etc.) 3. Create a calendar and conduct 30 – 45 mins. sessions. 4. Create a Culture Committee to bring ideas and concerns forward to address. 5. Coordinate a “Cultural Event” Day to have all employees celebrate their background. (Refer to DEI Calendar in Toolkit) 6. Research and recommend DEI training options to broaden scope of understanding. 7. Coordinate with a task force to update DEI Toolkit annually. | <ul style="list-style-type: none"> • Monthly • Quarterly • Annually |
| For the AMA Association | <ol style="list-style-type: none"> 1. Communicate your DEI commitment through all marketing channels (website, social media, etc. 2. Develop policies and procedures that foster a culture of inclusion. 3. Hold leaders accountable to model inclusionary behaviors. 4. Contact other organizations to share best practices and gain new insights. 5. Provide introduction to DEI commitment when hiring new employees. 6. Offer ongoing training in DEI topics to increase everyone’s knowledge. 7. Establish a Culture Committee representing a variety of areas to discuss issues/concerns (share with leaders). | <ul style="list-style-type: none"> • Ongoing Activities |

8. Update DEI Toolkit based on updated events and organizational needs.
9. Acknowledge the contributions of all employees.
10. Manage employees' performance based on your DEI Commitment.
11. Seek volunteer opportunities to support your broader community and your key stakeholders.
12. Establish Key Performance Indicators (KPIs) to your track success and share with employees.

Appendix

*Additional Resources:
Articles, Videos, Websites, Etc...*

Here are some valuable resources to increase your knowledge about diversity, equity, and inclusion (at all ages).

| Topic | Type | Reference (author, website, video length, etc.) |
|---------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Diversity/DEI | Adult Books | Gail Salt: <i>Power of Different</i> . An examination of the connection between potential for great talent and conditions commonly thought to be "disabilities". |
| | | Tiffany Jana: <i>Erasing Institutional Bias: How to create systemic change for organizational inclusion</i> |
| | | Stephanie K. Johnson: <i>Inclusify: The power of uniqueness and belonging to build innovative teams</i> |
| | | Jenny Brown: <i>How to be an inclusive leader: your role in creating cultures of belonging where everyone can thrive</i> |
| | | Pamela Fuller: <i>Leader's guide to unconscious bias: how to reframe unconscious bias, cultivation connection, and create high-performing teams.</i> |
| | | Alissa Carpenter: <i>How to listen and how to be heard: inclusive conversations at work.</i> |
| | | Kathryn Jacob: <i>Belonging: The key to transform and maintain diversity, inclusion, and equality at work</i> |
| Diversity/DEI | Teen Books | Jason Reynolds and Ibram X. Kendi: <i>Stamped: Racism, Antiracism, and You</i> |
| | | Gene Luen Yang: <i>American Born Chinese</i> |
| | | Bryan Stevenson: <i>Just Mercy</i> |
| | | Trevor Noah: <i>Born a Crime</i> |
| | | Alison Behnke: <i>Racial Profiling</i> |
| Diversity/DEI | Grade Schoolers Books | Julius Lester: <i>Let's Talk About Race</i> |
| | | Tiffany Jewel: <i>This Book is Antiracist</i> |
| | | Varsha Bajaj: <i>Count Me In</i> |
| | | Rogé Girard: <i>Carry On: Poetry by Young Immigrants</i> |
| | | Emmanuel Acho: <i>Uncomfortable Conversations with a Black Boy</i> (May 2021) |
| | | Torrey Maldonado: <i>What Lane?</i> |
| | | Caroline Paul: <i>You Are Mighty</i> |
| Diversity/DEI | Children's Books | Christian Robinson: <i>You Matter</i> |
| | | Angela Johnson: <i>All Different Now</i> |
| | | Bell Hooks: <i>Skin Again</i> |
| | | Lisa Mantchev: <i>Strictly No Elephants</i> |
| | | Chelsea Johnson: <i>Intersection Allies: We Make Room For All</i> |
| | | Grace Byers: <i>I am Enough</i> |
| | | Ibram X. Kendi: <i>Antiracist Baby</i> |

| Topic | Type | Reference (author, website, video length, etc.) | |
|-------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Bias (conscious and unconscious) | Websites | Understanding Bias | |
| | | Understanding Implicit Bias – link to interactive PBS Learning Media | |
| | | Ultimate Guide to DEI in the workplace: | |
| | Videos | Affinity Bias Exercise - YouTube (5:12 mins) | |
| | | Quick Bit Affinity Bias - YouTube (1:56 mins) | |
| | | Unconscious Bias Test Media Partners (1 min) | |
| Diversity/ DEI | Articles | The Key to Diversity and Inclusion (by Janice Gassam Azare – Forbes) | |
| | | Big Companies are Finding Out They Need Help With Diversity Messaging (by Ardie Cornish, Brianna Scott, and lee Hale) | |
| | | DEI Trends to Retire in 2023 (by Forbes) | |
| | | DEI Practices Your Company Should Adopt I 2022 (by Janice Gassam Azare – Forbes) | |
| | | The Importance of DEI (by John Shufeldt – LinkedIn) | |
| | | Respectful Dialogues (by University of California at Berkeley) | |
| | | What Drives a Diverse Extended Workforce (by Magnitglobal.com) | |
| | | Cultural Identity (by National Geographic) | |
| | | Diversity, Equity, and Inclusion (by Vanderbilt University) | |
| | | The Key to Diversity and Inclusion (by Janice Gassam Azare – Forbes) | |
| | | TedTalks | A Collection of Talks and More on Diversity |
| | | Podcasts | 10 Diversity Podcasts |
| | | Books | Workplace Diversity, equity and Inclusion (by Catalyst) |
| | The Evolution of Diversity in the Workplace (by Stacey Williams – Linked In) | | |

| Topic | Reference (author, website, video length, etc.) |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------|
| Gender Identity | Websites LGBTQ Employee Alliance Resource Page (Phoenix LGBTQ Employee Alliance) |
| | External Learning Opportunities: The Transgender Training Institute Sex and Gender Identity (Planned Parenthood) |
| | Article Gender Pronouns LGBTQ+ Resource Center (uwm.edu) |
| Mentoring | Articles The Key to Diversity and Inclusion Is Mentorship (by Janice Gassam Asare – Forbes) |
| | 7 Diversity hiring strategies to implement at your workplace (by Nico Prins – Together) |
| | Employee Resource Groups Create a Sense of Belonging, Foster Engagement (by Stephen Miller – SHRM) |
| | How to create a diversity mentoring program (by Lora Zotter – Workable) |
| | Website Employee Resource Groups: Your Complete Guide |
| Mental Health | Articles Mental health at work - World Health (WHO) |
| | World Mental Health Report; Transforming Mental Health For All |
| | It's a New Era for Mental Health at Work (by Kelly Greenwood and Julia Anas – Harvard Business Law) |
| | Workplace mental health: 5 ways to support employee wellness (by Julie Rawe – Understood) |
| | The importance of mental health in the workplace (by Shonna Waters, PhD – BetterUp) |
| | Websites Mental Health in the Workplace .(CDC) |
| | Current Priorities of the U.S. Surgeon General (U.S. Department of Health and Human Services) |

| Topic | Type | Reference (author, website, video length, etc.) |
|-----------------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mental Health continues | Websites | Additional Mental Health Resources (NAA) Tools and Resources (CDC) Mental Health (CDC) Mental Health Myths and Facts (Substance Abuse and Mental Health Services Administration) Work Life Balance (Mental Health America) About Mental Health (CDC) What is Mental Health? (Substance Abuse and Mental Health Services Administration) |
| Recruitment (How To Documents) | Articles Manual Websites | Ultimate Guide for Posting Jobs That Stand Out (by Anja Zojceska - TalentLyft) SHRM - 5 Steps to Improve Diversity Recruiting Inclusive Hiring Resources Guide (Harvard) Indeed's Recruiting and Hiring Guides Incorporating Diversity Hiring Goals and Strategies (Zip Recruiter) How to Avoid Bias in Recruitment (TalentLyft) |
| Recruitment (General Information) | Articles Guidebook | Diversity Is Key! 5 Recruitment Best Practices (by The Spark Team – ADP) 7 Tips for Hiring a More Diverse Workforce (by Sean Ludwig – U.S. Chamber of Commerce) Why diversity really means, and why it's crucial in the workplace (by Allaya Cooks-Campbell – BetterUp) Essential Guide - Cultivate a diverse, equitable and inclusive workplace (Lever) Diversity Recruitment Resources (UNLV) |

| Topic | Type | Reference (author, website, video length, etc.) |
|---------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Recruitment (General Information Continues) | Resource Lists | 35 Best DEI Blogs and Websites (FeedSpot) DEI Guide (Lever) |
| Recruitment (Videos) | Videos | Diversity Recruitment – What does it really mean? (LinkedIn) - YouTube Recruiting with Conscious When Hiring Diverse Talent (Tedx) - YouTube Diversity Recruitment Strategies (LinkedIn) How Diversity Makes Teams More Innovative (TED) |