

Michigan Sheriffs' Association 2021 Summer Professional
Development Conference in Grand Rapids

ENHANCING DIVERSITY, EQUITY AND INCLUSION IN LAW ENFORCEMENT: #DO



Presented by
Tonya C. Bailey, Ph.D.



Presenter's Background

- **Tonya C. Bailey,**
She/Her/Hers
- Chief Diversity Officer
- 25+ in Higher Ed
- Ph.D. Educational
Leadership
- Lives in Flint
- Mother of 8
- Founder & CEO



Thank You! Thank You!

Law enforcement professionals from local police forces to sheriff's departments, state police and federal law enforcement agencies leave home each day not knowing what challenges they will experience, but ready to face danger head on in order to make the communities they serve safer.

Sadly, last year proved to be particularly dangerous for law enforcement. The COVID-19 pandemic is one reason 2020 was one of the deadliest years for officers in recent memory. I honor the service and heroism of the men and women who continue to make the ultimate sacrifice in the line of duty. Thank you for being a Friend to countless counties and individuals!



U Matter!!

TCB
CONSULTING

Whose in the Room?

My name is ___ and I am from ___.
One thing you cannot tell just by looking at me is ___.
This is important for me to tell you because ___.”



People in this Room:

- Are Good People
- Have Good Intentions
- May not always be sure what D&I really is
- Care about developing others and yourself
- Are all starting our journey from different places and experiences
- Are willing to step outside of our comfort zones



Let's Be Real!

I'm not perfect! I'm defined and perhaps limited by my life, my experiences in life, and my convictions. Because I'm human, and subject to the frailties of being human, there may be times when I do things, or say things that may, from your perspective, be inappropriate or insensitive.

I only ask that you accept the real possibility that I'm simply unaware; that you give me the benefit of the doubt, "pull my coattail," give me constructive feedback... and judge me after I know better! In this way **I will learn, we will grow and our Communities** will become richer as a result. -

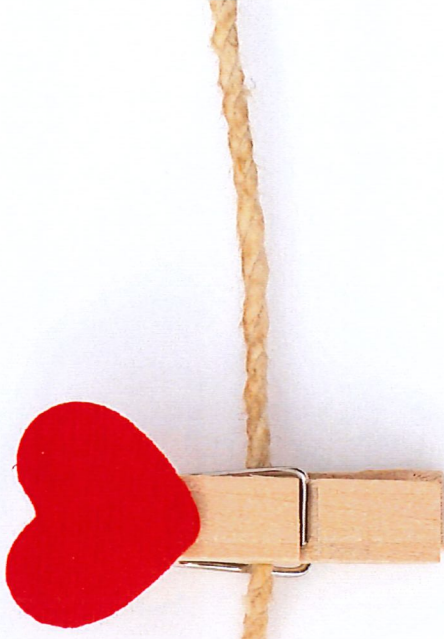
Touchstones

- Be present as fully as possible
#Staywoke
- Always invitation, never invasion
#invite
- Speak your truth in a way that respects others' truths **#respect**
- Learn to respond with honest, open questions **#KnowThySelf**
- When the going gets difficult, turn to wonder **#ThinkAboutIt**
- Attend to your own inner teacher
#SelfReflection
- Trust and learn from silence
#SilencelsGolden
- Observe deep confidentiality
#Confidentiality
- Be open to possibility **#BeOpen**
- Know that it is possible to leave with whatever it is you needed when you came **#LearnMore**

Adapted from the work of Parker Palmer

TCB Consulting LLC

Session Guidelines



- Be curious, ask questions to clarify, and listen with a willingness to be influenced
- Speak so you can be heard, challenge your own and other's assumptions
- Assume good intent, be hard on issues, not each other
- Silence and set electronic devices aside
- Engage
- Confidentiality – keep it in the room.

But... What's Learned in this room, Leaves this Room!



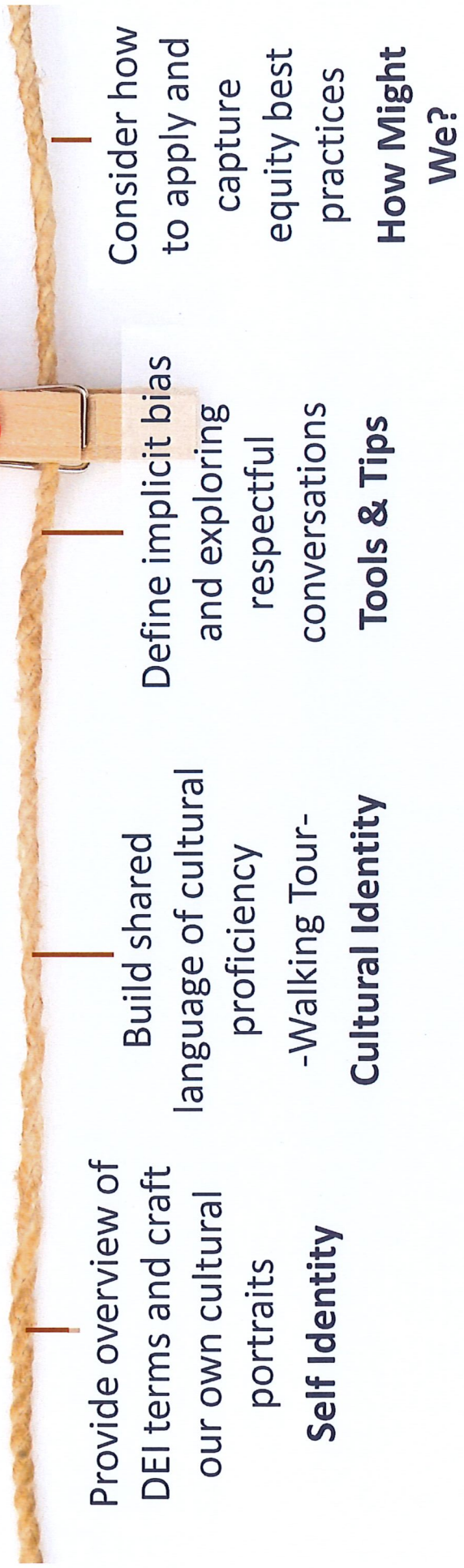
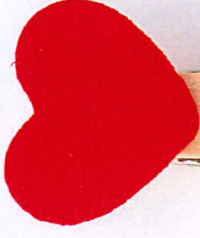
Guiding Questions

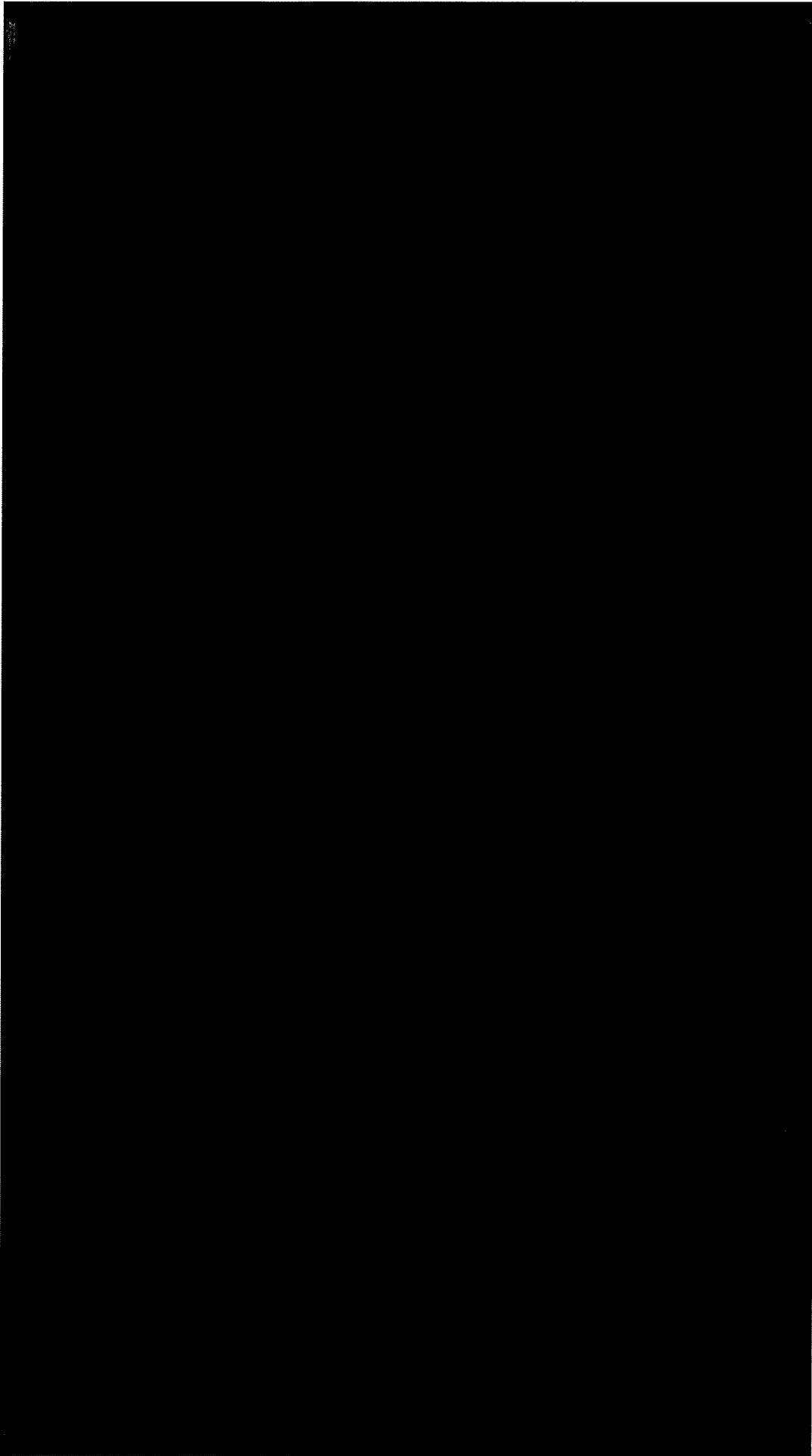
How can we combat implicit bias and capture equity best practices in action?

How do we include diversity, equity and inclusion in our work?



Today's Journey





“Proximity breeds care and
distance breeds fear!”

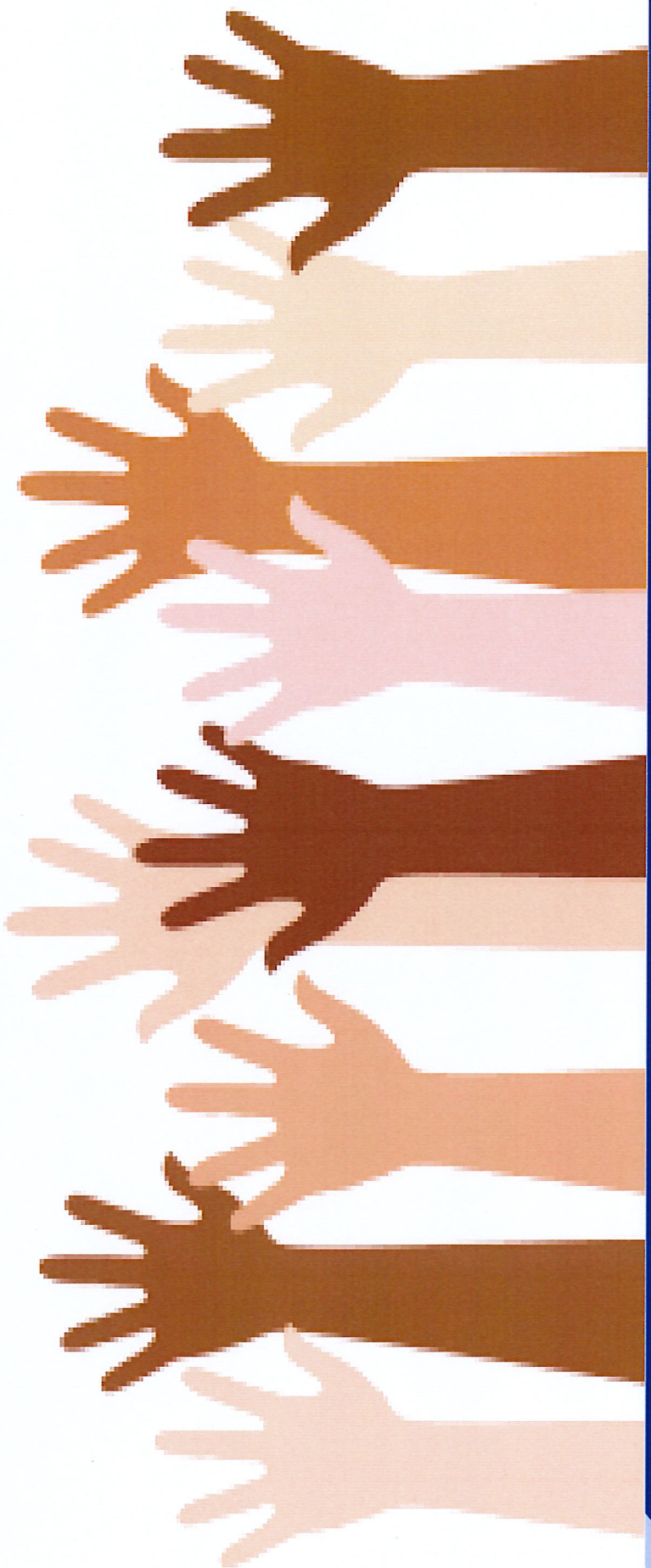


We cannot seek achievement for ourselves and forget about progress and prosperity for our community... Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.



~ Cesar Chavez





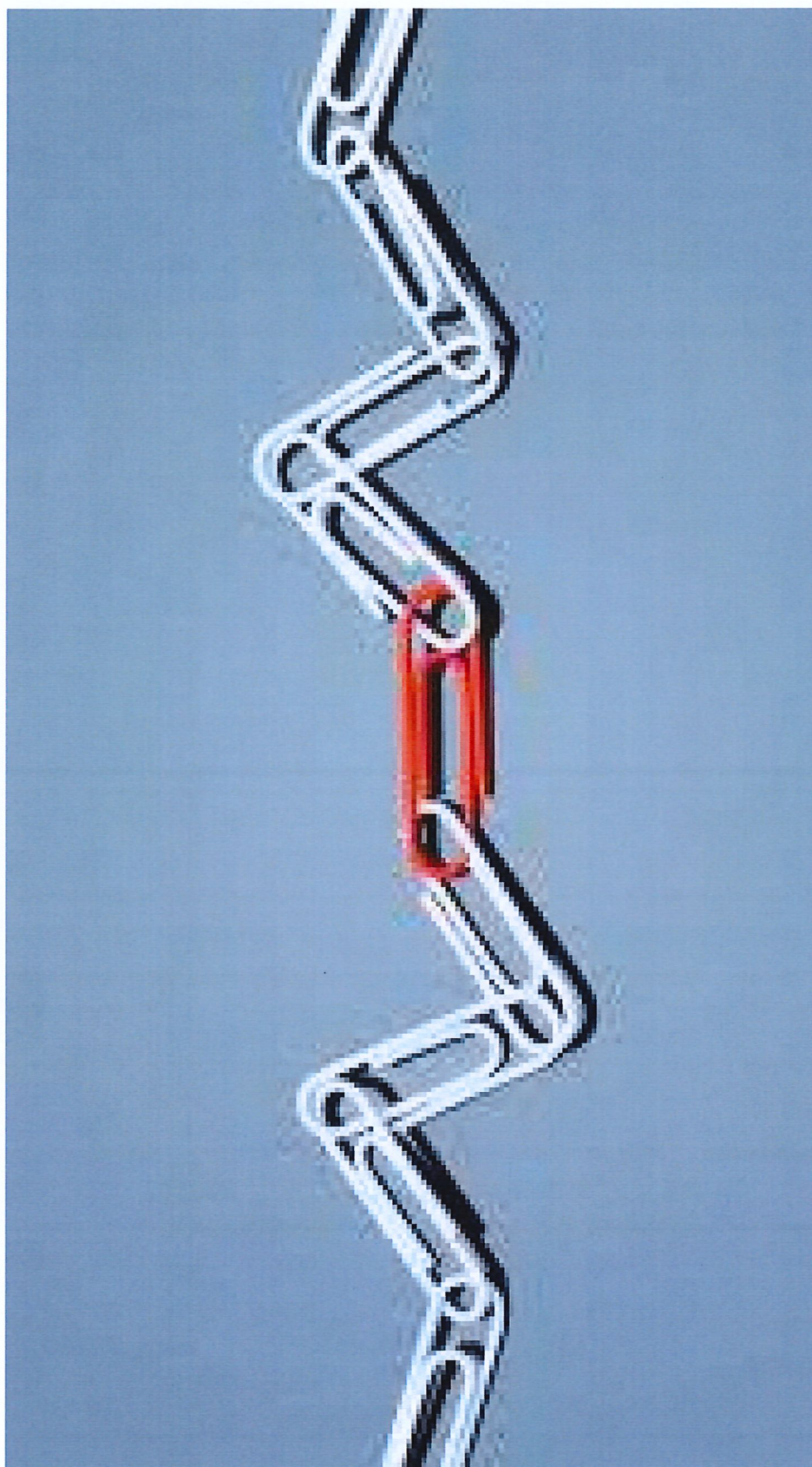












Diversity, Equity & Inclusion

Are Not...

- Quick fixes
- Confrontational
- About changing you
- Problems
- Just fads

Are...

- A Beginning
- Introspective
- Thought Provoking
- An opportunity for short and long term success
- A Journey and NOT a Destination

Civil Rights to Full Inclusion

Inclusive Workplace											
Managing Diversity											
Diversity											
Equal Employment Opportunity											
Affirmative Action											
Civil Rights Movement											
Melting Pot (<i>Assimilation</i>)											
Salad Bowl (Multiculturalism) (Process & Performance)											
<<<	1960	1965	1970	1975	1980	1985	1990	1995	2000	2005	>>>

Defining Diversity, Equity & Inclusion & other Terms

Let's Play Kahoot!



"Diversity is being invited to the party.
Equity is ensuring everyone has appropriate transportation to the dance, regardless of their starting location.

Inclusion is being asked to dance once you get there."

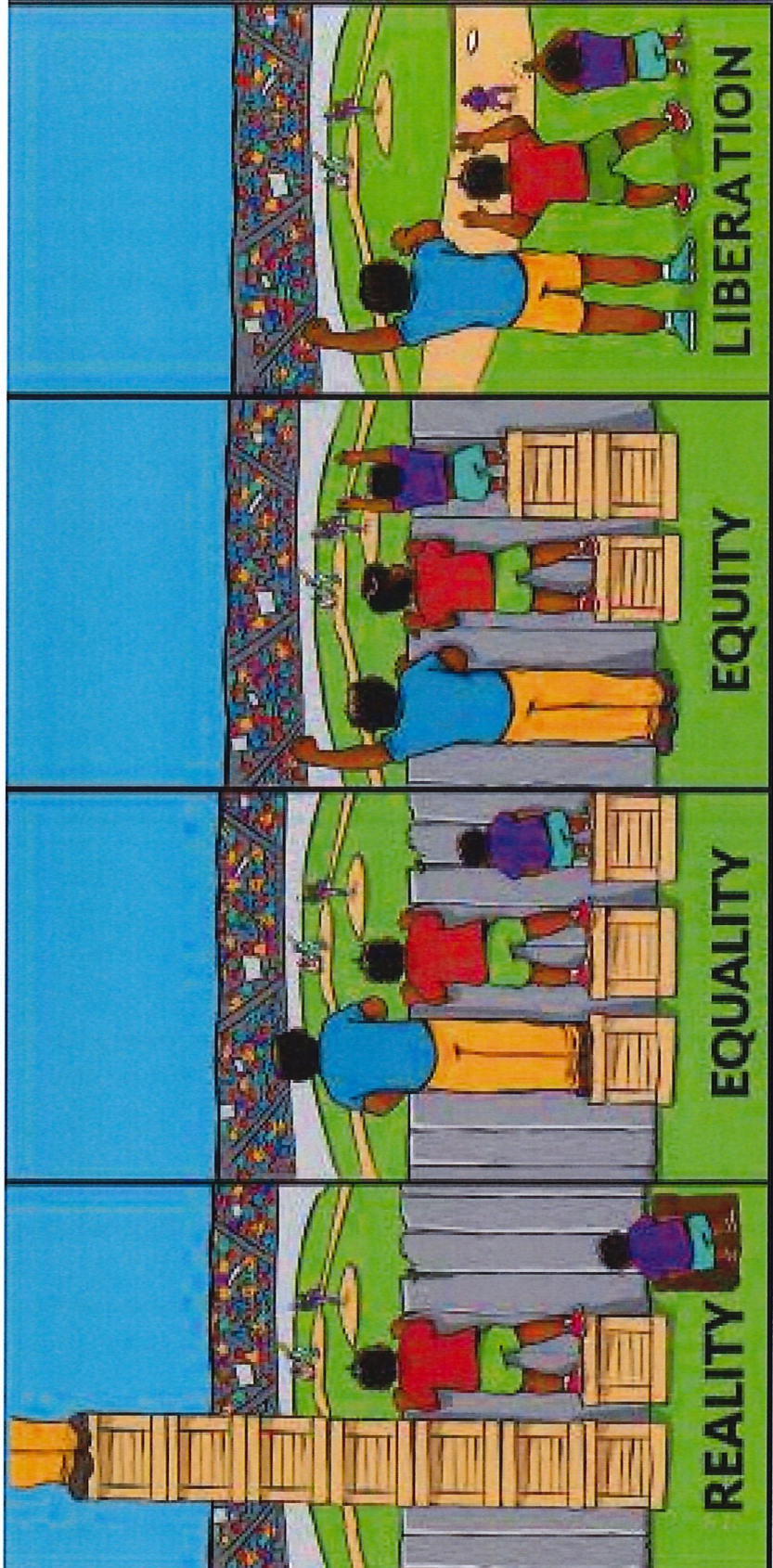
*Inspired by Verna Meyers, Diversity Advocate
author of Moving Diversity Forward*

DIVERSITY, EQUITY & INCLUSION

The infographic features a central header with the text "DIVERSITY, EQUITY & INCLUSION" and a row of six stylized human figures in various colors (green, orange, yellow, red, green, blue) and a wheelchair icon. Below this are three colored boxes, each with a question and a question mark icon:

- DIVERSITY ASKS**
WHO — IS IN — THE ROOM
- EQUITY ASKS**
WHO IS — TRYING TO — GET IN THE ROOM BUT CAN'T
- INCLUSION ASKS**
— HAVE — EVERYONE'S IDEAS BEEN HEARD

Understanding the difference, makes the difference!



What is Inclusion and why does it Matter?



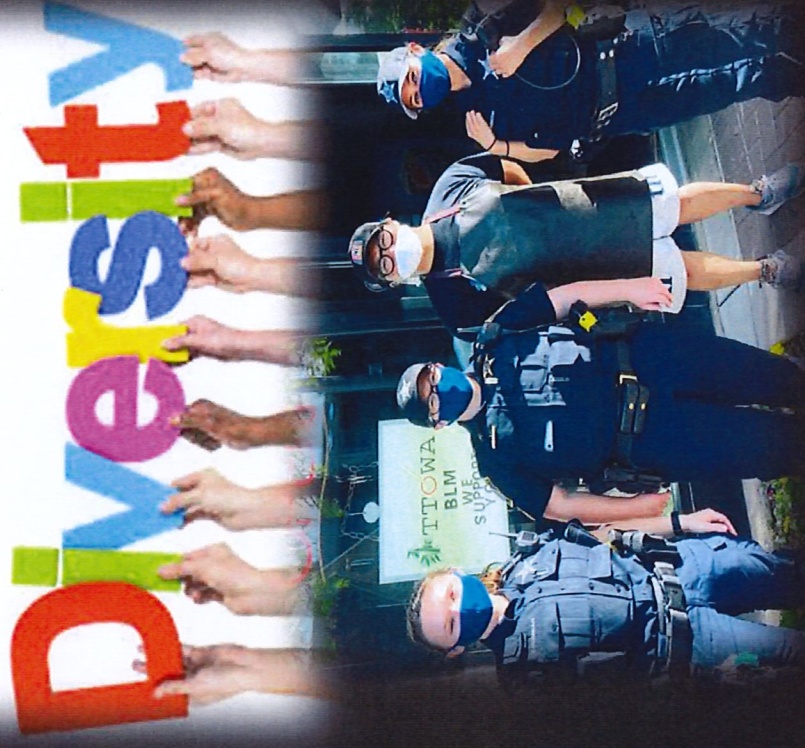
abc NEWS

"Inclusion Matters, Because Everyone Wants to Belong."

-TCB

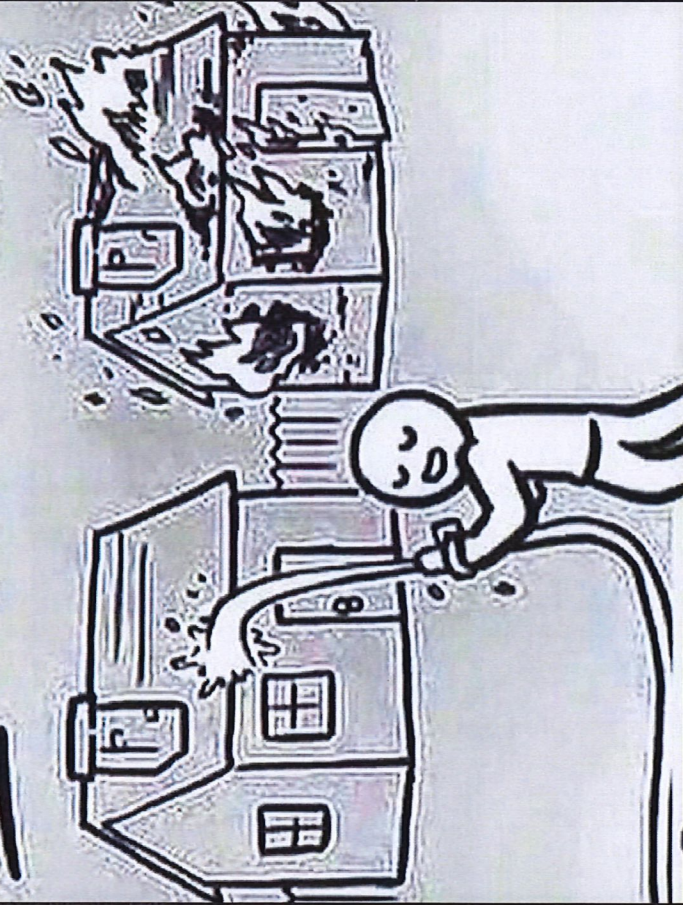
Have a conversation with
someone next to you about what
diversity equity and inclusion
looks like in three areas:

Your Professional Work/Agency
In the Community You Serve In
Your Personal Life

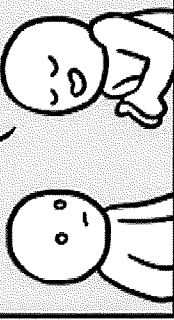


TCB Consulting LLC@2021


all houses matter



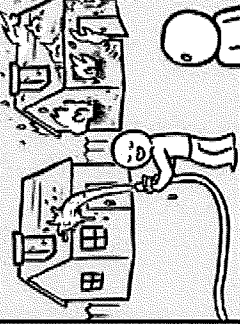
well i think that all lives matter




we should care exactly equally at all times about everything



all houses matter




i agree, all houses do matter—but at the moment, the one on fire should get more attention




but by saying that a burning house needs attention, aren't you saying all other houses don't matter?

no!




my house isn't on fire, but i have dry rot. are you saying it shouldn't be fixed?

it should! but the fire is very pressing



let's say i put that house fire out, but MY house catches on fire. aren't i entitled to water then?

of course! but it's not the one on fire right now




my house is near the one on fire. if i wet it down, embers won't catch. sensible

that is completely outside the analogy



where's that house's owner anyway? why do i gotta hose down his house for him

he died, in the fire



"if i say my house is on fire
and you say 'all houses matter,
well that may be true,
but all houses aren't
on fire right now.
my house is."
-talib kweli

WHICH GROUPS ARE AFFECTED BY RACE AND STRUCTURAL RACISM?

BLACK
PEOPLE

LATINX
PEOPLE

ASIAN &
PACIFIC ISLAND
PEOPLE

NATIVE OR
INDIGENOUS
PEOPLE

WHITE
PEOPLE

MULTI-RACIAL/
MULTI-ETHNIC
PEOPLE

Although groups have significantly different experiences in the United States, **all groups** viewed as being non-white have been subordinated, excluded, and marginalized, at one time or another, by institutional practices, popular beliefs, and habits that implicitly or explicitly support white privilege.

Why does it matter in the workplace?

28%

MORE ENGAGED

43%

MORE COMMITTED
to their organization

19%

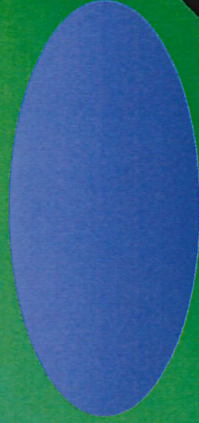
GREATER WELL-BEING
in their lives

51%

MORE LIKELY TO
RECOMMEND their
company to others

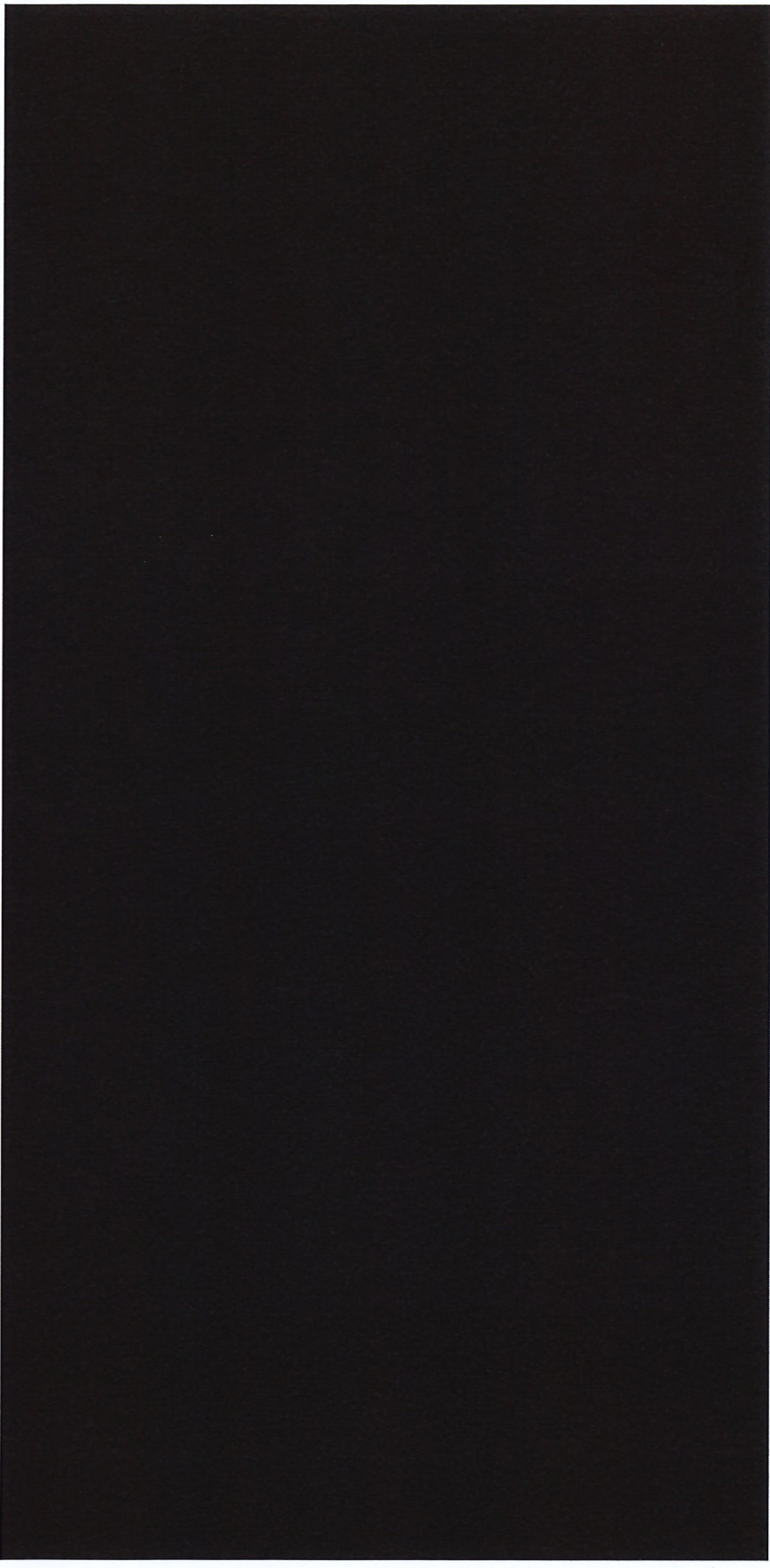
INTEND
TO STAY
3X

LONGER at their
current organization





It's Time for Some RESPECT & Inclusion



Without Respect...Outcomes & Results



- Continues to uphold unequal structures
- Lulls into sense that “this is the way it is” so we don’t criticize
- Fuels our bias & assumptions we make on people’s:
 - Character
 - Qualifications for public office
 - Effectiveness in work place

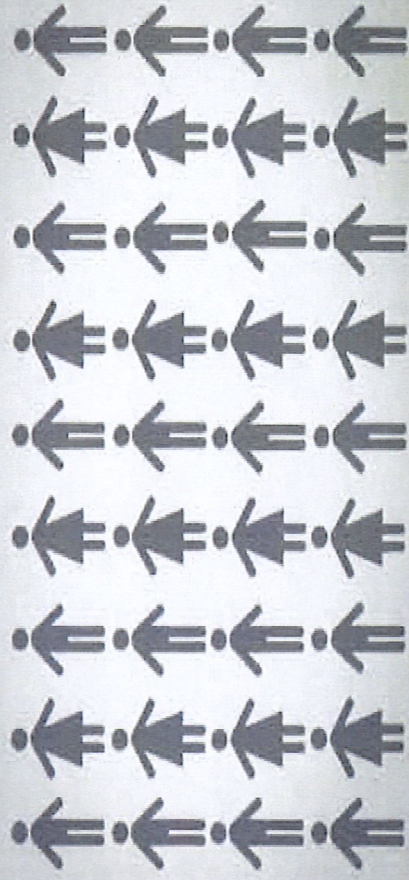
Diversity and Inclusion Begins with

You!



Without exclusion, we wouldn't have to
talk about inclusion because it would
simply exist.

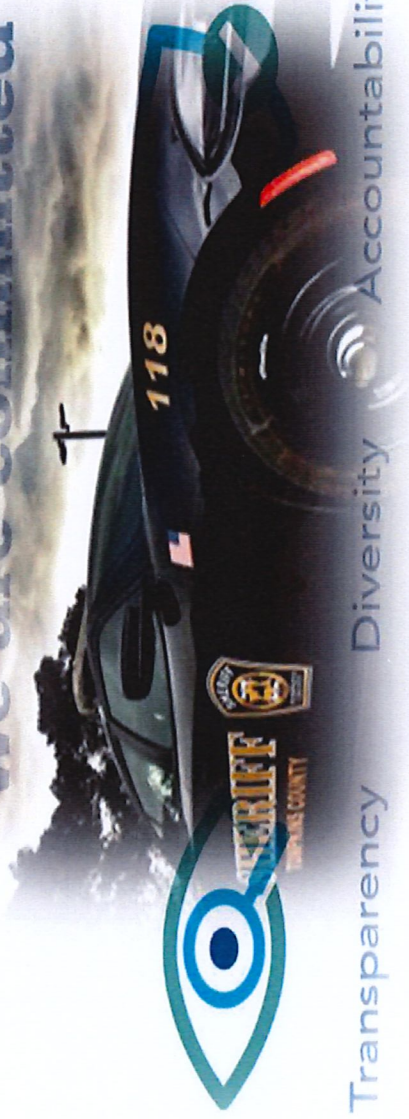
AMANDA MORIN



Think. Pare. Share.

Q & A with the Sheriffs

We are committed to



Transparency

Diversity

Accountability

Listening

Q & A with the Sheriffs

Question 1

- *What does accountability with respect to racial justice look like in law enforcement or in the work you do? Is there enough accountability when mistakes happen?*

Question 2

- *To what extent has communication barriers with other races, abilities etc. impact influenced your decision to serve as an officer or instructor*

How do we increase positive relations between law enforcement and communities, especially communities of color times of trouble?

Breakout Conversations



Q & A with the Sheriffs

Question 3

How do you feel when you hear the phrase "**Defund the Police?**" What do you think needs to be done to enhance relationships between law enforcement agencies and the public?



Question 4

What do you wish the community knew more about law enforcement or your role in general?

("Myth Busters")

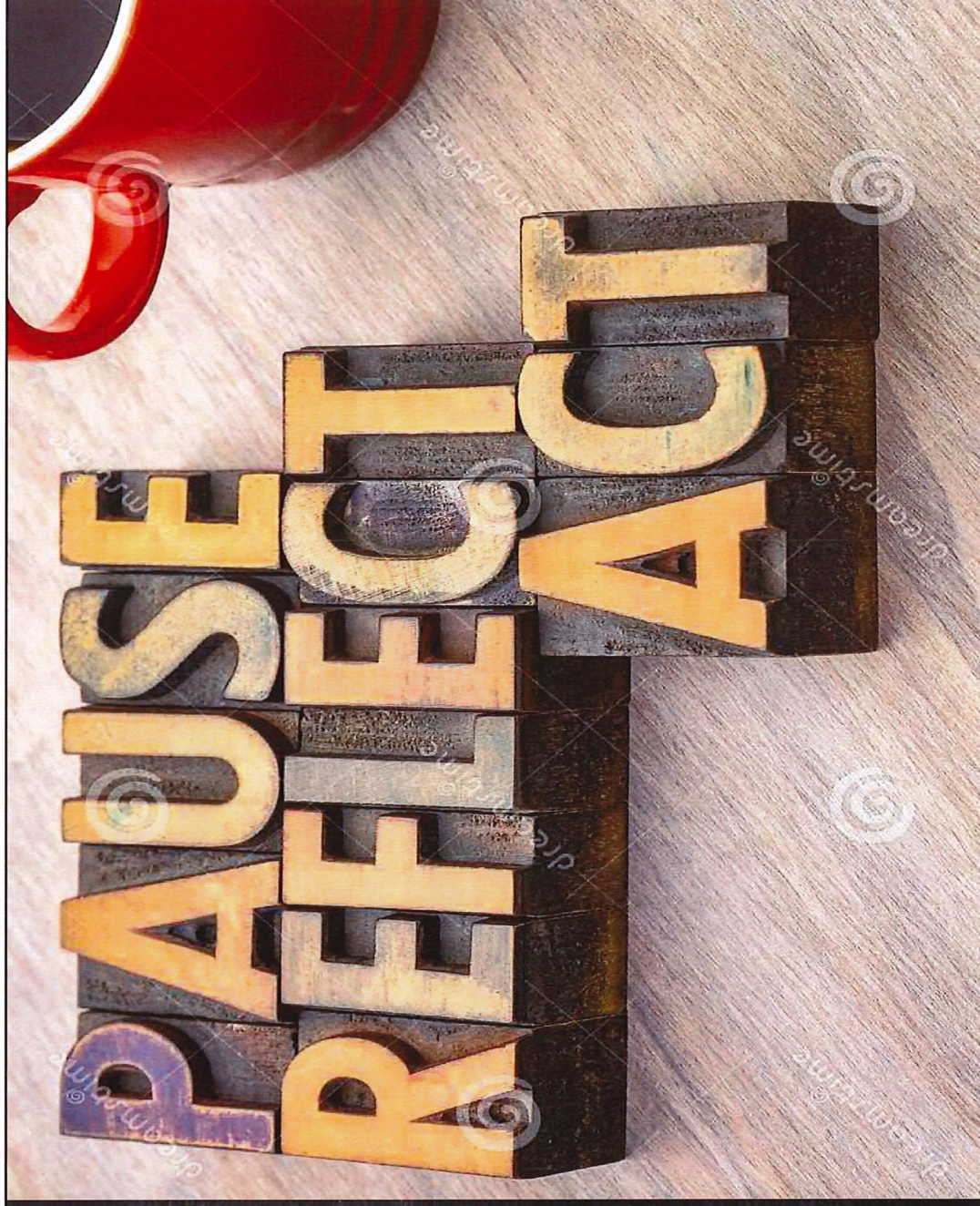
**WE JUDGE OURSELVES
ON OUR INTENT**

AND

**WE JUDGE OTHERS ON
THEIR IMPACT**

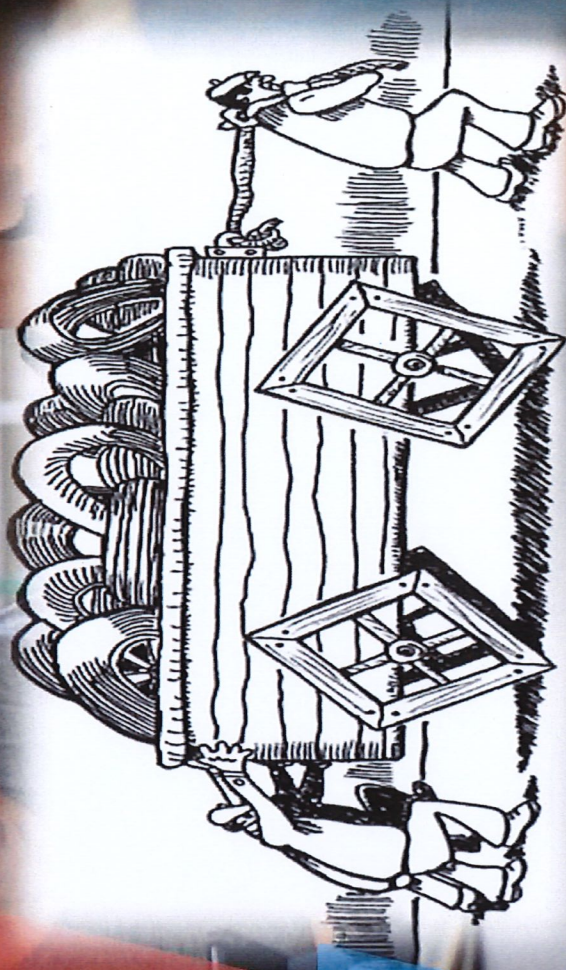
What does
Racial Justice
Look like to
You?

Pause, Reflect
and Act



- What resources (time, effort, money) are you putting toward DEI now in your unit/division?
- How is your unit currently using data to specifically address inequities?
- What improvements are needed and how are you promoting transparency and accountability as it relates to DEI?
- What would your unit/division look like if concrete actions and resources are committed to improve DEI. How will you get there?

Leadership Questions



BRUTALITY

AGAINST
BLACK PEOPLE
HAS BEEN HAPPENING
FOR CENTURIES

LOOK WITHIN



BE WILLING TO CHANGE!



2 MOVE TOWARD DISCOMFORT

3 THINGS TO DO

1 GET OUT OF DENIAL!

WHO ARE YOU AFRAID OF?

WHO IS YOUR DEFAULT?



* DISPROVE YOUR AUTOMATIC ASSOCIATIONS

* IT IS ABOUT CONNECTION NOT PERFECTION

* BECOME ALLIES ADVOCATES ACTORS

3 SEE SOMETHING? HAVE THE COURAGE TO SAY SOMETHING

EVEN TO PEOPLE YOU LOVE

* CHILDREN ARE LISTENING!



HOW TO OVERCOME OUR BIASES?

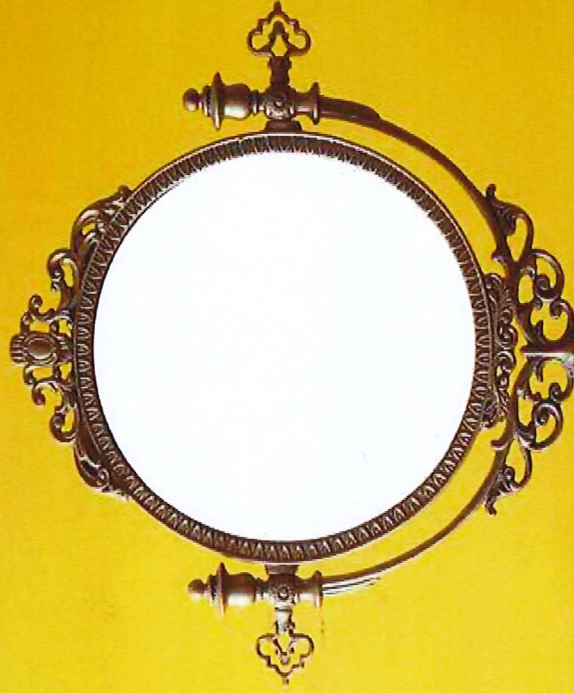
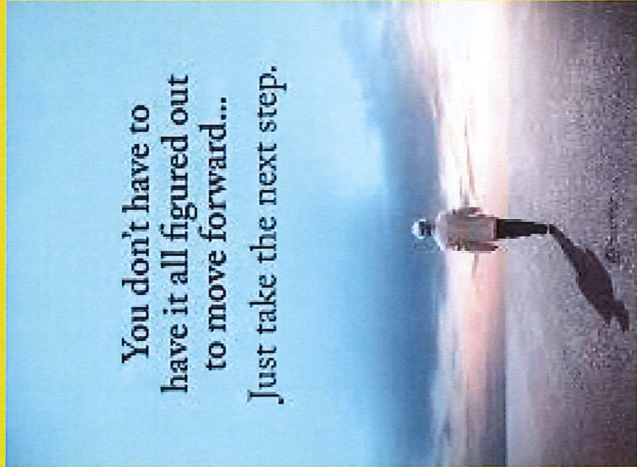
WALK BOLDLY TOWARD THEM.

VERNA MYERS

@IDEAINK

NEXT STEPS

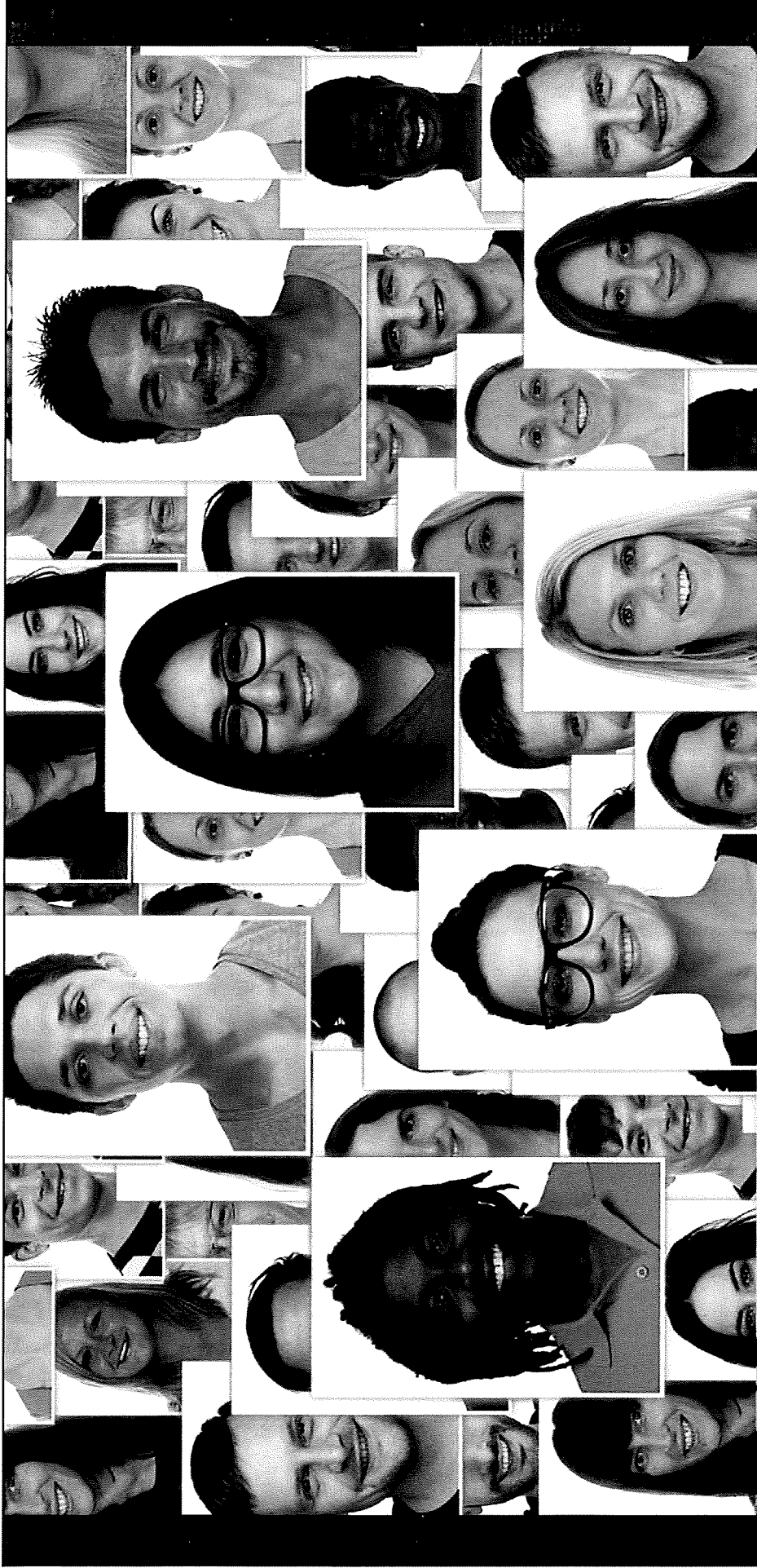
You don't have to
have it all figured out
to move forward...
Just take the next step.



WE MAY NOT ALWAYS
look like you, BUT...

WE ARE YOU!





To create an equitable society, we must commit to making unbiased choices and being antiracist in all aspects of our lives.

“Seeing” our Blind Spots

“Hidden biases are capable of guiding our behavior without our being aware of their role.”

- Blind Spot: Hidden Biases of Good People,
- Mahzarin & Greenwald



Vision Test

“Seeing” our Blind Spots



Vision Test

“Seeing” our Blind Spots

Can you look back and think of a time when your actions were influenced by a bias that was previously unconscious?



Powered by  LessonCast

 The Cambio Group
When change is necessary.

Calling Out

Call-out culture refers to the tendency among progressives, radicals, activists, and community organizers to publicly name instances or patterns of oppressive behavior and language use by others. People can be called out for statements and actions that are sexist, racist, ableist, and the list goes on.

Because call-outs tend to be public, they can enable a particularly armchair and academic brand of activism: one in which the act of calling out is seen as an end in itself... In the context of call-out culture, it is easy to forget that the individual we are calling out is a human being, and that different human beings in different social locations will be receptive to different strategies for learning and growing...

One action becomes a reason to pass judgment on someone's entire being, as if there is no difference between a community member or friend and a random stranger walking down the street (who is of course also someone's friend).

Think about a time that someone said something about some aspect of your identity that you felt was intentionally or unintentionally dismissive, insulting, or demeaning.

In a group, discuss the following:

What was said?

How it made you feel?

How did you respond to what was said?

How did you feel afterwards?

Ultimately...

Call-out culture can end up mirroring what the prison industrial complex teaches us about crime and punishment: to banish and dispose of individuals rather than to engage with them as people with complicated stories and histories...

Calling In

“Calling in as a practice of loving each other enough to allow each other to make mistakes; a practice of loving ourselves enough to know that what we’re trying to do here is a radical unlearning of everything we have been configured to believe is normal.” - Ngọc Loan Trần

Respectful Conversations: Calling In not Calling Out

1. Decide on some ground rules.

You can determine the ground rules by asking, *What do we need to feel safe and respected? What does respectful discussion look, sound and feel like?* Record and post the ground rules for all to see. If a ground rule is broken during the course of the conversation, address it directly and reaffirm the rule and its importance.

2. Listen actively.

Active listening is listening in order to understand. This means that while someone is speaking, you are not silently constructing your response or rebuttal. You are hearing their words, trying to comprehend the intent and meaning behind them and, if you don't understand, clarifying by asking "What did you mean?" or "Did I get this right?" For even deeper active listening, ask follow-up questions.

3. Communicate to be understood.

The flip side of active listening is speaking clearly in order to be understood. Sometimes people speak to vent, sound more knowledgeable or "grandstand" because it feels good in the moment. However, communicating to be understood means being as honest and open as possible, speaking from your own point of view and not saying everything you think all at once

Calling in Microaggressions

Speaking up without tearing down Handout

- Done with love
- Asking questions
- Agreements between people who work together to consciously help each other expand their perspectives

Let's Practice!

How to start a Call-in Conversation

“I need to stop you there because something you just said is not accurate.”

“I’m having a reaction to that comment. Let’s go back for a minute.”

“Do you think you would say that if someone from that group was with us in the room?”

“There’s some history behind that expression you just used that you might not know about.”

“In this class, we hold each other accountable. So we need to talk about why that joke isn’t funny.”

The Reality is...

- Cultural sensitivity *training* doesn't cure an a**hole.
- “Intent does not equal impact.”
- Sometimes “good” people do and say “bad” things because we weren't thinking or didn't realize the negative impact of our **actions**.

National Accreditation - CALEA

- The purpose of CALEA accreditation is to establish a foundation within public safety agencies that focuses on achieving the best outcomes in the delivery of services. Consistent internal and external review, combined with third-party validation of an agency's policies and procedures, is critical in the delivery of high-quality public safety services and promotes accountability
- Department is required to address national standards through best practices policy and subsequent documentation that is reviewed by independent assessors every year and required to host a more thorough on-site assessment every four years
- On-site reviews involve interviews with Police staff, LCC leadership, and creates opportunities for members of the public to share their views regarding the Department
- On-site assessors compile all information and feedback and produce a report that is used for consideration for the Commission to vote on the Department receiving accreditation award



Response to Resistance - Overview

- What are the Department's policies that direct officers on how/when to respond to resistance
 - Policies are reviewed at least annually to determine if there are opportunities to enhance the policy based on recognized best practices
 - Department conducts an investigation on all incidents where force is applied or if there is a complaint made by the public
 - An annual analysis is conducted on all response to resistance related incidents to determine if there are any patterns or if there are any training deficiencies
 - Emphasis is placed on de-escalation techniques in order to minimize any potential injury or response with lethal force as the Department values the preservation of all human life
 - Recently added language regarding the duty to intervene in order to prevent any potential uses of excessive force

Training Program

- The Department has a robust training plan that takes into account mandatory trainings based on state statute, adhering to best practices in policing, training personnel for potential leadership openings and more
- Department invested in a VirTra simulator which is a judgmental use of force and decision-making training simulator designed to teach, test and sustain officers knowledge and skills.
- How many hours of training classes attended by Department personnel in 2017-2020
- Officers suggested online monthly trainings on the following:
 - Enhance DEI (Race, Privilege, systematic inequities)
 - Cultural Competency/ Cultural Humility
 - Human Rights
 - Legal Updates
 - Procedural Justice
 - Civil Rights
 - Constitutional and proper use authority
 - Response to Resistance
 - Sign Language
 - Mental Illness



Training Exploration of Opportunities

- Establish a clearly defined and sustainable partnership with one or more community mental health organization(s)
- Develop and implement a model policy addressing police response to persons affected by mental illness
- Train and certify 100% of your agency's sworn officers (and selected non-sworn staff) in mental health awareness courses by
 - Providing Crisis Intervention Team (CIT) training to a minimum 20% of sworn officers (and selected non-sworn staff);
 - Providing Mental Health First Aid training (or equivalent) to the remaining sworn officers (and selected non-sworn staff) not receiving CIT training
- Examining police responses to mental health related calls for services is one area currently under review
- Program that involves connecting individuals that may be suffering from substance abuse to the resources needed in order to recover
- As an example, an officer could respond to a call for service and identify that the individual may suffer from a substance abuse and will refer that person to a social worker or advocate that will navigate them to the appropriate level of care based on their circumstances



Community Concerns

- Ban chokeholds & strangleholds
- Require de-escalation
- Require warning before shooting
- Exhaust all other means before shooting
- Duty to intervene
- Ban shooting at moving vehicles
- Establish a use of force continuum
- Require comprehensive reporting
- Information posted on the website detailing current police practices
- Independent expert perform an audit of current Department practice as compared to best practices
- Create a strategic roadmap committee to address any shortcomings found in the independent audit
- Ensure discussion of progress and setbacks related to changes in police policies are regular topics during board meetings and provide updates on the website

Moving Forward...

- Department will continue to be responsive to the public's and agency needs
- Currently working to move some of our already publically accessible documents that are posted at the police station to the website and reviewing what other documentation can be ready for public-view
- Will continue to monitor and make any necessary changes based on legislative updates from either Congress or the State's General Assembly

Strategy Session

Find New Ways to Embrace
Diversity, Equity and Inclusion
within the law enforcement



Efforts to Increase Diversity and Inclusiveness Ideas

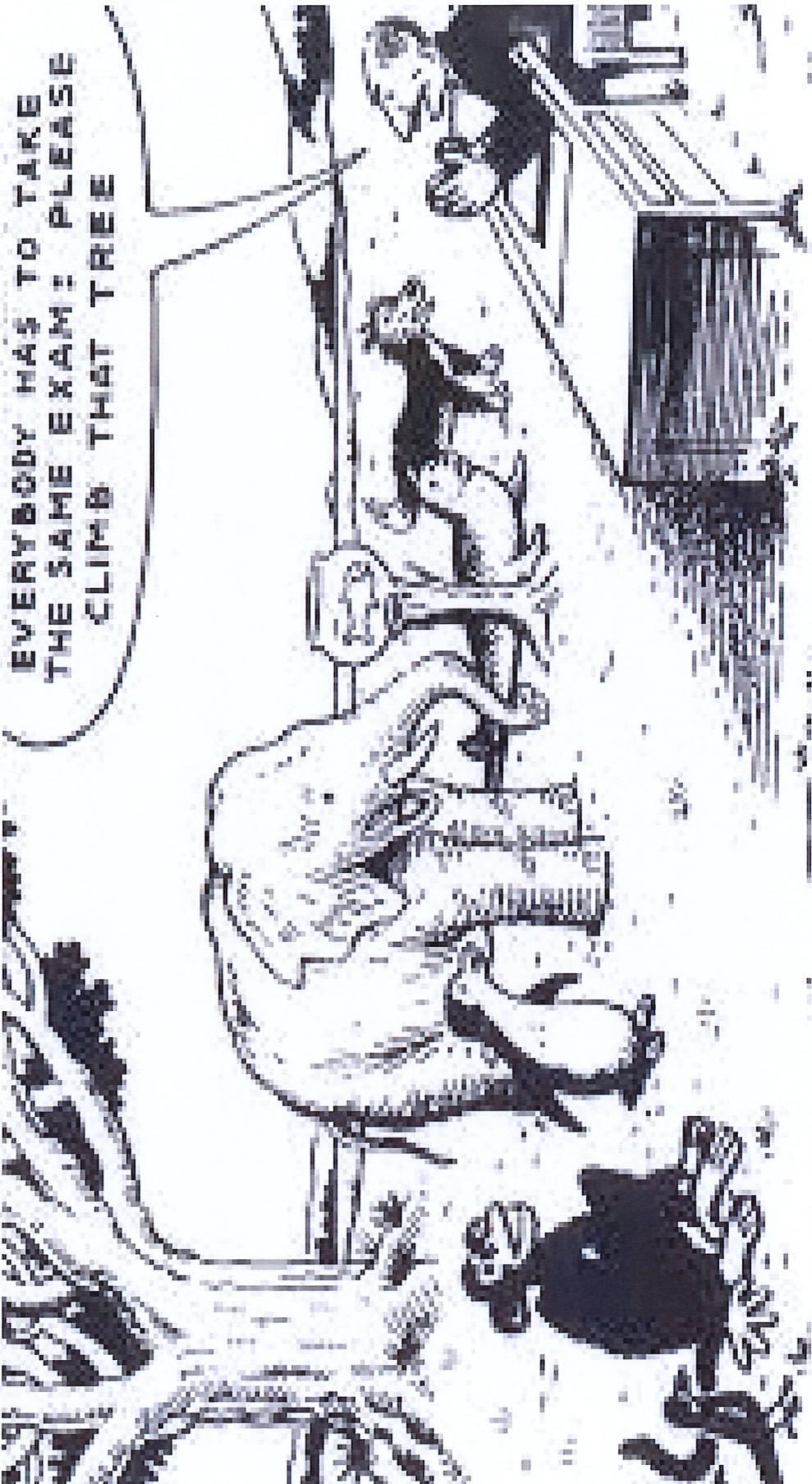
- Initiated Regional Law Enforcement Minority Recruitment Effort
- Design Minority Recruitment/Training Event
- Participation or host a Diversity Career Fairs this year
- Diversity and Inclusion audit planned this year
- Work on Internal Diversity and Inclusion Policy Underway
- Additional Unconscious Bias Training in department
- Virtual community discussion how to increase inclusion and embrace diversity within our community being planned
- Mentoring Project
- Website upgrade



STEP 1. Identify an equity best practice that you have applied.

Best Practice Examples:

- Examining personal biases and assumptions
- Integrating diverse perspectives
- Establishing a learning environment that facilitates positive self-concept and self-efficacy
- Calling *in* microaggressions
- Intervening to disrupt purposely-directed acts of bias
- Providing opportunities for learners to resolve conflicts and work in diverse teams
- Maintaining awareness of current anti-bias education issues
- Ensuring that educational materials are inclusive of all people and do not reinforce stereotypes



The “Noticing” Test





From Conversation to Action: Engage, Embrace and Encourage

Ponder This

Crafting a new view

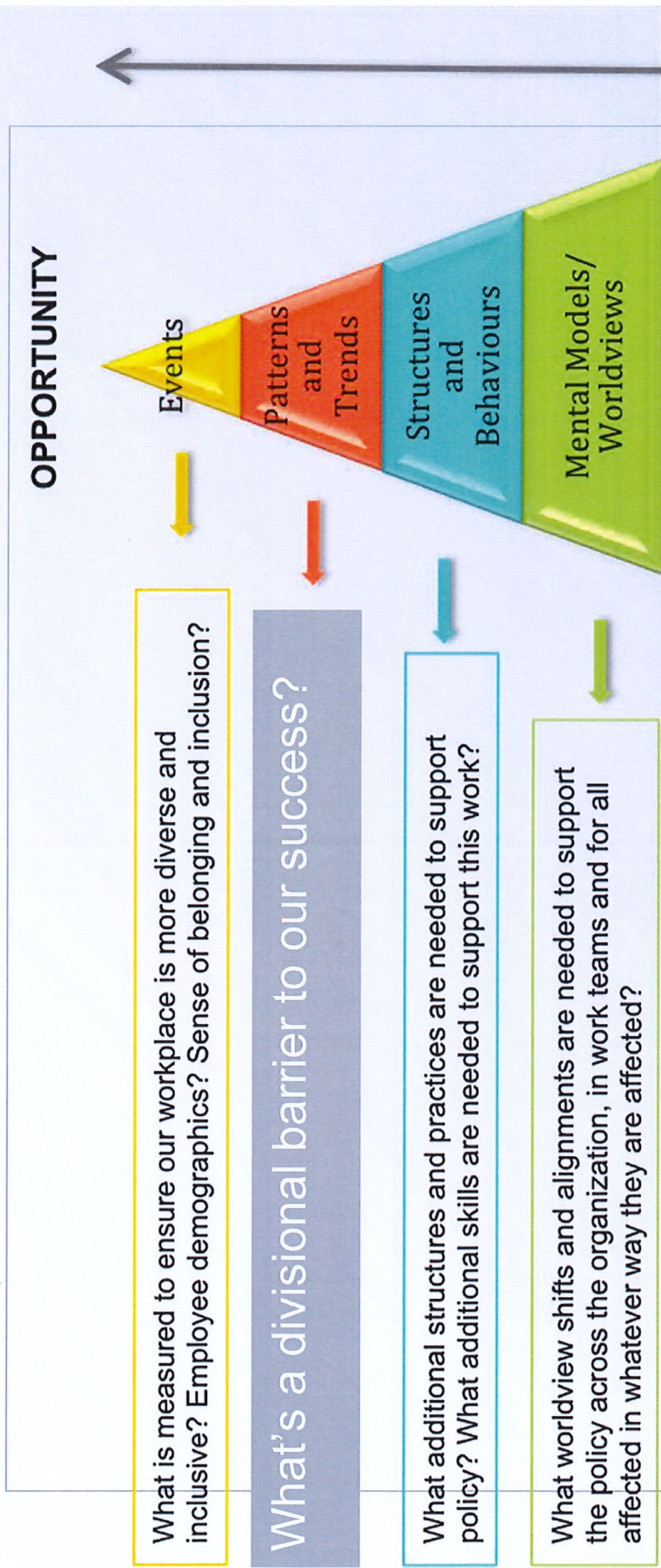
“Instead of pouring knowledge into people’s heads, we need to help them grind a new set of glasses, so they can see the world in a new way. That involves challenging the implicit assumptions that have shaped the way people have historically looked at things..” John Seeley Brown

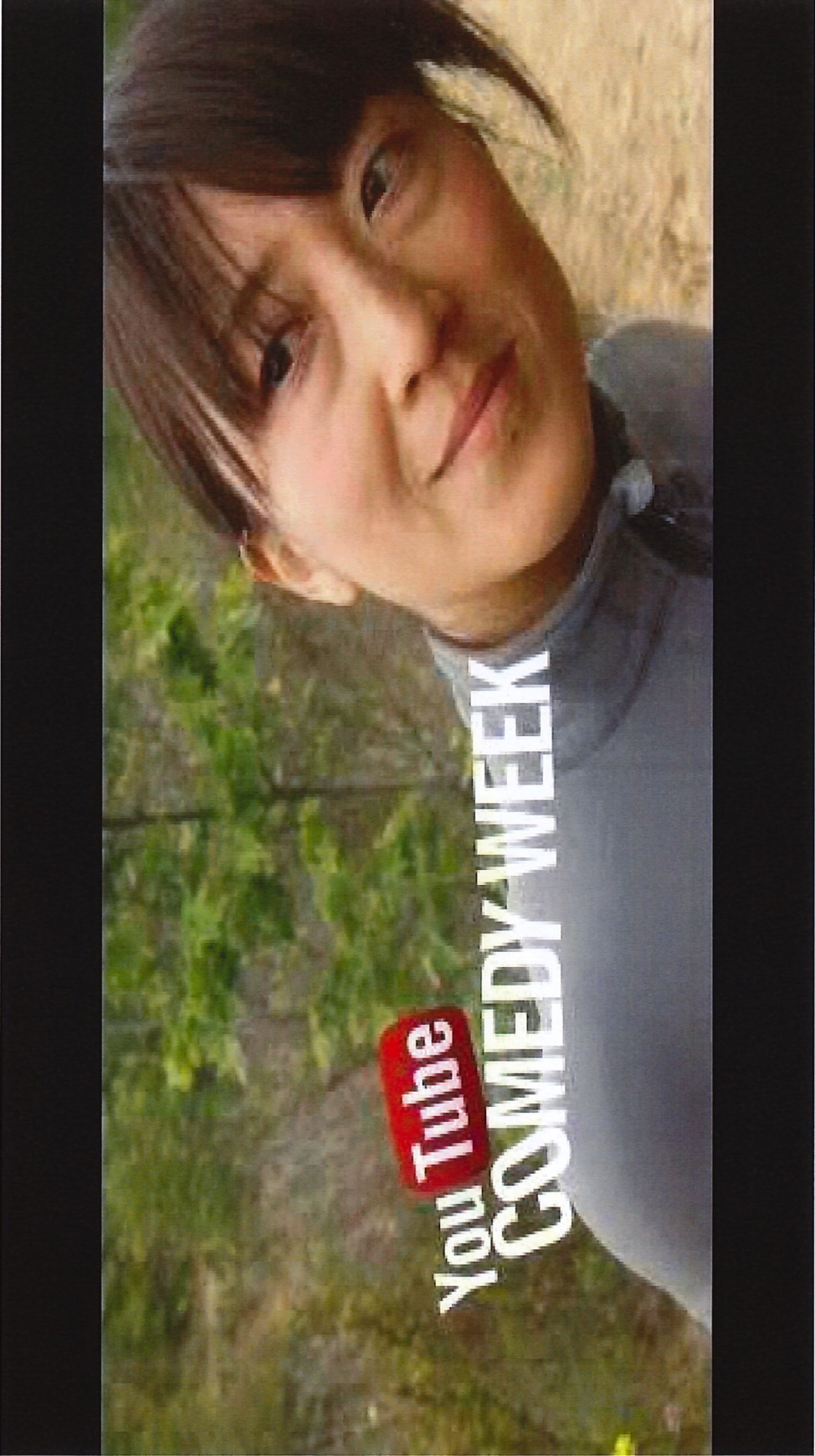
70



Ask yourself...

a film about
RESPECT





YouTube

COMEDY WEEK

What we notice in few seconds:

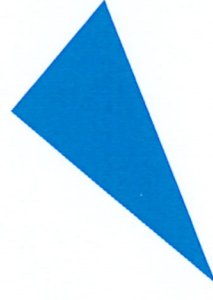
- Gender
- Race and Ethnicity
- Age
- Status
- Trustworthy-ness
- Charisma
- Leadership potential
- Social habits
- Intelligence



How To Embrace Diversity, Equity & Inclusion?

- ▶ **1. Everyone's Narrative** - Consider your own life, and everything that has shaped your beliefs. Realize that each of the 7 billion people on this planet has their own narrative. Not one is the same.
- ▶ **2. Where are you coming from?** - When you find yourself thinking poorly of someone, stop and consider what influences have created your negative views of that individual.
- ▶ **3. Befriend all people** - If you know that you tend to avoid befriendng certain types of people, go out of your way to find friends of all kinds.
- ▶ **4. Empathy** - When you encounter anyone, try to imagine, understand, and sympathize with that person's story, with everything that has made them who they are.
- ▶ **5. Actively accept** - meditate upon embracing other people, with all of the diversity that comes with them. Don't allow yourself to define a person based upon *one* stereotype about *one* aspect of their complex identity.
- ▶ **6. Show compassion** - Perform random acts of kindness for all types of people. It can be as simple as a friendly smile or holding open a door.

Source: <http://www.refinethemind.com/embracing-diversity/>



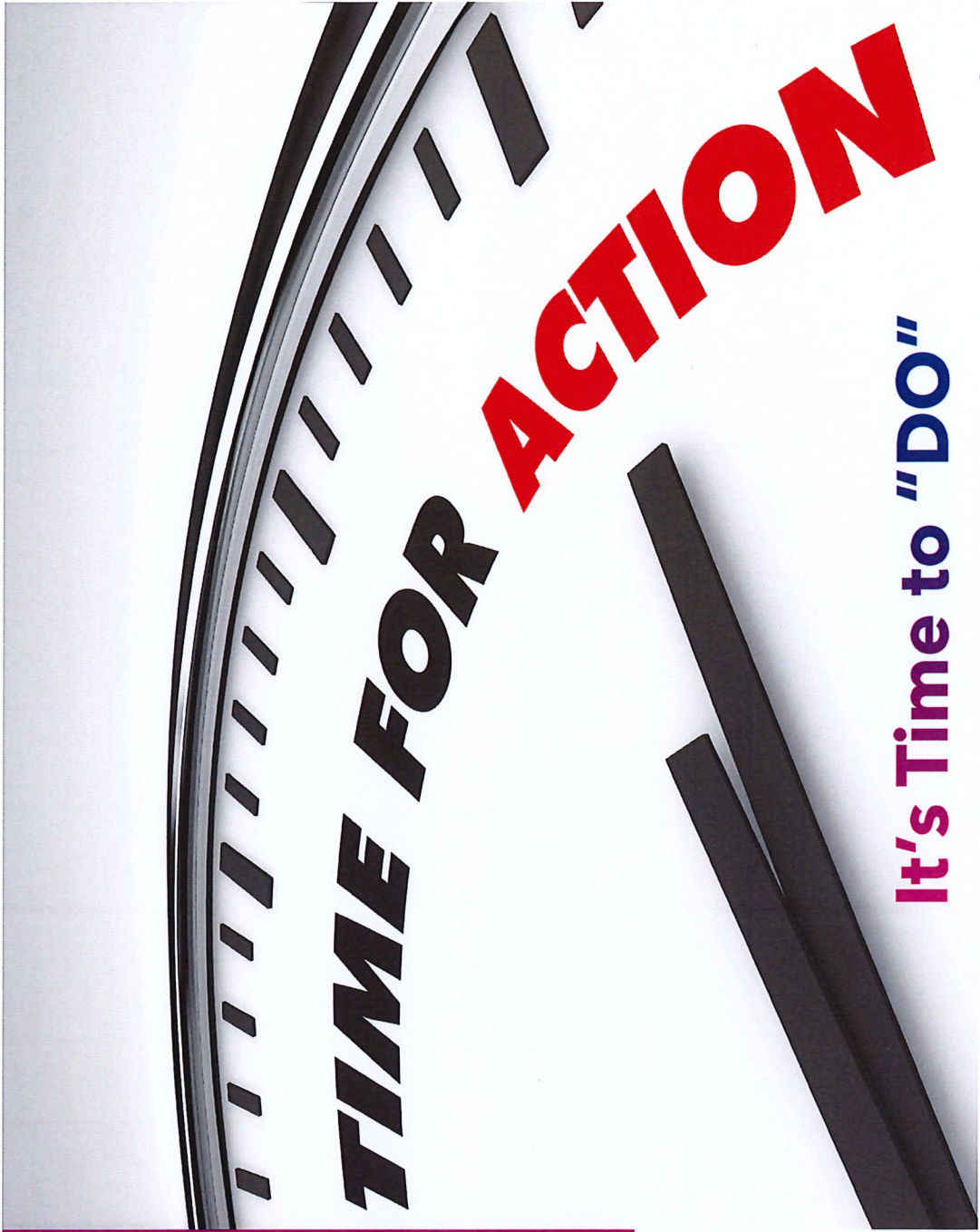
"If you are neutral in situations of injustice, you have chosen the side of the oppressor.

If an elephant has its foot on the tail of a mouse and you say that you are neutral, the mouse will not appreciate your neutrality."

~ Bishop Desmond Tutu, South African activist and religious leader

From Conversation to Action: Engage, Embrace and Encourage

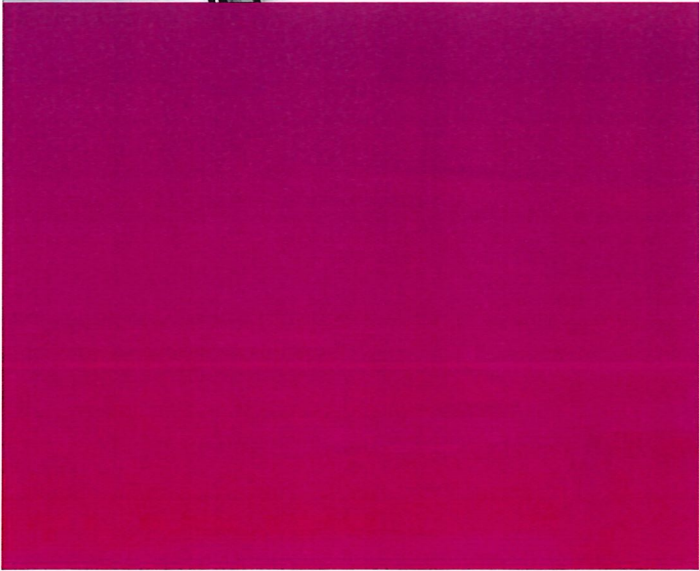




TIME FOR

ACTION

It's Time to "DO"





#DO Doing Outreach



#DO Doing Oneness

Are you doing what matters?



talks to self

AUTHENTICITY

Are you doing what matters?



talks to self

AUTHENTICITY



being known
[found/invited to exist]

ATTACHMENT

YOU + ME = US

Perhaps the only equation/outcome that matters.

#DO

Doing Oneness



#DO

Dream Operatives

4 GOALS = 4 ANTI-BIAS DOMAINS

IDENTITY

- Each person will demonstrate self-awareness, confidence, family pride and positive social identities.

DIVERSITY

- Each person will express comfort and joy with human diversity; accurate language for human differences; and deep, caring human connections.

JUSTICE

- Each person will increasingly recognize unfairness, have language to describe unfairness, and understand that unfairness hurts.

ACTION

- Each person will demonstrate empowerment and the skills to act, with others or alone, against prejudice and/or discriminatory actions

Dream Operatives

“Get into Good, Necessary Trouble”

Curious

- Examine my network to see who’s in it and who’s not
- Work to better understand my potential blind spots
- Ask questions to understand the experiences and background of others
- Participate in diversity events to learn about other races and cultures

Bold

- Seek out diversity when assembling a team or assigning an opportunity
- Challenge the status quo if groups are not represented
- Solicit diverse points of view so all voices are heard Invite someone from a different background to an event

Forging

Assume positive intent when others interact with me

Forgive someone who has made a mistake

Put myself in someone else’s shoes rather than passing judgment

Challenge myself to engage in conversations about race to advance my development

BRAVE ENOUGH to “DO”

- Live by the motto: *I CAN, I WILL, I MUST*
- Involvement in civic engagement for social change
- Continue to learn and celebrate diversity, fight for equity and are inclusive-minded



#DO

Allyship is the continuous process in which someone with privilege and power seeks to first learn about the experiences of a marginalized group of people, and then ultimately empathize with their challenges and build relationships with that group of people.



How Might We...

- Notice subtle bias in learning materials and classroom interactions.
- Show curiosity about ways school policy and practice might disadvantage some students.
- Develop the facilitation skills and content knowledge necessary to intervene effectively when biases or inequities arise in our agency.
- Cultivate in officers the ability to analyze bias and inequity in interactions with the public and in our policies.
- Foster conversations with colleagues about equity concerns in our agency.
- Prioritize consideration of the needs, challenges, and barriers experienced by officers who are from marginalized groups in each discussion and each decision about agency policy and practice.

TV2 Danmark

“All That We Share”

