

# Jedi Unifiers



*"One Team. One World. One Love."*

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# ABSTRACT

The topic of racial equity is at a pivotal moment in California state government. At the direction of the California State Governors' Office, key state stakeholder groups continue to build upon the advances at the varying levels of state government. In August of 2020, the California Strategic Growth Council took the first governmental steps toward proposing Racial Equity Resolution legislation. One of the first **governmental employers in the nation** to include Diversity, Equity, and Inclusion (DEI) in the workplace. To further the expansion of this program, the California Innovation Playbook for Government Change Agents Program and Association ([Cal-IPGCA](#)) Cohort 2021 authored a report to strengthen DEI efforts through interagency collaboration. The goal of cross-agency participation is to provide civil servants across the various California state agencies the platform to engage and develop cross collaborative networks throughout state employment at every level.

Diversity, Equity, and Inclusion (DEI) by nature includes a broad set of focus areas. Opportunities are focused on internal government pursuits rather than external facing programs and policies. They occur within action areas ranging from personal empowerment, agency population, agency executive leadership, and governor executive leadership. Utilizing a racial equity-centered, results-based, accountability tool we outline the work required to implement this [plan](#).

By building a framework that first supports a focus on racial equity, the state will be better positioned to support other protected employee groups that include gender, sexual orientation, disability, and age discrimination. (Government Alliance on Race & Equity, 2022)

The Justice, Equity, Diversity, and Inclusion (JEDI) Unifiers recognize that through innovation, commitment, communication, and policy, the State of California can abolish the barriers existing in civil service employment. This paper employs data, ethical reasoning, and policy recommendations to encourage California to continue to innovate and standardize the human resource practices that support Diversity, Equity, and Inclusion (DEI) training and to encourage legislation similar to SB 17, a bill introduced by Senator Richard Pan, which would have created an Office of Equity. (Pan, 2021)

# INTRODUCTION

Supreme Court Justice Ruth Bader Ginsburg once said, “I didn’t change the Constitution; the equality principle was there from the start. I just was an advocate for seeing its full realization.” (Ginsburg, 2013)

There continues to be ample evidence that diverse and inclusive organizations are likely to make better, bolder decisions. It is imperative that California continues to take critical steps in Diversity, Equity, and Inclusion (DEI) to gain unity across the various racial groups and underrepresented communities to support innovative change in state civil service which prioritizes human resource policy and practices.

## California Strategic Growth Council’s Racial Equity Resolution

“Advancing Racial Equity through California State Government Innovation,” can only be accomplished with California’s continued commitment to transform state government. The Racial Equity Action Plan strategies developed by agencies to track progress and accountability serve as a framework to enact policy that will convey the urgency, and deep commitment to make meaningful, impactful, and innovative changes.

*“We will achieve equity when everyone has access to what they need to thrive—starting with our most vulnerable—no matter their race, socioeconomic status, identity, where they live, or how they travel. To create a brighter future for all Californians, Caltrans will implement concrete actions as outlined in our Race & Equity Action Plan, regularly update our Action Plan, and establish clear metrics for accountability in order to achieve the following commitments.”* (Secretary Kim, 2020)

By passing the Racial Equity Resolution, California’s Strategic Growth Council ([SGC](#)) has highlighted the state’s role as a global leader regarding innovation, policy, and social issues. This bold and innovative choice has a profound impact on California citizens, state agency employees, and leadership at all levels throughout State agencies. This resolution is the proving ground to support DEI innovative Change in human resource practices and policies.

## Why Start the State Equity and Inclusion Process with Race?

The idea of a color blind society, while well intentioned, leaves people without the language to discuss race and examine their own bias. Color blindness relies on the concept that race-based differences don’t matter, and ignores the realities of systemic racism. (Vincenty, June) Starting the conversation creates a bridge to positive change, “It is critical to address all areas of marginalization, and an institutional approach is necessary across the board. As local and regional government deepens its ability to eliminate racial inequity, it will be better equipped to transform systems and institutions impacting other marginalized groups” (GARE)

# BACKGROUND

Building and “developing a network of government focusing on racial equity is critically important to getting different outcomes in our communities.” (Government Alliance on Race & Equity, 2022)

Civil unrest, socio economic inequalities, and global outcry in the early 2020's compelled policy makers, educators, social justice advocates, and a large majority of individuals to protest and call for changes in every fiber of society. This powerful narrative, supported by a wide variety of quantitative and qualitative research, compelled the JEDI Unifiers to highlight executive actions to form a Racial Equity Committee.

As pressure to create and implement DEI measures increase on agencies, from legislators, engaged citizens, and policy makes, JEDI Unifiers felt compelled to advocate for standardization across state agencies. An Office of Equity can provide direction and recommendations to help agencies fulfill their mandates.

As State agencies continue to grapple with frequent turnover, recruitment challenges, and budgetary solutions made at the expense of state employee pocketbooks, it is imperative to make the necessary changes to attract, retain talent, and deliver on DEI promises.

The JEDI Unifiers' predecessors provided an initial mode for California state government to initiate comprehensive DEI training and transform all state agencies. By delineating three major actions areas, this year's cohort has outlined concrete steps to progress.

## Action Areas:

- Governor Leadership
- Agency Leadership
- Personal Empowerment



As the pressure to create DEI increases, it is crucial that transparency at the core of change. The action areas above are intending to create accountability and transparency in this whole process. The challenge of DEI efforts is that while agencies might be making strides to improve their internal processes, they are not transparent. A prime example is the Racial Equity Action Plan, while many agencies may develop them, they are reluctant to make them public. It is imperative that these plans be public and their progress measured and monitored.

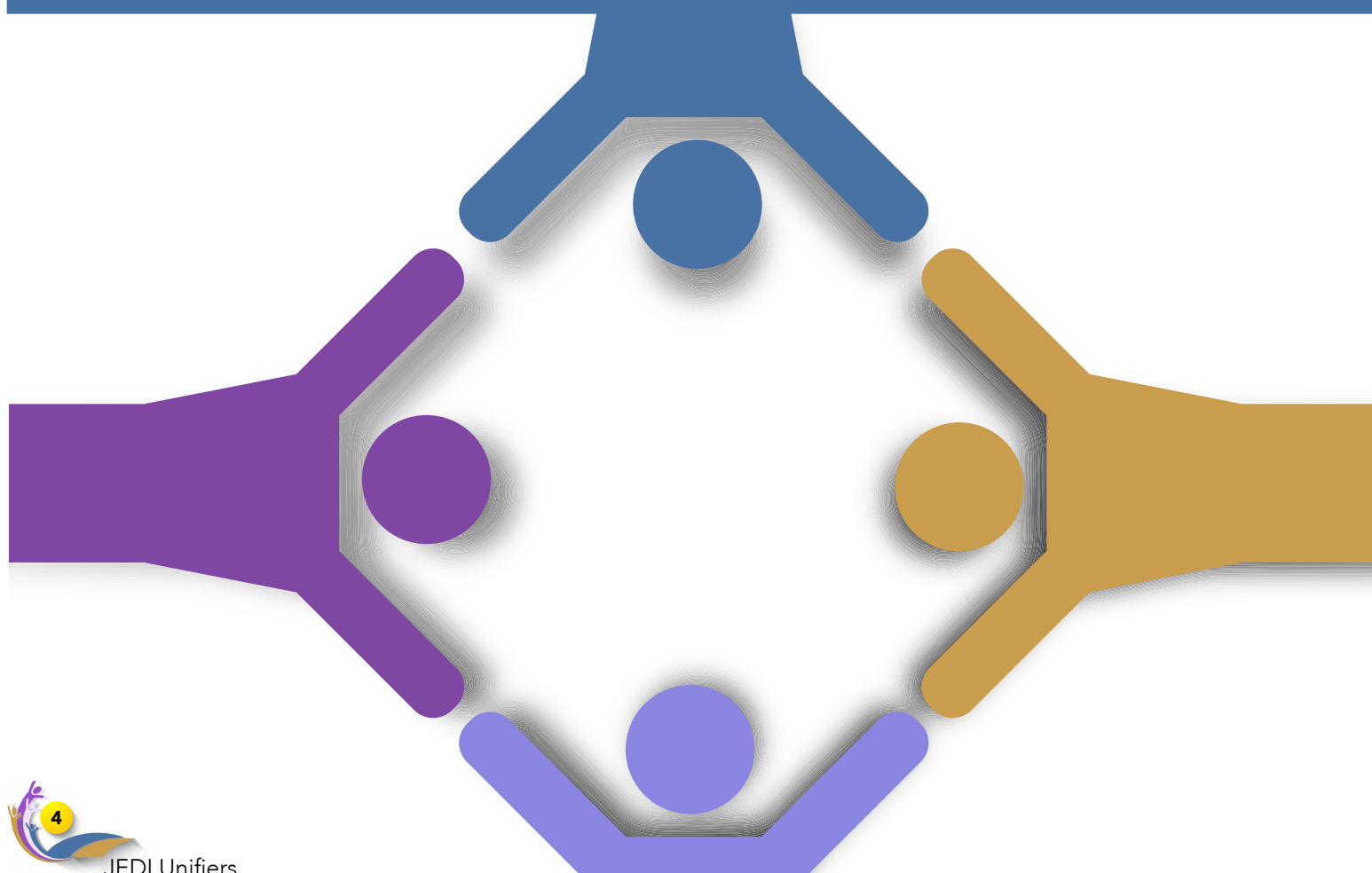
# Step 1: URGENCY

On May 26th, 2020, the murder of George Floyd by a Minneapolis Police Officer sparked a national and international dialogue on racism and the pervasive need for racial equity in the United States and throughout the world. Responses challenged the status quo and touched nearly every strand of society. This incident energized the conversation around racial equity at all levels of California state government and this energy was exemplified by a surge in agency participation and development of Racial Equity Core Teams and Racial Equity Action Plans.

Achieving Racial Equity in the workplace in California changes the trajectory of lives, has a powerful global financial and moral impact. The SGC is committed to achieving racial equity in its operations, investments, and policy initiatives to achieve its vision for racial equity: **All people in California live in healthy, thriving, and resilient communities regardless of race.** (SGC, 2020)

The business case for diversity proves that organizations with diverse employee perform better than their less diverse peers. The performance differential between the most and least gender-diverse organizations is 48% and organizations in the top quartile of ethnic and cultural diversity outperform those at the bottom quartile by 36% (McKinsey, 2020). Despite the clear benefits many agencies struggle to have meaningful DEI programs that go beyond acquiring diverse groups of employees.

Developing a scaled and purposeful DEI strategy is key to uncovering systemic inequities and creating sustainable change. Creating a strategy to move towards a culture of DEI creates a better environment for employees, allowing them to thrive and provides numerous organizational benefits internally and externally.



## Wade Crowfoot–Secretary of California Natural Resources Agency

*"I'm making my way through this week feeling heartbroken, angry, and committed to doubling down on the change we need to see in our country. Images of rage and pain across our country—burning buildings and exploding anger— show Americans brought to the edge by pervasive and persistent systemic racism in our society.*

*Add George Floyd to the long—and ongoing— list of black Americans who have lost their lives from police brutality. Add Christian Cooper—the peaceful birder who had the 911-system weaponized against him in Central Park—to the list of countless black Americans who are endangered in their everyday lives: relaxing in their living rooms; jogging in their neighborhoods; or simply walking home from the convenience store.*

*We also continue to battle the coronavirus pandemic, which highlights unequal access to health care and safe outdoor space, and increased vulnerabilities in communities of color.*

*We have a role to play within the Natural Resources Agency to make things better. We have to be part of the solution, so we are not inadvertently perpetuating the problem. Simply put, we need to bring the change that we want to see in this country into our own institution.* (Blog, 2020)

## Toks Omishakin–Secretary of California State Transportation Agency

*"We have arrived at such a flashpoint as the nation endures the harrowing challenges posed by the COVID-19 health crisis, its related economic downturn, and the inspiration for my note to you this afternoon—the strongest momentum for racial equity and social justice America has experienced in decades. In this spirit of forward progress, Caltrans today is releasing an Equity Statement for the first time in its existence. I consider it an honor to share it with you now. Click here to read statement: [Equity Statement](#)*

*The statement addresses our leadership position and unique responsibility in government to eliminate barriers by providing a more equitable transportation system for all Californians. It also acknowledges that communities of color, underserved neighborhoods and disabled populations have experienced fewer benefits and a greater share of the negative impacts associated with some of Caltrans' past decisions. While a portion of these disparities are the result of a history of racism in transportation policy and design, there is no time like the present to shape an enlightened approach to our philosophies moving ahead."* (CaltransBlog, 2020)

## Kathleen Allison–Secretary of California Department of Corrections and Rehabilitation

*"Over the past few years, I've watched along with many of you as unresolved diversity issues related to race, gender, and sexual orientation, religion, and disability have impacted our country but also brought us together. The issue of diversity, equity, and inclusion are more important than ever. And as secretary, I want to make sure we are doing more than checking boxes, I want see us all coming together despite any differences we may have to truly listen and learn from each other, so we can forge a path forward for the future of our department [state government]." (The path forward: Our commitment, 2021)*



# Step 2: OPPORTUNITIES

## ADVANCING RACIAL EQUITY IN CALIFORNIA STATE GOVERNMENT

By intentionally monitoring DEI metrics, communicating progress to key stakeholders, empowering leaders with the education and coaching to lead, state government can be transformed into a place that is enriched with the benefits a diverse workforce provides.

State government can be transformed into a diverse workforce by:

- intentionally monitoring DEI metrics
- communicating progress to key stakeholders
- empowering leaders with education and coaching

*"To create a brighter future for all Californians, Caltrans will implement concrete actions as outlined in our Race & Equity Action Plan... and establish clear metrics for accountability in order to achieve the following commitments." (Caltrans Equity Statement, 2020)*

### **People**

*We will create a workforce at all levels representing the communities we serve by improving our recruitment, hiring, contracting, and leadership development policies and practices.*

### **Programs & Projects**

*We will meaningfully engage communities most impacted by structural racism in creating and implementing the programs and projects that affect their daily lives by creating more transparent, inclusive, ongoing consultation and collaboration processes. We will achieve our equity commitments through an engagement process where everyone is treated with dignity and justice. We will reform our programs, policies, and procedures to avoid harm to frontline and vulnerable communities based on this engagement. We will prioritize projects that improve access and provide meaningful benefits to underserved communities.*

### **Partnerships**

*By leveraging our transportation investments, we also commit to increasing pathways to opportunity for minority-owned and disadvantaged business enterprises and for individuals who face systemic barriers to employment.*

### **Planet**

*We commit to combatting the climate crisis and its disproportionate impact on the frontline and vulnerable communities—such as Black and Indigenous peoples, communities of color, experiencing homelessness, people with disabilities, and youth. We will change how we plan, design, build and maintain our transportation investments to create a more resilient system that more equitably distributes the benefits and burdens to Californians' current and future generations." (Caltrans Equity Statement, 2020)*



California is often viewed as a national and international leader in public policy. As a role model for racial equity-centered initiatives California state government leads the way in influencing others beyond boundaries to make impactful change.

The future of work is changing, and California state agencies are currently struggling to find, retain, and attract talent. It is part of the project team's thesis that by advancing Diversity, Equity, and Inclusion actions targeting internal government processes, we may make our government more attractive to a talented labor pool.

The current state of the labor market is illuminated by the statistic that talent shortages in the U.S. have more than tripled in the last ten years with 69% of employers struggling to recruit which is up from 14% in 2010 (Forbes, 2021). From a suite of statistics, it is apparent that millennials prefer to work at organizations that are diverse, flexible, and have shared values. If California state agencies want to remain relevant and become an employer of choice for the generations to come, creating an inclusive workplace where employees have a deep connection to the workplace is essential.

One of the largest benefits of successfully advancing racial equity initiatives within the government is an increased sense of psychological safety at the workplace. Psychological safety gives employees the opportunity to speak up candidly with ideas, questions, concerns, and even mistakes without fear of retribution. In brief, psychological safety is about enabling candor. It is vital to leveraging the benefits of diversity because it can make inclusion a reality. Many positive effects of increased psychological safety in the workplace include: increased team creativity, increased team rate of innovation, increased mental wellbeing, the empowerment of staff, improved performance, improved team cohesion, ease of conflict management, and greater acceptance of change. (HBR, 2017)

## **CROSS COLLABORATIVE OPPORTUNITIES AVAILABLE THROUGH THE CAL-IPGCA ASSOCIATION**

California Innovation Playbook for Government Change Agents (Cal-IPGCA) association has a set of strengths that open the door to implementing uncommon opportunities in future cohorts.<sup>1</sup> By leveraging itself collaboratively across agency silos, CalIPGCA is uniquely situated to synergize participation across all levels of government. From entry-level to senior executives, trainees work in cross-functional teams to develop moonshot projects. At the culmination of the project, each cohort produces an innovation playbook to improve the State of California's essential functions. These playbooks include best practices, lessons learned, and a full breadth of analytics.

A few of the strengths of Cal-IPGCA include its openness of membership, cross-agency participation, ability to create safe space, and network connections throughout state leadership. The opportunities available to future cohorts can be organized into three action areas: governor alignment, agency leadership, and personal empowerment.

Aligning strategies with the Governor of California is a simple way to increase the weight of the aligned strategy. Fortunately for the Cal-IPGCA, in 2019, the California Strategic Growth Council published a groundbreaking [Racial Equity Action Plan](#), the first cabinet-level multi-agency body to pass such a plan in the nation. This document provides opportunities to align DEI strategies with plans endorsed at the highest level of executive leadership.

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<sup>1</sup> Cal-IPGCA is an immersive, experiential learning environment where trainees re-imagine enterprise-wide challenges from a whole-systems perspective and unlock elegant, innovative solutions. As members of the Cal-IPGCA virtual community, trainees, also known as innovationists, receive intensive training opportunities to apply their learning immediately in their Moonshot project teams, workplaces, and daily lives. Cal-IPGCA's virtual community cross-connects government, academia, advocacy, and tech to create a dynamic testbed that is designed to respond to real needs in real-time.

## JEDI UNIFIERS INITIATIVE RECOMMENDATIONS

Inspired by [CalTran's Race and Equity Action Plan](#), the JEDI Unifiers have come up with recommendations that would progress DEI across state programs.

Develop a **long-term DEI Strategy Roadmap** and embed inclusion in the culture in a way that is outlined in Caltrans Racial Equity plan and will ensure that barriers to inclusion continue to decrease while internal awareness, knowledge and skills continue to increase.

**Establish a base line and set goals for the future.** It's important to be clear at the outset about each agency's current state and to set achievable goals. Creating a 1–5-year roadmap with measurable goals will serve as a guide. A defined strategy includes clear accountabilities with specific goals and initiatives that are customized to each agency's specific needs, and challenges.

**Establish plan to measure progress on a regular basis.** "Nearly half (47%) of survey respondents measure progress toward their diversity and equity goals at least twice a year. Slightly fewer (43%) measure progress toward inclusion goals at least twice a year." (SHRM, 2021) Developing a schedule will help see progress and calculate Return on Investment (ROI).

**Establish plan to communicate progress widely.** Private sector organizations that report success around DEI initiatives are almost twice as likely to share DEI metrics. This transparency demonstrates that progress matters and underscores a sustained commitment toward achieving a fair workplace. Present diversity data in an easy-to-understand, customizable scorecard or dashboard that is relevant to its intended users. The data presentation will allow for easy comparisons between units and across time periods. Creating internal and external communication plans to convey the message.

**Train leadership at every level** on having conversations about diverse topics and to prepare for change management process. Engaging leaders early in the process through a training development series aimed at self-reflection around race and diversity topics is key to success in adopting a new diversity initiative.

## RECOMMENDED APPROACH

To provide the platform needed to incorporate DEI into the employee lifecycle (hire to retire) California decision makers can use agencies such as Government Operations ([GovOPs](#)) and California Human Resources ([CalHR](#)), along with the creation of an Office of Equity. Using conducting surveys through focus groups and developing training topics from those results will provide insight into the needs of state employees.

## PHASED APPROACH

### PHASE I:

**Current State Assessment.** The first phase to progressing DEI is to substantiate the current situation. DEI gaps can be uncovered from all stakeholder feedback. By using surveys and focus groups that are protected and incentivized, key decision makers can gather data on the true sentiments of state workers. Future cohort of Cal-IPGCA in collaboration with Strategic Growth Council can conduct a comprehensive review of Human Resource (HR) policies and procedures.

### PHASE II:

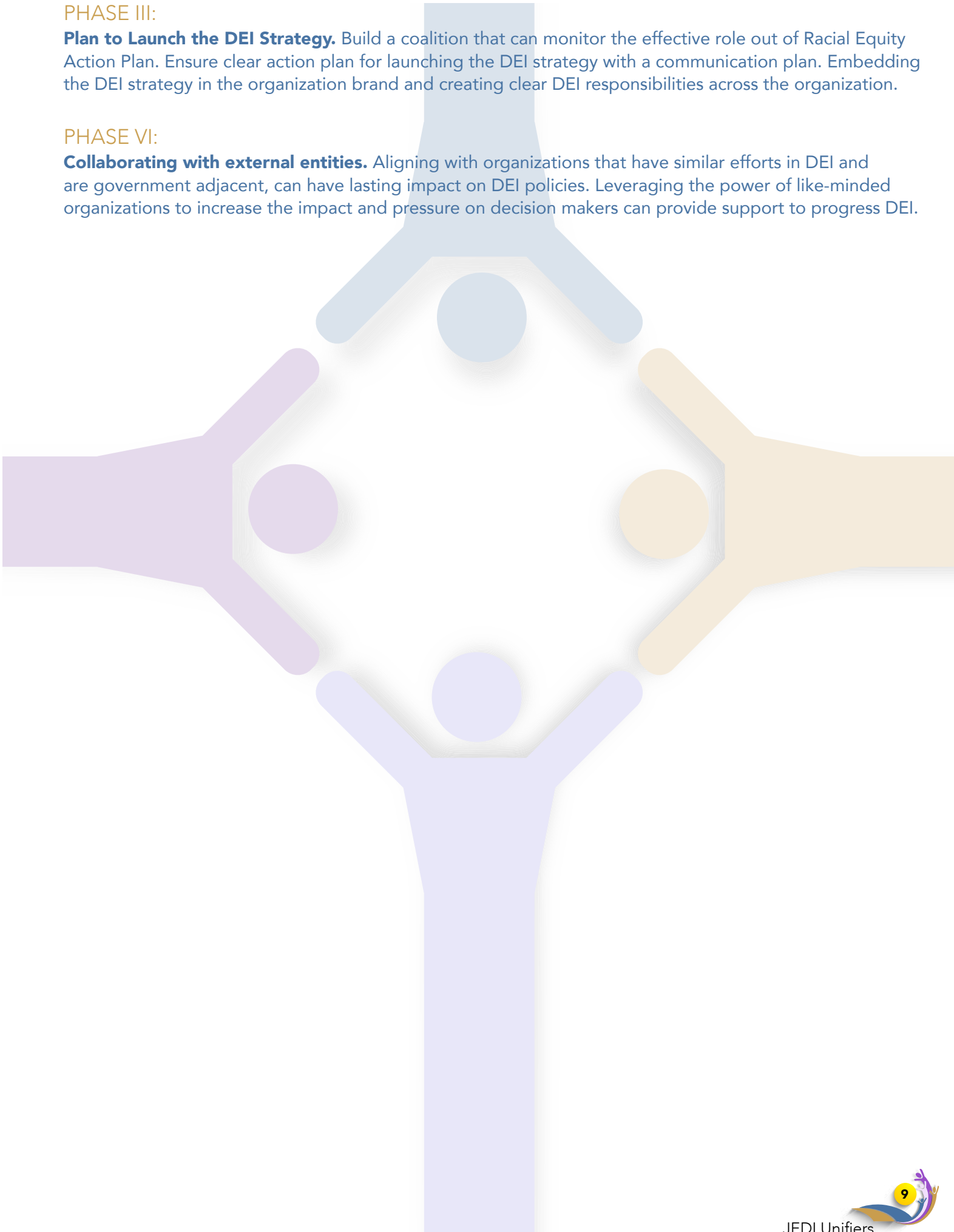
**Determine the Purpose of DEI.** Conduct an analysis based on the Strengths, Weakness, Opportunities, and Threats (SWOT) (Gov Comp: Strategic Plan: SWOT Analysis tool), a popular tool that illuminates the current condition of the organization. Determine the focus of the DEI program and identify the goals and metrics in which they will be measured. The DEI purpose statement will be created at this stage. Further analysis of the employee lifecycle from a DEI lens will begin. By the end of phase II there will be customized DEI initiatives to begin implementing.

### PHASE III:

**Plan to Launch the DEI Strategy.** Build a coalition that can monitor the effective role out of Racial Equity Action Plan. Ensure clear action plan for launching the DEI strategy with a communication plan. Embedding the DEI strategy in the organization brand and creating clear DEI responsibilities across the organization.

### PHASE VI:

**Collaborating with external entities.** Aligning with organizations that have similar efforts in DEI and are government adjacent, can have lasting impact on DEI policies. Leveraging the power of like-minded organizations to increase the impact and pressure on decision makers can provide support to progress DEI.



## Step 3: INCENTIVES

Erasing racism has enormous benefits for the state of California and its employees. Carrying forward the goal for the development and execution of a statewide Diversity and Inclusion Survey(s) coupled with high level and specific annual training administered and required by California Department of Human Resources (CalHR) will close the gap on racism and diversity in California state employment.

For the State of California to remain an employer of choice today and in the future, it must embrace a foundation that supports a diverse and inclusive workforce. DEI programs are shown to reduce organizational and legal risk resulting from workplace violations. The deployment of standardized and statewide diversity surveys and DEI training will help ensure that goal is accomplished and successful DEI programs, can be used as examples and motivators for others.

A renewed focus on the recruitment and retention of talented employees seeking an inclusive and safe workspace will support the exchange of new ideas and ways of thinking. Collaborative consensus leads to productivity and enhanced performance. It is fresh approach to workforce planning and development that modernize service delivery with tax payer cost savings in mind.

### To incentivize adoption of DEI programs we propose the following:

- Provide grants to support new DEI training and enhance successful existing programs.
- Additional DEI training opportunities for individual employees based on their training level, and allowing motivated employees to gain greater opportunities.
- Grant funding for agency based on their employee's training level in DEI.
- Create badges and certifications for organizations and employees with superior DEI training.



# Step 4: RESOURCES

At this time, there are several organizations actively developing and implementing programs that support racial equity in California state government employment. Each organization has a unique composition, background, charge, focus and set of resources. The successful work of these innovators can be adopted and used to further future Cal-IPGCA moonshot projects who share the goal consolidating these activities from a human resource management perspective.

## CALIFORNIA STRATEGIC GROWTH COUNCIL

The California Strategic Growth Council (SGC) brings together agencies and departments with the Governor's Office of Planning and Research to coordinate activities that support sustainable communities, emphasizing strong economies, social equity, and environmental stewardship. The SGC is the first cabinet-level multi-agency body to adopt a Racial Equity Action Plan in the nation. This adoption of a Racial Equity Action Plan by the SGC was multi-sectoral and occurred at the highest levels of state government. (California Strategic Growth Council, 2022).

### *Key takeaway:*

The SGC's Racial Equity Action Plan is a monumental resource for future team-members who aim to align their racial equity efforts with the highest levels of California state government.

## CAPITOL COLLABORATIVE ON RACE AND EQUITY

The Capitol Collaborative on Race and Equity (CCORE) is a community of California State government entities working together to learn about, plan for, and implement activities that embed racial equity approaches into institutional culture, policies, and practices. They convene the Health in All Policies Task force with the aim to increase the capacity of State government to advance health and racial equity. They host a training consisting of state entities who currently do not have racial equity action plan with an outcome of a customized Racial Equity Action Plan. (Capitol Collaborative for Racial Equity, 2022)

### *Key takeaway:*

The CCORE's Racial Equity Action Plan is the most cohesive and can be used as a template for other agencies building and develop their Racial Equity Action and Training Plans.

## GOVERNMENT ALLIANCE ON RACE AND EQUITY

The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. The Capitol Collaborative on Race and Equity sprung from a GARE working group previously named 'GARE Capitol Cohort'. GARE has developed strong statements regarding the justification for leading with race and the benefits available to everyone when racial equity is achieved in government. GARE has also developed a set of resource guide to implement Racial Equity in government. (Government Alliance on Race & Equity, 2022)

### *Key takeaway:*

GARE a critical resource for justification for racial equity work. The resource guides produced by GARE are a must read to understand how to advance racial equity can be achieved in government. Guides and Tools published by GARE include:

- [GARE Tools & Resources](#)
- [GARE's Statement: Why We Lead with Race](#)
- [GARE Statement: Why Working for Racial Equity Benefits Everyone](#)

## AGENCY RACIAL EQUITY CORE TEAMS

Since CCOREs inception in 2018, they have trained cohorts of state agencies in to develop Racial Equity Action Plan. With nearly 40 departments trained, these departments range from the Tahoe Conservancy to the Governor's Office of Planning and Research.

These agencies have organized a Racial Equity Core Team who are responsible for the development and implementation of their agencies Racial Equity Action Plan. Currently only a handful of these teams have released Racial Equity Action Plans while many teams are working to deliver racial equity action plans approved by their management.

### *Key takeaway:*

Agency Racial Equity Core teams are a relatively new teams who are at varying stages of their development and implementation of their agencies Racial Equity Action Plan.

## CALIFORNIA HUMAN RESOURCES (CALHR)

CALHR works with agencies to conduct an annual workforce analysis for use in equal employment opportunity and workforce planning efforts. CalHR produces the Annual Census of Employees in State Civil Service report. This report provides data on civil service employee demographics, and in some instances, on comparable California labor force and population demographics. (Workforce Analysis and Census of Employees, 2022)

### *Key takeaway:*

CalHR's Annual Census of Employees in State Civil Service report is an objective and complete demographic data source for state civil service.

# Step 5: PLANNING

By aligning individuals who share a vision, this strategic implementation plan was developed to complement current DEI efforts. A few of strengths of Cal-IPGCA network offers include an openness of membership, cross-agency participation, ability to create safe space, and networking connections throughout state leadership. These strengths open the door to future enhanced opportunities and positive impactful change.

## **ACTION AREA: GOVERNOR'S EXECUTIVE LEADERSHIP**

The Governor's Executive Leadership action area refers to a set of actions that likely require elevation to the Governor's Office, Governor's Office of Planning and Research, or the California Strategic Growth Council. A set of 4 actions have been prioritized within the action area for implementation by Cal-IPGCA and future moonshot project teams.

### *Governor Leadership Action to Prioritize:*

1. Lobby for legislation similar to SB 17 which would establish an Office of Racial Equity in state government, establish a Racial Equity Advisory and Accountability Council, and authorize the council to hire an executive director
2. Track the roll out of the Strategic Growth Council's Racial Equity Action Plan and if endorsed actions are aren't being advanced or meeting their committed timeline, gently remind council members of their commitment
3. Ensures financial resources are available to agencies who desire to send a racial equity core team to the CCORE training with the outcome of a customized racial equity action plan for their agency
4. Review and ensure CalHR policies advance Diversity, Equity, and Inclusion

SB 17, introduced by Senator Dr. Richard Pan to the California Legislature in December 2020 for 2021–2022 regular session is a bill that will establish an Office of Racial Equity in state government. However, recently Senator Pan pulled the bill and therefore no further action will be taken up on. (Pan, 2021) This cohort encourages the legislature to support and adopt similar legislation in the future.

Additionally, the adoption of the California Strategic Growth Council's Racial Equity Action Plan (REAP) created great momentum to move DEI initiatives to the forefront of action areas. The five action areas that the Council committed to were specific actions, with delegated leads, and associated timelines. Creating greater accountability and oversight to ensure that action is taken by the Strategic Growth Councils' members to guarantee the complete and timely roll out of a Racial Equity Action Plan at the highest level of state government. The association has demonstrated their effective network from demonstrating collaboration with 20% of the Strategic Growth Councils' membership who participated as speakers in the 2022 Cal-IPGCA executive leaders' forum. (California Strategic Growth Council, 2022)

The Capitol Collaborative on Racial Equity provides robust training available to agencies who are looking to send a racial equity core team to receive training and develop a customized racial equity action plan for that agency. These trainings and the subsequent time by the core teams to develop and pass a racial equity action plan by their executive management will take a fair amount of labor. To ensure money isn't a barrier to entry for these agencies, we recommend the development of separate financial resources that will reduce the financial burden on agencies and increase participation in the development of REAP.



CalHR is the department policy stakeholder responsible for the hiring and promotional processes managed and executed in the state workforce. We propose a DEI executive that will implement changes to the current CalHR policies and implement opportunities to strategically align them to enhanced opportunities for more robust diversity, equity, and inclusion protocols.

These objectives include: removing barriers to employment, increasing employment outreach programs, developing racial equity criteria to enhance the hiring, promotion, and upward mobility processes, and working towards a workforce population that more accurately reflects the population California government serves.

Action Area 1: Governor Level					
Priority Rank	Description of Action	Measure of Success	Accountable Lead	Strategic Partnership(s)	Timeline of Delivery
1	Lobby for the Passage of SB 17 which would establish an Office of Racial Equity in state government	1: SB 17 is approved by the California State Assembly. 2: SB 17 is approved by the Governor	Cal-IPGCA Association Members	Dr. Richard Pan	Q4 2022
2	Track the roll out of the Strategic Growth Council's Racial Equity Action Plan	Percent of the actions completed with the plan	JEDI Unifiers 2023 Project Team	SGC councilmembers and their aides	Q2 2023
3	Ensures financial resources are available to agencies who desire to send a racial equity core team to the CCORE training	Resolution of financial barriers	Cal-IPGCA Association Members	CCORE, SGC	Q4 2022
4	Review and ensure CalHR policies advance Diversity, Equity, and Inclusion	Number of policies reviewed and properly flagged	JEDI Unifiers 2023 Project Team	CalHR	Q2 2023

## ACTION AREA: AGENCY LEADERSHIP

The Agency Leadership action area refers to a set of actions that may be acted upon by leaders within our agencies such as the supervisors, managers, executive branch, and department heads. A set of four actions have been prioritized for implementation by Cal-IPGCA and future moonshot project teams.

### Leadership Actions to Prioritize:

1. Continue to ensure agency participating in CCORE and development of Racial Equity Action Plans. Ensure quality, completeness, and follow through of these Racial Equity Action Plans
2. Accumulate aggregate and publish publicly available Racial Equity Action Plans on a single public website
3. Build and maintain staff and leadership that reflects the communities we serve
4. Make a website that has an interactive data dashboard that enables an intuitive inspection of current and history Kelly Char's annual census data on state employees

Agencies across state government are at various points in their development and roll out of an agency level Racial Equity Action Plans (REAP). Currently 39 agencies representing over 55% of the state workforce have committed resources to develop and send a racial equity core team to the CCORE Racial Equity Action Plan development training. Currently 11 of the 20 largest state agencies representing near 25% of the state workforce have not committed to the development of a Plan.

Additionally as of mid-March 2022, only 2 of 39 agencies have published a Racial Equity Action Plan on their publicly accessible website. Additional research time is required to evaluate and measure plan progress and success.

This poses a unique opportunity to encourage, recruit, and follow up with the remaining large agencies to develop and publish a REAP. This activity will ensure that a minimum quality level has been achieved and track the implementation progress for agencies that have a publicly available REAPs.

To assist with transparency and interagency coordination goals the team recommends aggregating, and publishing publicly available REAPs on a single source public website. The Strategic Growth Council's recently minted resource hub offers a natural landing spot for these plans. Once enacted into legislation, as would the CalHR's Office of Equity homepage.

**There are many benefits to a vibrant and diverse workforce.** To build and maintain staff and leadership within our agencies we will need a multi-pronged strategy. We recommend:

- Extending the reach of state government job postings.
- Training leadership and hiring managers on issues of diversity and implicit bias in hiring.

It is crucial to empower leaders with data. CalHR has current and historic demographic data available however, extracting meaningful trends from the data requires an analyst to comprehensively demonstrate outcomes for public consumption. This barrier to the information behind the data can be removed by creating an interactive and intuitive data dashboard that enables users to inspect demographic trends by race, gender, age, agency, and county just to name a few. The development of a standalone website that offers business intelligence metrics and interactive dashboard data that affords a more intuitive inspection. Will enable state agencies a more cohesive inspection of their trends against statewide agency populations and other demographic data.

Action Area 2: Agency Leadership					
Priority Rank	Description of Action	Measure of Success	Accountable Lead	Strategic Partnership(s)	Timeline of Delivery
1	Continue to build commitments from agencies to develop a Racial Equity Action Plans.	Commitments from the remaining agencies that make up the largest 20 agencies in state government	Cal-IPGCA Association, JEDI Unifiers 2023 Project Team	Agency Executives	Q2 2023
2	Aggregate and publish publicly available Racial Equity Action Plans on a single public website	Webpage developed and publicly available	JEDI Unifiers 2023 Project Team	SGC Resource Hub Manager	Q2 2023
3	Build and maintain staff and leadership that reflects the communities we serve	Increased similarities between state civil service and available labor force	Cal-IPGCA Association	CalHR	Ongoing
4	Website that has an interactive data dashboard that enables an intuitive inspection of annual census data on state employees	Website published	JEDI Unifiers 2023 Project Team	Web and data dashboard developers	Q4 2023

## ACTION AREA: PERSONAL EMPOWERMENT

The Personal Empowerment action area refers to a set of actions that enhances awareness of racial equity issues to enable participation in racial equity initiatives from anyone with the state government. A set of 4 actions have been prioritized for implementation by Cali-IPGCA and future moonshot project teams.

### *Personal Empowerment Actions to Prioritize:*

1. Integrate a 'Diversity Corner' with data and resources, a dashboard, into the framework of the Cal-IPGCA networking platform
2. Facilitate the development of Employee Resource Groups within agencies to increase the access for employees to converse about DEI issues and opportunities
3. Roll out a racial equity training series, with a healing component, that is mandatory for all state employees
4. Encouraging participation in DEI action with unions and other informal leaders within and government adjacent groups

Information and social connections are a powerful tool in today's society. Currently, Cal-IPGCA is developing a professional networking platform (SacNet) for state employees to share ideas and innovate for positive change. Much like other networking platforms, a user will create an account and input their agency, county, and other associate information. This platform will provide the user with the opportunity to display demographic data and tailor networking opportunities. Further enhancements could include sharing the demographic data and trends related to DEI specific to the user's agency, work location, etc. The publishing of data will encourage users to develop and or participate in racial equity core teams and employee resources groups and events. Future efforts should be leveraged with a robust data collection methodology from all available resources and census databases.

Racial Equity and DEI conversations are difficult and often need equitable facilitation to ensure conversations lead to positive actions and change. Therefore, we propose that a facilitator be trained to guide voluntary Employee-led Resource Groups within agencies so conversations may occur in a respectful manner. The goal of the resource teams is to foster a diverse, inclusive workplace that aligns DEI with the organizations vision and mission and has the ability to make consensus driven recommendations on process improvement to executive leadership. A reasonable place to begin facilitating these resource groups is to coordinate with the agency Racial Equity Core Teams, the ones that are trained in CCORE and create the agency REAP, to develop an approach to congregating individuals within each agency.

We recommend the implantation of a proposed mandated **healing program** for all state agencies. The healing programs should utilize counselors trained in the ability to help employees, at all levels of employment move beyond conscious and unconscious biases. While the initial focus is on racial equity, training curriculums should encompass conversations that address all protected employee populations to ensure conversations address root causes for bias. Past trauma or adverse experiences, reinforced by media, education, cultural productions, etc. continue to produce hidden biases that are left unaddressed. This failure to address the root cause by placing a temporary fix leads to deeply unsatisfied employees. Therefore, a holistic approach that seeks to identify root cause, then develops training programs that address the problems, provides for a solid foundation and space for healing and advancement.

### Action Area 3: Personal Empowerment

Priority Rank	Description of Action	Measure of Success	Accountable Lead	Strategic Partnership(s)	Timeline of Delivery
1	Integrate a 'Diversity Corner' data and resources dashboard into the build out of the Cal-IPGCA networking platform	Integration of diversity corner into <u>SacNet</u>	JEDI Unifiers and <u>SacNet</u> 2023 Project Teams	Data dashboard developers	Q2 2023
2	Facilitate the development of Employee Resource Groups within agencies to increase the access for employees to converse about DEI issues and opportunities	Number of employee resource groups facilitated	JEDI Unifiers 2023 Project Teams	Existing Racial Equity Core Teams	Q4 2023
3	Roll out a racial equity training series, with a healing component, that is mandatory for all state employees	Training series identified or developed	Cal-IPGCA Association	DEI leaders and trainers	Q4 2023
4	Encouraging participation in DEI action with unions and other informal leaders within and around state government	Number of informal leaders incorporated into DEI actions	JEDI Unifiers 2023 Project Teams	Informal leadership network	Q2 2023

# Step 6: METRICS

Historically, the archaic civil service hiring and retention practices have been detrimental in attracting top talent to the state. State work has been seen as laborious, inefficient, and slow. The hierarchical structure and overly risk-averse attitudes have played a big role in preventing efforts of diversity and inclusion, fragmenting upward mobility and diminishing workforce satisfaction.

Statistics can only reveal the biases in the labor force and cannot describe the systemic trappings that cause them. There is an observable disconnect between the portion of employees of certain races in state civil service versus the available labor force in California. This is coupled with an over-representation of other races making up the majority of hiring decision makers.

Many state executives have opined that California state workforce can only grow stronger with DEI implementation. However, statements from top management are not enough, bringing everyone on board is the only way to ensure lasting change. Everyone at every level, whether it is staff, middle managers, leadership or executive. We need to participation from all, for all.

## METRICS DEFINED BY THE 2021 UNIFIERS COHORT

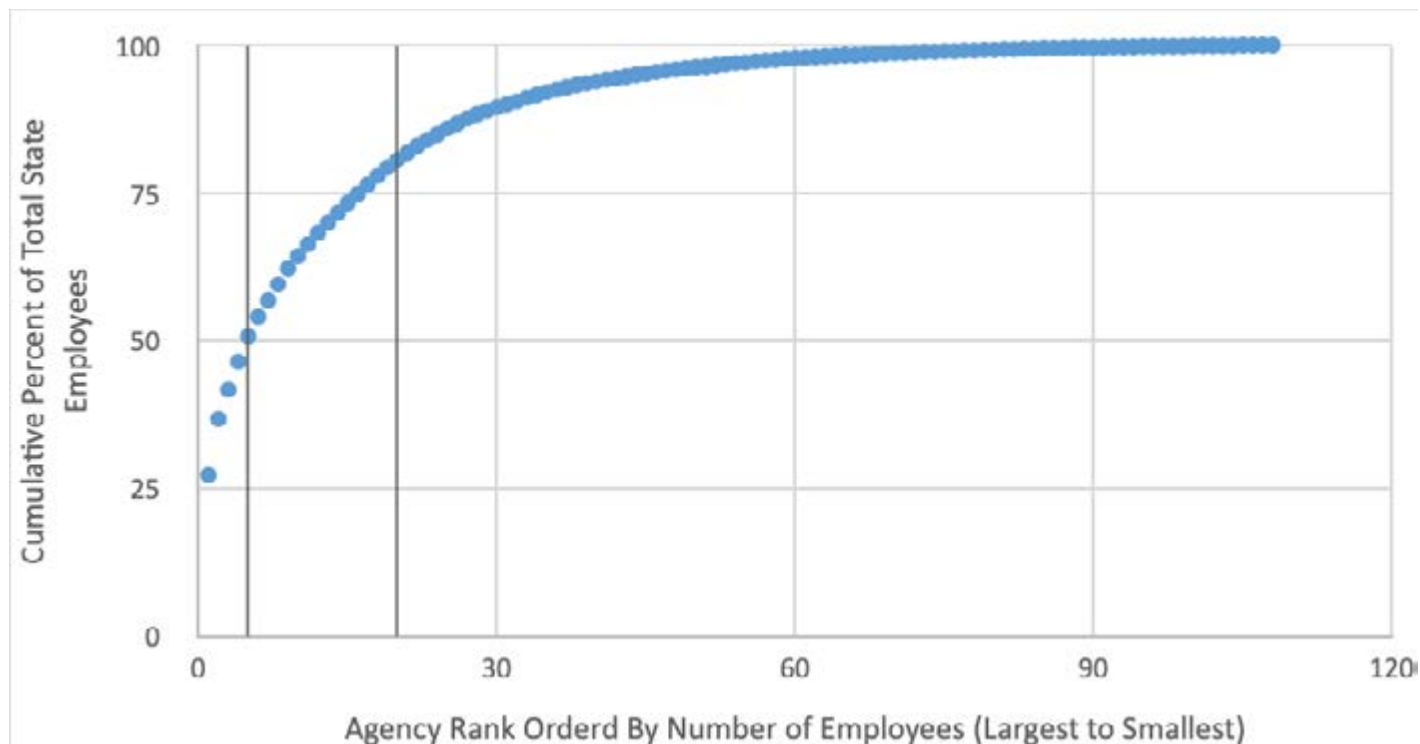
Failure to implement DEI metrics keeps California state agencies to fall behind in hiring and retaining top talent. Developing a metrics will help identify gaps, measure financial impact, provide transparency for California citizens, and accurately measure progress. The data from [CalHR Workforce Analysis and Census of Employees](#) can be measured against the metrics to, "accurately measure biases that create and perpetuate racial inequality (Unifiers, 2021).

You've likely heard the phrase the 'correlation is not causation', statistical data can only reveal biases and cannot describe the mechanisms behind why the biases are present. Data is more informative and powerful when it is derived from a well-designed metric, an objective data collection system, and offers experiential analysis. Data is more powerful and has the potential to unify when it is transparent. This transparency extended from the development of the methodology, through the collection process, the data itself, how it has handled, and the results it suggests. This transparency builds trust which is foundational to progressing any challenging conversation.

Setting up informative metrics with resourced data collection systems for proposed strategies/actions is a great way ensure long-term performance. The team prepared a set of proposed metrics for diagnosis that were developed by last the 2021 Unifiers moonshot project team.

First, organizing the number of employees per agency data into a rank cumulative sum distribution we can see that 80% of state employees work in largest 20 agencies. This underscores an opportunity to prioritize the team's efforts. For example, if the largest 20 agencies implemented a Racial Equity Action Plan that would cover 80% of the workforce. That is a huge opportunity to impact the lives of majority of state workers.

Figure 1: Rank Cumulative Sum Distribution of California State Employees by Agency



Data sourced from California Department of Human Resources' 2019 Annual Census of Employees in State Civil Service <https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2019.aspx>



When we cross reference the largest 20 agencies with the agencies that have sent employees to the CCORE Racial Equity Action Plan development training, we can generate a list to cross examine.

Racial Equity Scorecard is a model to tract equity metrics in a way that facilitates learning across departments. The purpose of the score card is not just to collect data but use it for achieving results. (GARE Advancing Racial equity and transforming government, by Government Alliance on Race and Equity)



Table 1: Racial Equity Scorecard/Checklist of Racial Equity Action Plan implementation for the Top 20 Largest State Agencies

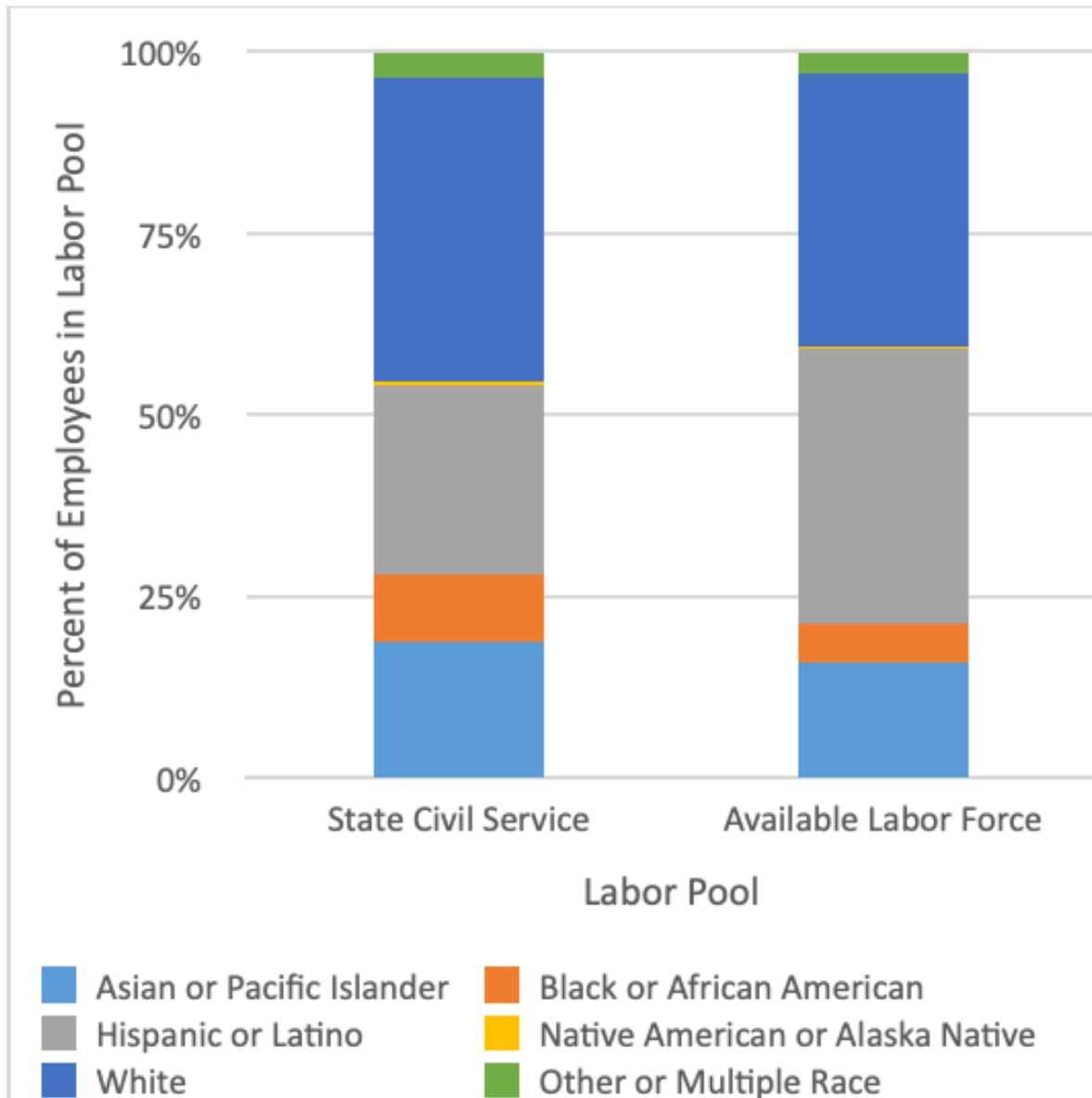
Name of California State Agency	# of Employees in Agency	Percent of California State Employees	Agency Enrolled in CCORE REAP Development Training (y/n)	Agency Has Approved and Published REAP (y/n)	REAP Passes Quality Check (y/n)	All Year One Milestones Reached (y/n)	All Year Two Milestone Reached (y/n)
California Department of Corrections and Rehabilitation	59,741	27.2	Y	N	NA	NA	NA
Department of Transportation	20,823	9.5	Y	Y	TBD	TBD	TBD
Department of State Hospitals	10,815	4.9	N	NA	NA	NA	NA
California Highway Patrol	10,329	4.7	Y	N	NA	NA	NA
Department of Motor Vehicles	9,550	4.4	Y	N	NA	NA	NA
Employment Development Department	7,064	3.2	N	NA	NA	NA	NA
Franchise Tax Board	6,130	2.8	N	NA	NA	NA	NA
Department of Forestry and Fire Protection	6,126	2.8	Y	N	NA	NA	NA
Department of Parks and Recreation	5,729	2.6	N	NA	NA	NA	NA
Department of Justice	4,667	2.1	N	NA	NA	NA	NA
Department of Social Services	4,426	2	Y	N	NA	NA	NA
State Compensation Insurance Fund	4,144	1.9	N	NA	NA	NA	NA
California Department of Public Health	3,819	1.7	Y	N	NA	NA	NA
California Department of Tax and Fee Administration	3,744	1.7	N	NA	NA	NA	NA
Department of Health Care Services	3,552	1.6	N	NA	NA	NA	NA
Department of Consumer Affairs	3,477	1.6	N	NA	NA	NA	NA
Department of General Services	3,467	1.6	N	NA	NA	NA	NA
Department of Water Resources	3,191	1.5	Y	N	NA	NA	NA
California Department of Veterans Affairs	3,135	1.4	N	NA	NA	NA	NA
Department of Fish and Wildlife	2,825	1.3	Y	N	NA	NA	NA

When we inspect the relative proportions of employees by race in state civil service versus the available labor force in borders of California, we can see a dramatic underrepresentation of 'Hispanic or Latino' in the state civil service labor pool. This is coupled with an over-representation of each other race.

As shown, quantitative analysis reveals biases in data, but it cannot describe the mechanism behind how they are caused. To more accurately address the opportunities and areas for improvement a more robust reporting mechanism that provides both quantitative and qualitative research should be explored.



Figure 2: Comparing Demographics between State Civil Service and State Labor Force Labor Pools



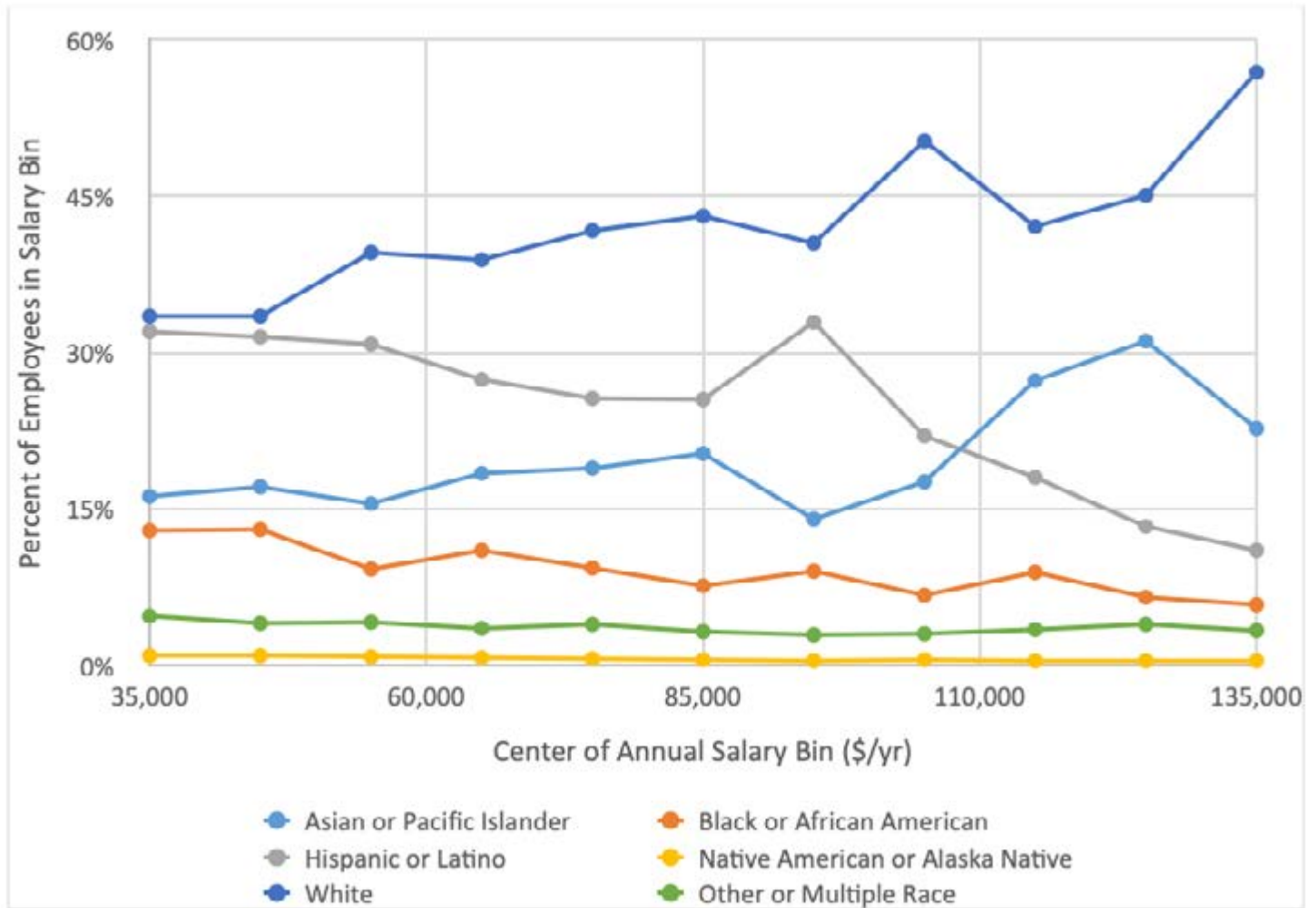
Data sourced from California Department of Human Resources' 2019 Annual Census of Employees in State Civil Service <https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2019.aspx>

Diving a little deeper, we can inspect the percent of employees by race and by salary. Salary information was grouped into \$10,000/yr. increment bins, for example an employee making \$58,555/yr. would be lumped into the \$50,000/yr.-\$60,000/yr. bin. The center of these bins is plotted as points and connect by lines. From left to right and low salary to high salary we can see that 'White' and 'Asian or Pacific Islander' has a positive slope, also, we can see that 'Black' and 'Hispanic of Latino' has a negative slope.

These slopes suggest positive advancement biases for 'White' and 'Asian or Pacific Islander' and negative advancement biases for 'Black' and Hispanic or Latino.

As shown, quantitative analysis continues to reveal biases in data, but it cannot describe the mechanism behind how they are caused. To more accurately address the opportunities and areas for improvement a more robust reporting mechanism that provides both quantitative and qualitative research should be explored.

Figure 3: Comparing Demographics by Salary Range



Note that the '135,000' data in this plot is the '>130,000' data bin in the original dataset. Data sourced from California Department of Human Resources' 2019 Annual Census of Employees in State Civil Service <https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2019.aspx>

To more accurately address the opportunities and areas for improvement a more robust reporting mechanism that provides both quantitative and qualitative research should be explored.

The following represent critical milestones in the state employment lifecycle and offer opportunities for growth when assessing underrepresented in the state workforce against the labor market:

### REPRESENTATION EFFORTS:

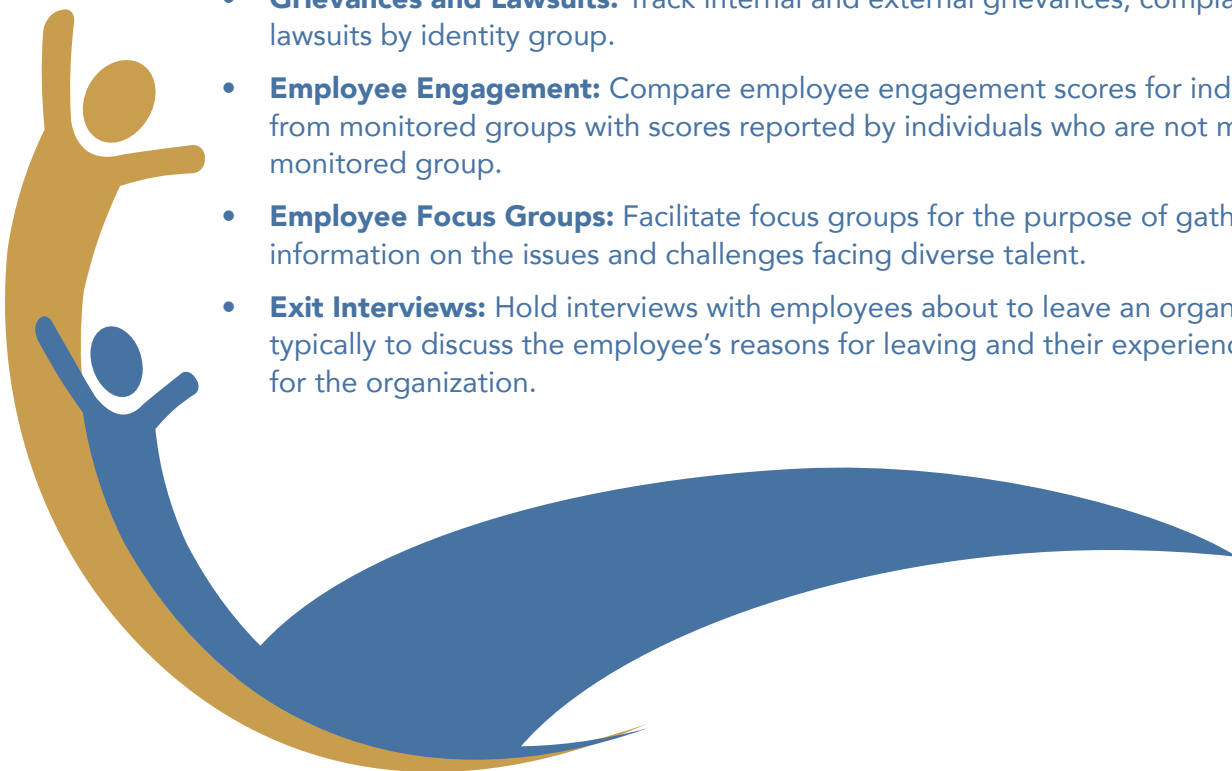
State's hiring practices are crucial to development of a diverse workforce.

- **Recruitment:** This is the first step into state service and therefore one of the most important to track what racial groups are applying to corresponding positions in comparison to the labor market.
- **Selection:** Subsequently it is important to look at who are being selected for certain positions in the state verses the market.
- **Pay and Benefits:** financial and non-financial rewards earned by individuals from monitored groups to financial and non-financial rewards earned by individuals who are not members of a monitored group.

### RETENTION EFFORTS:

While hiring is the first step, retention is the most important step to a diverse workforce. Therefore it is VITAL to monitor practices of promotion, professional development, and engagement while looking at grievances.

- **Promotion:** It is very important to understand which individuals are getting promoted verse those who are hitting the glass ceiling. Track promotion awarded to individuals from monitored groups compared with promotions awarded to individuals who are not members of a monitored group.
- **Development:** Track lateral moves, appointments to acting roles, training and other learning and development participation, and other stretch assignment opportunities by identity group.
- **Grievances and Lawsuits:** Track internal and external grievances, complaints, and lawsuits by identity group.
- **Employee Engagement:** Compare employee engagement scores for individuals from monitored groups with scores reported by individuals who are not members of a monitored group.
- **Employee Focus Groups:** Facilitate focus groups for the purpose of gathering information on the issues and challenges facing diverse talent.
- **Exit Interviews:** Hold interviews with employees about to leave an organization, typically to discuss the employee's reasons for leaving and their experience working for the organization.



# Step 7: ACCOUNTABILITY

## EXECUTIVES ACCOUNTABILITY

California citizens hold the key to accountability. Monitoring progress at all levels will help ensure that DEI policies continue to stay relevant in the political and social discourse. With over 230,000 state workers continually striving to increase reach of DEI policies, state workers themselves can ensure equitable steps of progress for California.

The second step will be to offer DEI trainings for all state workers. In the future, the establishment of an Office of Equity can serve as oversight body for DEI initiatives. By building Racial Equity Committee with representatives from all agencies, who prioritize and collaborate with legislators to draft policies that will:

- Mandate DEI training at all state agencies
- Develop metrics that can apply to all state agencies
- Require CalHR Leadership to complete mandated DEI training
- Provide CalHR with the necessary resources to collaborate with state agencies to develop DEI Training

### *Accountability of the Executive through the Legislature:*

Our government is divided into three branches in order to create oversight of each branch from the other. The executive and the legislative branch should team up to enforce policies of hiring mandates, training requirements, grievance practices and many more. By collaboration of both branches more can be accomplished, as each one can use their strength and power to enhance equitability. They are critical components to “Advancing Racial Equity through California State Government Innovation.”

## AGENCY LEADERSHIP ACCOUNTABILITY

### *Governor's Office, Government Operations Agency (GovOPs), and Public Dashboard*

- Governor's Office: The Governor himself has the power to sway the minds of agency leadership accountable. By having influence on individuals who are appointed to head agencies, the Governor can make a difference for all state employees.
- Government Operations Agency (GovOps): GovOPs has tremendous power to communicate policies and procedures they deem important for enforcement purposes.
- Public Dashboard: By having a public dashboard that holds agencies accountable for their hiring and retention practices.
  - o Additionally, monitoring Racial Equity Action Plans (REAPs)

## INDIVIDUAL ACCOUNTABILITY

Using the “Diversity Corner” will allow state workers to access metrics, data, training, and to network. It will give them the ability to individualize their homepage needs and tailor the corner to themselves to maximize training benefits.

### *Recommended Accountability approach:*

**Step 1:** Engage California legislators to gain insight on the how

**Step 2:** Clearly define the WHY by using data

**Step 3:** Ensure a deep understanding of the intent behind the Racial Equity Resolution

**Step 4:** Build Alliances with Executive leadership from various agencies

# Step 8: RECOGNITION

## INSTITUTIONAL RECOGNITION

The implementation of new programs and oversight agencies can be expensive and often reside in Budgets overhead categories. Missteps in supporting a robust DEI program will continue to lead to frequent recruitment and retention strategies. The team suggests grants, state and federal funding sources, percentage based departmental line item funding, and other avenues of funding that provide incentives to encourage participation for state agencies.

### *Recognition for Diversity Corner Participants:*

- Stamps of approval: see samples →
- Badges for trainings on employee dashboard
- Individual Accreditation/ certification for the goal

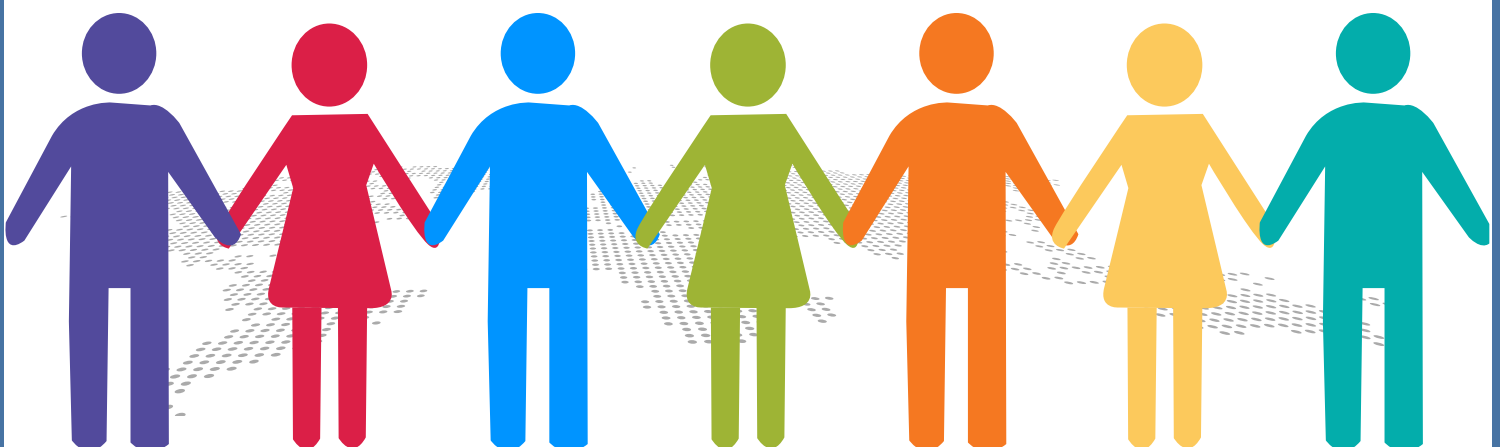


## SPECIAL RECOGNITION

As a part of our research and learning, the JEDI Unifiers had a powerful, and meaningful discussion with California Department of Human Resources, Chief Learning Officer John Sanborn. Our discussions with John reinforced our firm belief that in order to, “peel away any unconscious, and conscious biases in individuals, especially concerning those who have power to hire or promote in the State that can create barriers for those seeking employment, or promotions.” (Unifiers, 2021).

Racial Equity Plans, and individual members from various State agencies expanded the knowledge of the JEDI Unifiers, reinforced our beliefs that providing a framework for all state agencies has limitless potential.

We would like to recognize all of the State agencies whose Racial Equity Plans provided clarity, direction, and inspiration to the JEDI Unifiers. We want to ..... to Caltrans, and Former Director Toks Omishakin for leading the Caltrans team, and laying a framework that can easily be mirrored by all state agencies.



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**SacNet Team:** We greatly appreciate you all taking the initiative to meet with us. Your inter-collaborative efforts is true testament of how all program areas intertwine.

# APPENDIX

## RACE AND EQUITY ACTION PLAN



FEB2022\_REAP\_Combined-a11y.pdf

## UNIFER'S MOONSHOT PROJECT



MoonShot 2021 Cohort.pdf

## RACIAL EQUITY ACTION PLAN MANUAL



GARE-Racial-Equity-Action-Plans.pdf

## CALTRANS RACIAL EQUITY RESOLUTION



20200826-Racial\_Equity\_Resolution.pdf



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