



Maintaining an Inclusive Culture by Promoting Equity, Diversity and Inclusion in the Workplace



**2023 LULAC FTI
Albuquerque, NM
Wednesday, August 2, 2023
10:30AM – 12:00PM MT**

Cynthia (Cin-dee) Dunn

**Director, Internal Revenue Service, Tax Exempt and Government Entities, Office of Equity,
Diversity and Inclusion**



Looking Through My Lenses

Cynthia (Cin-dee) D. Dunn, Director, IRS, TE/GE, EDI

- Longest serving EEO/EDI Director for IRS
- 43+ Years of Federal Government Service - USDA, DoD, Export-Import Bank of the US, IRS
- EEO/EDI/Diversity/Civil Rights Field since 1992
- National EEO Lifetime Memberships: BIG, FAPAC, FEW, SAIGE
- Other Memberships: IRS-BIG-NCC, FEW-FTC, DIG, **LULAC**, EEO & CR Executives
- Workshop Presenter & Award Recipient
- 2018 National Image, Inc. “Woman of the Year” Award
- 2018 Federally Employed Women “Champion for Diversity” Award
- Proud Mother and Grandmother



DNA Makeup: 49% African, 37% European, 13% Middle Eastern, 1% Native





What is Equity, Diversity, Inclusion?

Definition of **Equity**:

Refers to fairness and justice and is distinguished from equality: Whereas equality means providing the same to all, equity means recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances.

Definition of **Diversity**:

A collective mix of individual attributes applied in pursuit of organizational objectives.

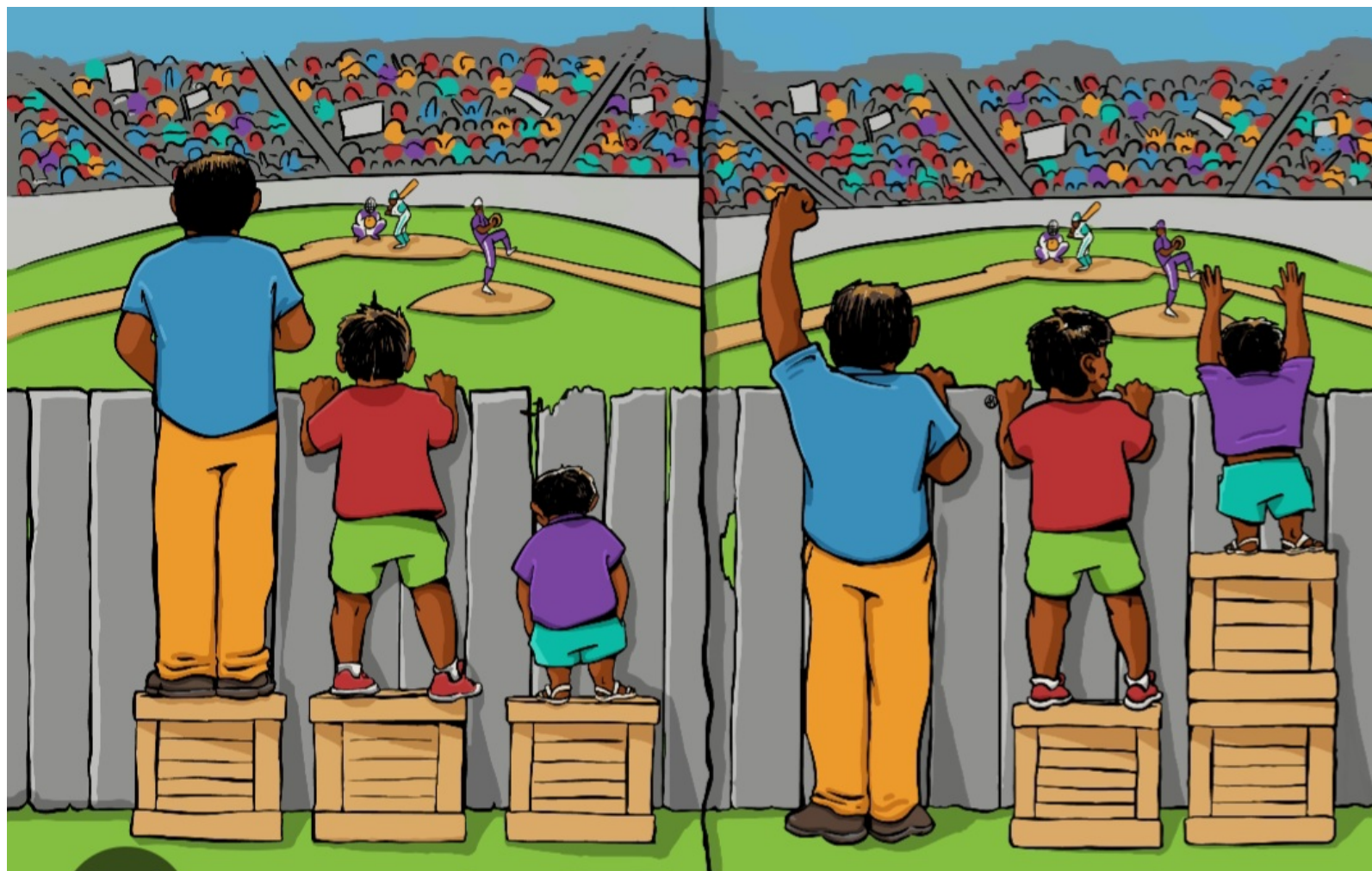
Definition of **Inclusion**:

Creating a culture that connects each employee to the organization, encourage collaboration, flexibility, fairness, and leverages diversity throughout the organization so that all individuals are enabled to participate and contribute to their full potential.





Illustrating Equality vs. Equity





World Events Impact on Diversity, Equity, Inclusion and Accessibility in the Federal Workplace

How do we come together with the “unrest” that surrounds us daily in the news?
We can start by...

- promoting LULAC and other Employee Organizations and Employee Resource Groups as a safe space to discuss concerns around world events.
- advocating Self-Care including taking needed time off.
- conducting Pulse Checks with employees and colleagues.
- encouraging employees to utilize your Agency’s Employee Assistance Program (EAP).





President Biden’s Executive Order: 14035

“As the Nation’s largest employer, the Federal Government must be a **Diversity, Equity, Inclusion, and Accessibility (DEIA) in the Federal Workplace** model for diversity, equity, inclusion, and accessibility, where all employees are treated with dignity and respect. Accordingly, the Federal Government must strengthen its ability to recruit, hire, develop, promote, and retain our Nation’s talent and remove barriers to equal opportunity.”

Biden, Jr.

House

2021

Joseph R.

White

June 25,





Diversity, Equity, Inclusion and Accessibility is a Top Priority for the Current Administration

President Biden's priorities that impact Diversity, Equity, Inclusion and Accessibility (DEIA) Programs:

- Rescind Previous Administration Executive Orders

- Created and Signed New Executive Orders

- Most Diverse Cabinet in U.S. History of the Presidency





As LULAC Members and Federal Employees, How Do We Value an Inclusive Workforce?

Individual and group differences

All voices be heard

Treating everyone with dignity and respect





As Federal Employees/Leaders, How Can You Promote Equity, Diversity and Inclusion in the Workplace?

Lead by Example

Create a Welcoming Environment

Incorporate Diversity

Commitment

“Walk the Talk”





Diversity vs. Inclusion

*DIVERSITY IS BEING ASKED TO THE DANCE,
INCLUSION IS BEING ASKED TO DANCE ONCE YOU'RE THERE.*

*DIVERSITY IS THE MIX...
... INCLUSION IS MAKING SURE THE MIX WORKS WELL.*





Cornerstones of Equity, Diversity and Inclusion

- Diversity is about inclusion and engagement.
- Synergy can be achieved when everyone is working together.
- Treat everyone with dignity and respect.
- Everyone adds value and must have a fair opportunity to contribute and achieve.
- High-performance teams eliminate prejudice.
- Diversity of thought must occur at all levels of the organization.
- Diversity solutions must be situation-specific.
- Diversity is everyone's responsibility.
- You don't have to be one of to stand with.





Why is Championing Diversity Important?

Organizations that embrace diversity:

Live their values and principles.

Keep pace with current demographic trends and reflect their customer base.

Eliminate discrimination, prejudice and harassment litigation costs.

Enhance productivity by using the skills of everyone in the workplace.





Diversity Iceberg

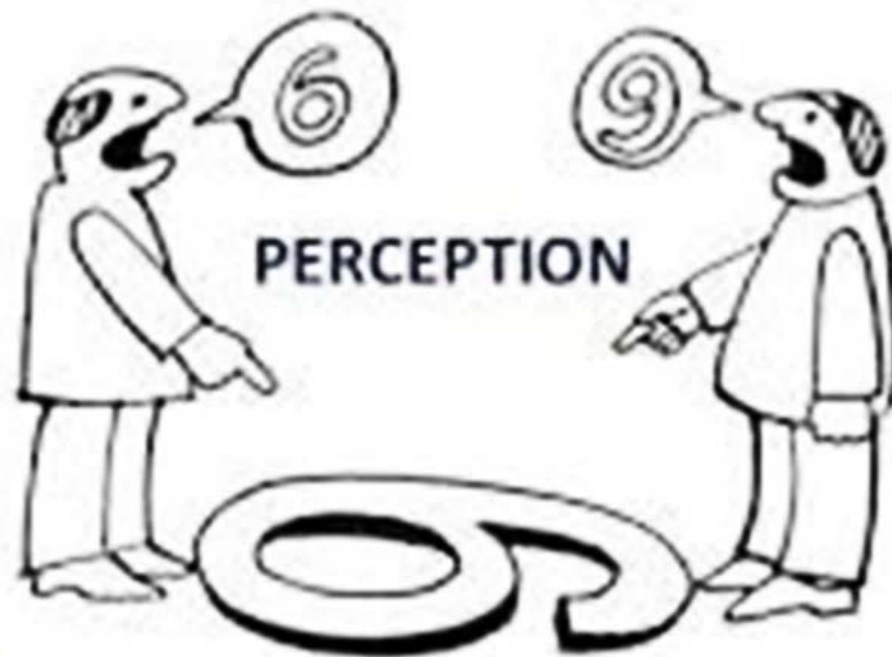




Perceptions

Things may not be what they appear . . .

Do you see what I see?



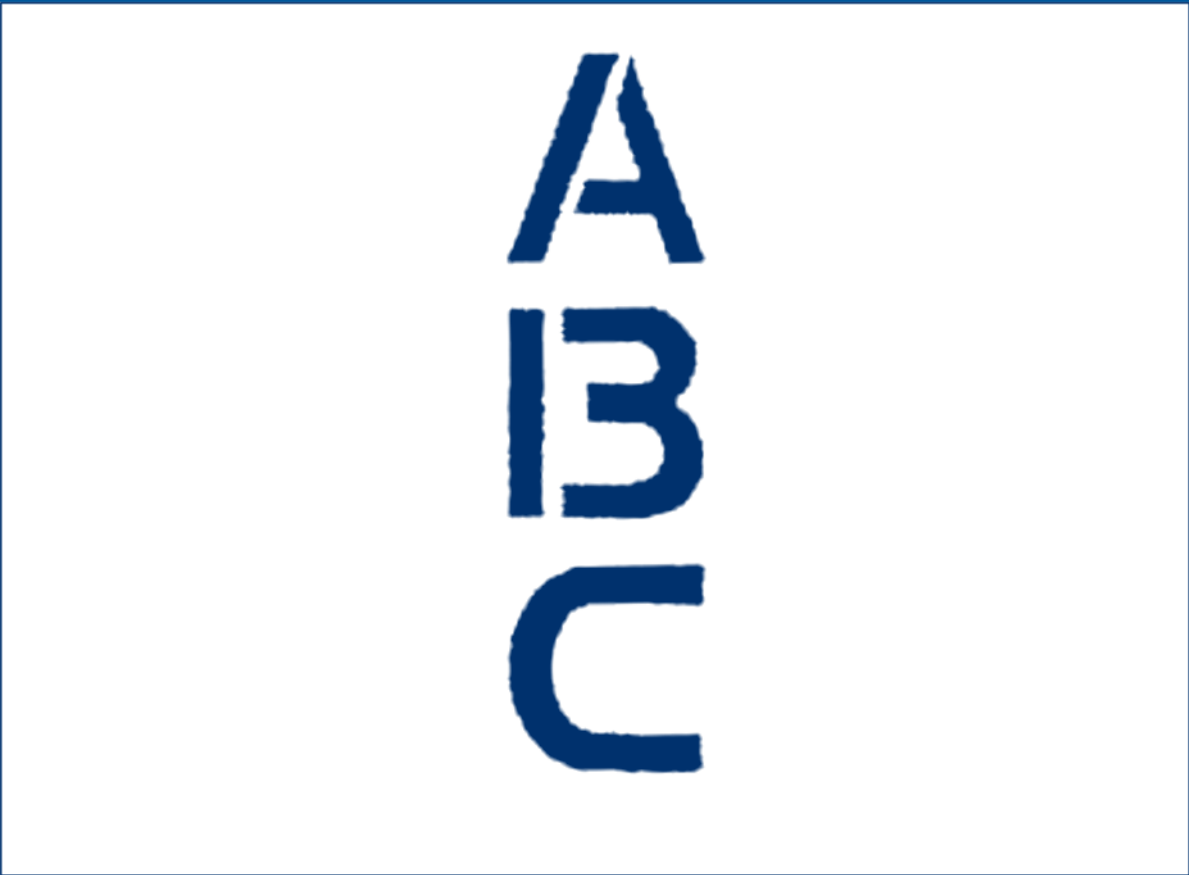


What Do You See?

BLACK BLUE ORANGE
YELLOW GREEN BLACK
PURPLE WHITE YELLOW
ORANGE GREEN BLUE
RED BLACK GREEN WHITE
BLACK BLUE ORANGE RED
YELLOW GREEN BLACK
PURPLE WHITE YELLOW
RED BLACK GREEN WHITE
ORANGE GREEN BLUE RED
PURPLE WHITE YELLOW
RED BLACK GREEN WHITE

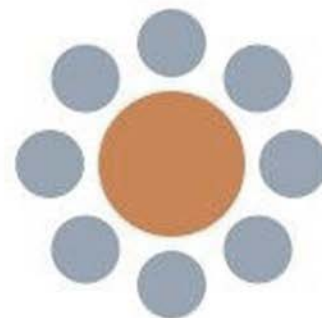
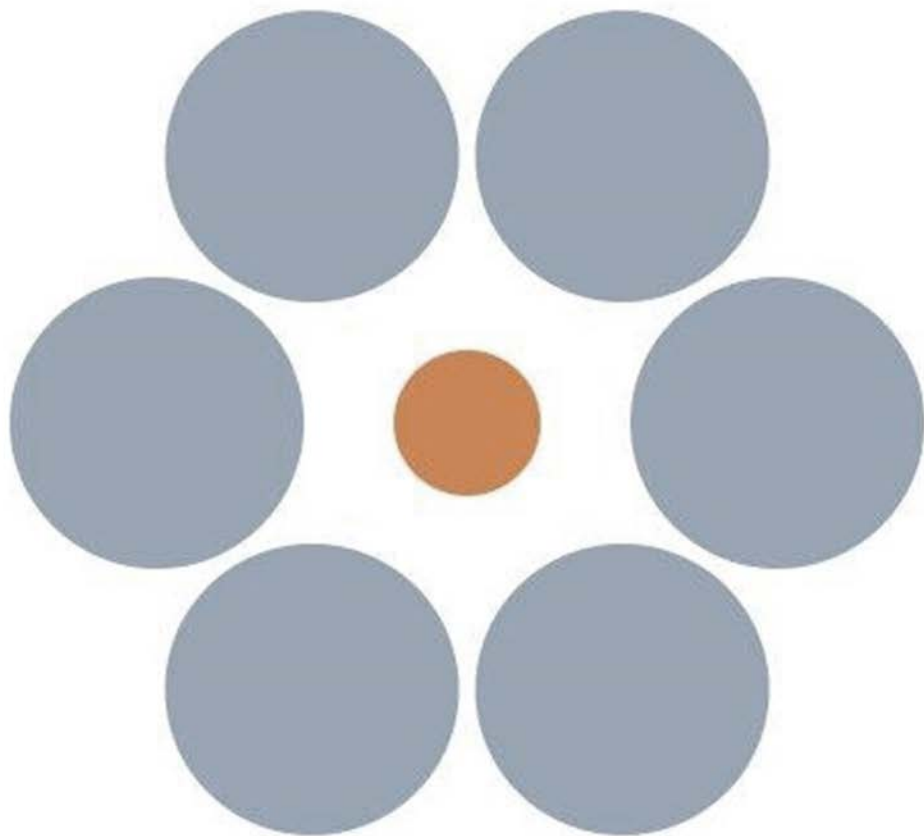


What Do You See?





Which Brown Circle is Larger?





How to Avoid Errors in Perceptions or Judgments – Do's and Don'ts

Do get all the facts

Do take a second look

Do keep an open mind

Don't make assumptions about others

Don't make generalizations

Don't judge a book by its cover

Don't go by first impressions



DO'S



DON'TS



Implement Inclusive Behaviors in the Workplace

Respect and appreciate all team member's backgrounds and cultural values

Organize team building activities

Equal access to resources

Be open to difference viewpoints from team members

Listen to all voices during meetings

Provide safe work environments for all team members

Show support for all team members

Have open and honest conversations about unconscious bias





Unconscious Bias Defined

Unconscious biases are social stereotypes we form about certain groups of people, and we are not even aware of them.

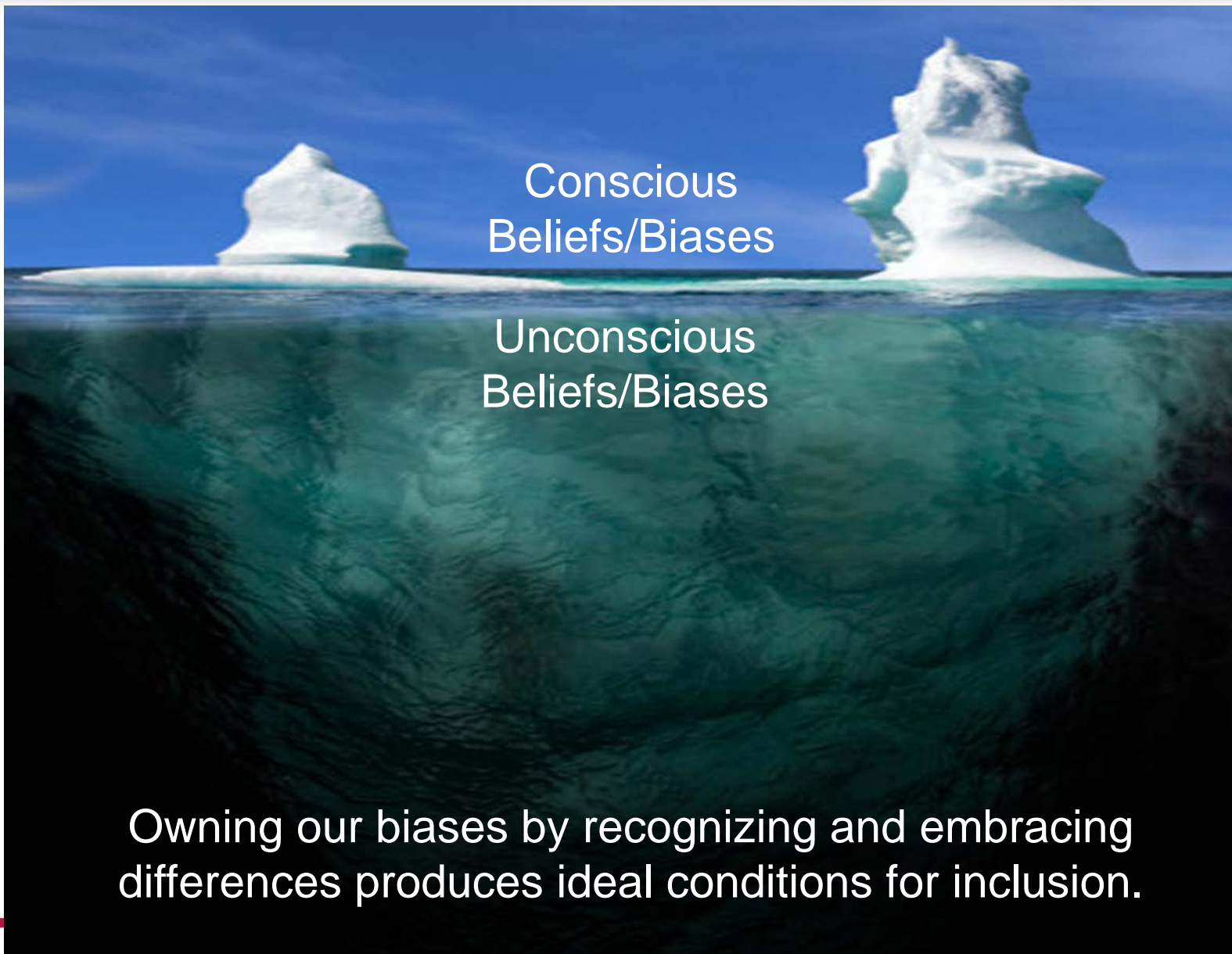
Everyone has unconscious biases. It is part of being human.

Unconscious bias is far more common than conscious prejudice and is often inconsistent with our conscious values.





Fear and Differences Can Create Bias



Conscious
Beliefs/Biases

Unconscious
Beliefs/Biases

Owning our biases by recognizing and embracing differences produces ideal conditions for inclusion.



3 Levels for Understanding Unconscious Bias

About Me

- Knowing who you are and what you believe

About Them

- Knowing how others are different

About Us

- Knowing how to deal with what you know and what you don't know about others



Example of Unconscious Bias at Work

Less than 15% of US men are over 6 feet; yet 60% of corporate CEOs are at least this height.*

The taller a man is, the more likely he will earn more than a shorter man.

President Joe Biden, 6'0"

Former President Donald Trump, 6'3"

Former President Barack Obama, 6'1"

Steve Jobs, Chairman, CEO and Co-Founder of Apple, Inc., 6'1"

Former IRS Commissioner Charles Rettig, 6'6"



*From Malcolm Gladwell's Blink





Unconscious Bias at Work

Applicants with African-American, Asian, and Hispanic sounding names (like "Lakisha Washington" or "Jose Santos") had to send out 50% more resumes to get 1 interview than those with the exact same resumes with non-minority stereotypical sounding names.

They are also less likely to get call backs for interviews.





How Can We Be Equity, Diversity and Inclusion Change Agents for LULAC?

AGENTS  **OF**
 **CHANGE**





“Interrupt” Unconscious Bias

Increase Awareness

Change Behaviors

Structure for Success

Hold Everyone Accountable





Unconscious or Conscious Bias... To Be or Not To Be... That is the Question

The following slides are real life scenarios.

Questions:

Do you think that it is Conscious or Unconscious Bias?

Let's discuss.





Grocery Shopping...

Conscious or Unconscious Bias?





“Athletic Gear”...

Conscious or Unconscious Bias?





Horseshoe Casino...

Conscious or Unconscious Bias?





The \$38,000 Designer Handbag...

Conscious or Unconscious Bias?

Why didn't the salesclerk just let Oprah buy the \$38,000.00 Tom Ford designer handbag?





The Following Statements are Unconscious Beliefs Some of Us Hold

Men are better leaders

Black women are “angry”

Women are all on the “mommy track”

Latino men and obese employees are lazy

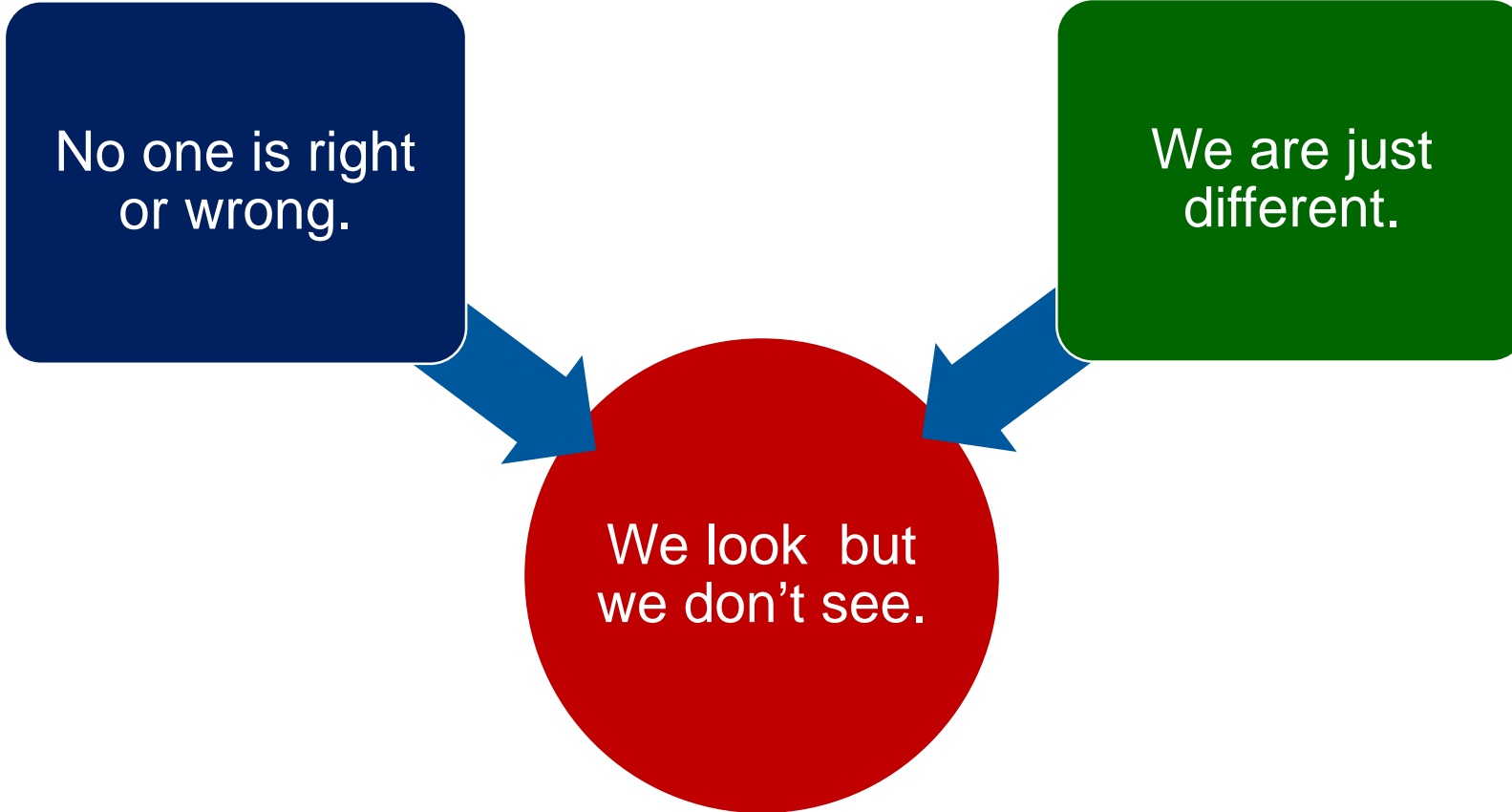
Asians are good at technical things

Source: Huffington Post by Trudy Bourgeois





**“We Don’t See People and Things as They Are...
We See People and Things As We Are.”**





You Can Change Your Unconscious Bias

Move from being unconsciously bias



To consciously unbiased





LULAC Members... Make the Pledge

When It Comes to Understanding Unconscious Bias, I Will...

Reflect on my own biases that may influence my messaging toward people different from me.

Look at my own attitudes and behaviors to determine how bias is affecting the delivery of services to employees and customers different from me.

Educate myself about individual and group differences by attending classes, workshops, cultural events, reading and interaction.

Intervene when I observe others communicating negative messages of insensitivity or bias toward subordinate groups.





How Diverse Is Your Inner Circle? Exercise

| First Name or Initials | Gender M or F? | Race/ Ethnicity | Age | Sexual Orientation | Education | Disability Y or N? | Marital Status | Other? |
|---------------------------|-------------------|--------------------|-----|-----------------------|-----------|-----------------------|-------------------|--------|
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| 3 | | | | | | | | |





General Guidelines for a Healthy Environment

Treat everyone with dignity and respect

Build an IRA (Individual Relationship Account)

Learn how to communicate effectively

Build trust with your colleagues

When conflict arises:

seek first to understand, then seek to be understood;

to walk in someone else's shoes, you first have to take your own shoes off.





The F.A.I.R. Approach to Equity, Diversity and Inclusion

F = Feedback

A = Assistance

I = Inclusion

R = Respect





The Cold Within

Author: James Patrick Kinney

Six humans trapped by happenstance
In dark and bitter cold.
Each one possessed a stick of wood,
Or so the story's told.

Their dying fire in need of logs,
The first woman held hers back,
For on the faces around the fire,
She noticed one was black.

The next man looking cross the way,
Saw one not of his church,
And couldn't bring himself to give,
The fire his stick of birch.

The third one sat in tattered clothes,
He gave his coat a hitch.
Why should his log be put to use,
To warm the idle rich?

The rich man just sat back and thought
Of the wealth he had in store,
And how to keep what he had earned,
From the lazy, shiftless poor.

The black man's face bespoke revenge,
As the fire passed from sight,
For all he saw in his stick of wood,
Was a chance to spite the white.

The last man of this forlorn group,
Did naught except for gain.
Giving only to those who gave,
Was how he played the game.

The logs held tight in death's still hands,
Was proof of human sin.
They didn't die from the cold without,
They died from --- THE COLD WITHIN.



Contact Information

Cynthia (Cin-dee) Dunn, Director
Internal Revenue Service (IRS)
Tax Exempt and Government Entities (TE/GE)
Equity, Diversity & Inclusion (EDI)
1111 Constitution Ave. NW, Suite 7039
Washington, DC 20224
Phone: 202-317-5764
Cell: 202-360-0867

The best way to contact me:
Cynthia.D.Dunn@irs.gov





Thank you for your attention...
Any Questions, Comments, and/or Observations?

