REDI Model for Organizational Transformation 2023
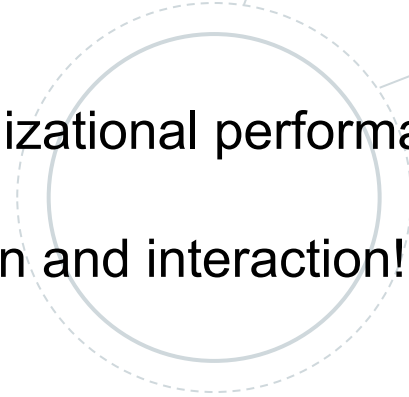
Overview

- What is the challenge?
- Connecting racial/social equity with organizational performance
- What makes the REDI model unique?
- Initial assessment - large group discussion and interaction!

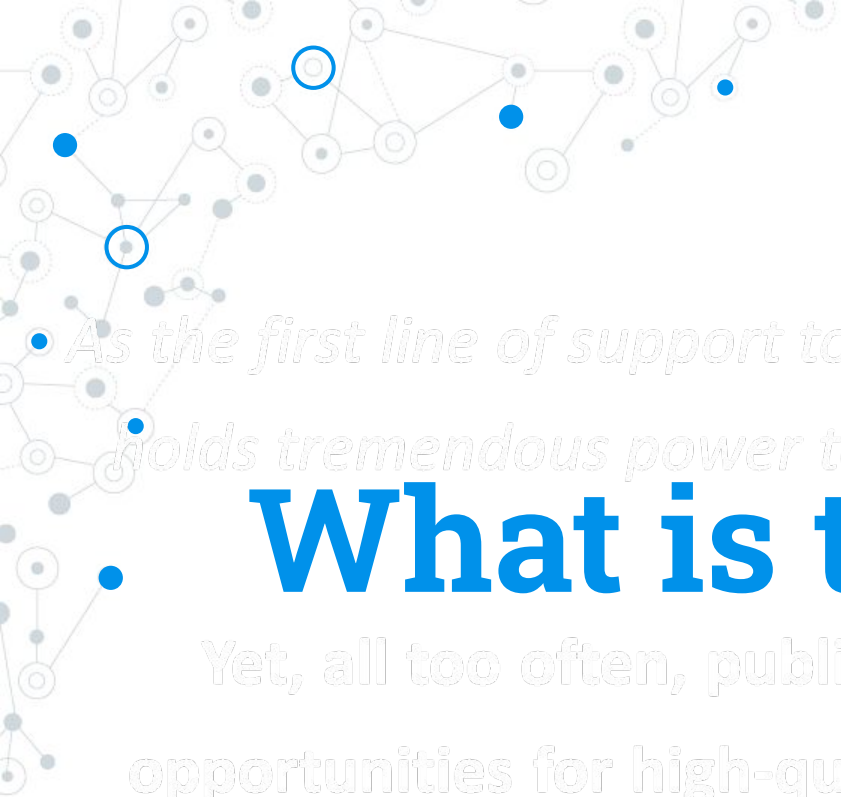Dr. KYC's Story

As the first line of support to our communities, local government holds tremendous power to move the needle on racial equity.

What is the challenge?

Yet, all too often, public administrators are starved of opportunities for high-quality DEI training—and our public democracy suffers as a result.

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Problem Statement

21st century challenges to local governance require a 21st century government built on the human+technical infrastructure of inclusive, diverse, and high-performing personnel who belong to a community within the halls of government.

The dominant narrative that government is "too big" has resulted in local governments being starved of resources to attract, retain and promote the best and brightest of our country

Real solutions will require an investment in management and staff to undo decades of discriminatory policies and procedures across all program and management systems.

Public administrators need high-quality DEI-driven performance improvement training

Typical DEI training is **short-term, focused on one-off topics, and disconnected from the real work** it takes to advance racial equity in the core activities of local government.

Public administrators do not know what they can do to **create institutional change** to increase performance toward greater racial equity.

Local governments lack the required knowledge, skills, and tools to advance racial equity resulting in confusion about how to move forward, broken promises and abandoned initiatives, greater mistrust by communities in their local government

DEI values and principles need to be brought into every-day management and leadership

Racial Equity Diversity & Inclusion (REDI) Model

Changes how local governments do business, line by line, so that they can better contribute to a stronger, more equitable public democracy:

- Improves decision-making that ensures fair access to opportunities and the ability to participate in activities to better their lives.
- Increases community trust in local government - and between community members.
- Improves political efficacy and organizational productivity

The REDI Model is delivered in three phases over three years but requires leaders are aware of the commitment and investment needed.

We need leaders who are committed to a vision of racial equity and democracy within our public institutions.

DEI Training Gaps

- Do-it-yourself
- Consultants (independent, boutique, large firms)
  - Nonprofits and for-profits focus on individual level implicit bias trainings, not rooted in the discipline of public administration
  - Not sustainable
  - Expensive and the performance improvement is often not detectable
- Academic Programs
  - Too academic
- Government Initiatives (local, state, federal)
  - There is little to no emphasis on performance improvement to local government
  - Technical assistance is limited and often not relevant to improving the internal environment of local government

Connecting Racial Equity with Organizational Performance

Year 1 REDI Cycle
Learning and Testing Through Pilot Projects

Cohort 1

- Capacity building
- Initial pilot project proposals

Year 2 REDI Cycle
Project Implementation and Scalability

Cohort 1

- Implementation of year 1 pilot projects
- Pilot project KPI evaluation

Trains and Supports

Cohort 2

- Capacity building
- Year 2 pilot project proposals

Year 3 Complete REDI Cycle
Strategic Planning and Sustainability

Cohort 1

- Create racial equity strategic plan
- Evaluate leadership
- Incorporate and inform cohort 2

Trains and Supports

Cohort 2

- Implementation of year 2 pilot projects
- Pilot project KPI evaluation

Trains and Supports

Cohort 3

- Capacity building
- Initial pilot project proposals

City of Evanston™

FOREST PRESERVES of Cook County

CITY OF PEORIA

Oak Park

CITY OF MOLINE ILLINOIS

Partnerships

14 municipalities across Illinois participated in the pilot project called Learning to Operationalize Racial Equity

Racial equity is not race exclusive.

Centering race improves outcomes for all.

LORE Program

Leadership: City managers and deputies

- 6-month program (Aug 2022-Jan 2023)
- Interim group coaching (5 sessions)
- Group learning design

LORE trainers and small group coaches

Kimberly Richardson

Assistant City Manager
Peoria, IL
[she/her/hers]
Coach

Adam Slade

Visiting Research Specialist
UIC CUPPA
Great Cities Institute
[he/him/his]
Coach and Instructor

Kathleen Yang-Clayton

Clinical Assoc. Prof. and
Assoc. Dean DEI
UIC Public Administration
[she/her/hers]
Coach and Instructor

Research-informed, practitioner validated

The REDI model is "open source" and unlike proprietary approaches of private consulting firms, we uplift our public university's mission of expanding knowledge and expertise across all of our communities in our partnerships.

Our ultimate goal is for public organizations to sustain this work on their own after the full three year cycle.

Metrics of success are: pilot project to implementation, additional FTE working on implementation, REDI member promotions and new leadership roles

Embed equity into process design (change)
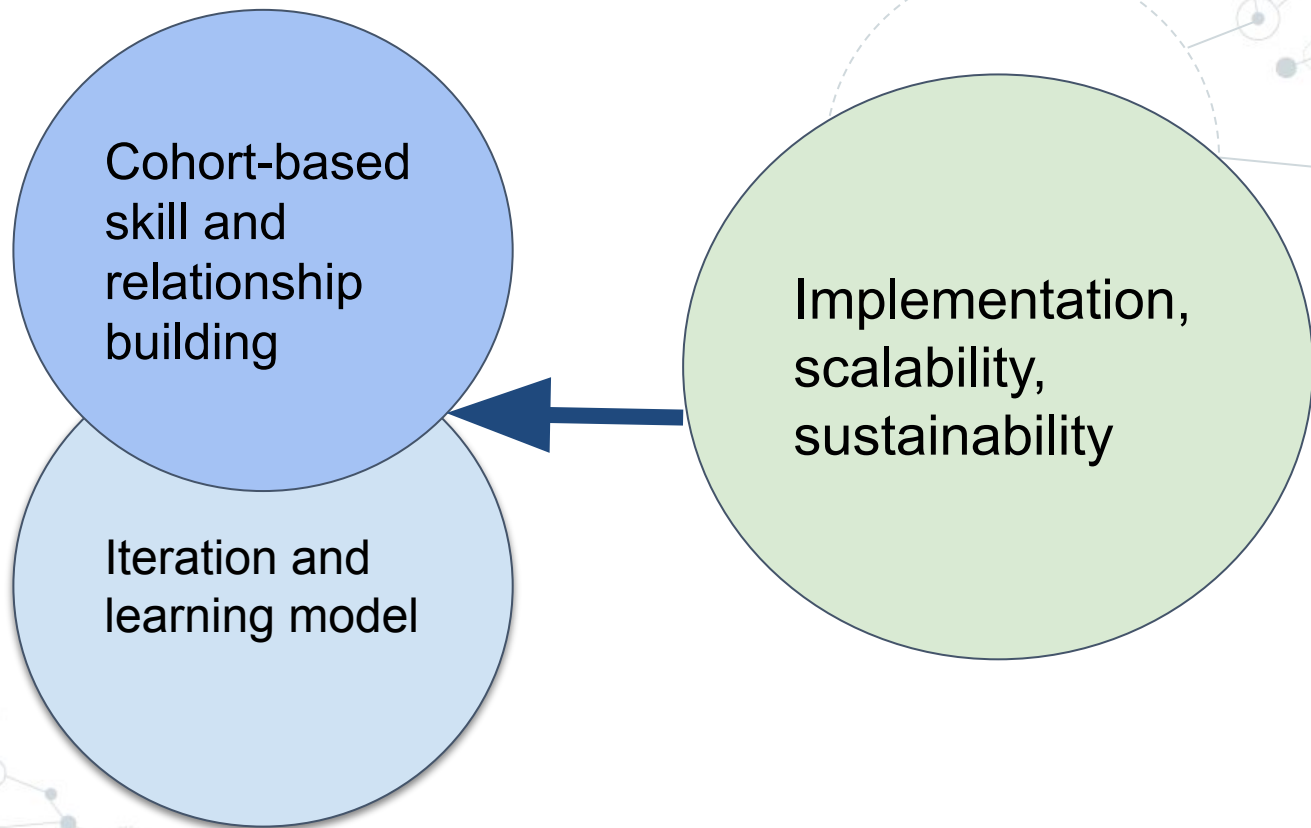
Cohort-based learning is critical

- Opportunity to learn about other departments
- Work on cross-functional teams
- Step up to leadership opportunities members might not get in their current positions
- Creates a community of care and competency to work on challenges together
- Creates a pathway to promotion

Key components of REDI training

Technical skills and relationship building

- Project Management

- Process Analysis and Change Management

- Policy Analysis

- Socio-emotional Learning and Emotional Intelligence

Iteration and learning

- Stakeholder-informed program and policy development

- Rapid iteration of ideas

- Learning culture that welcomes acknowledgement of "failure" and building on real successes

Technical skills

1. Project Management
   - **Learning new models of meeting planning and group project management**
   - Identifying key performance indicators connected to core processes and racial equity
   - Train-the-trainer experience to scale the work of racial equity and create organizational sustainability
2. Policy Analysis
   - **Learning new applied research tools such as interviewing and focus group analysis**
   - Applying the racial equity impact analysis approach and results based accountability in program and policy design

Relationship and communication building

3. Process Analysis and Change Management
  - **Learning about the PDSA cycle and pilot project testing and learning**
  - Implementing new racial equity driven process improvement
  - Experiencing a strategic planning process that assesses where racial equity works best fits into the existing and future organizational structure
4. Socio-emotional Learning and Emotional Intelligence
  - **Building relationships based on shared values and vision**
  - **Understanding the difference between individual and institutional level racism**

Iterative testing approach: pilot projects

By utilizing a process improvement approach which focuses on iteration and data-driven analysis, the REDI cohorts learn racial equity by applying new principles and skills to identify pilot projects that they work on through the second half of their first year.

Examples:
- City of Evanston - New manager training
- Forest Preserves of Cook County - Equity in Hiring Panels
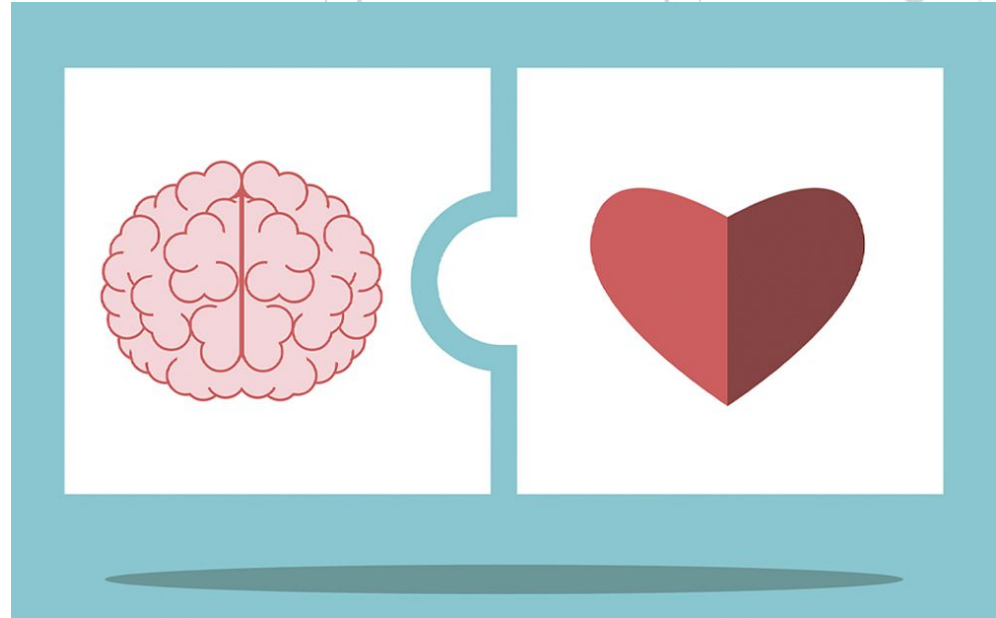- Peoria - Internal Procurement Process Change
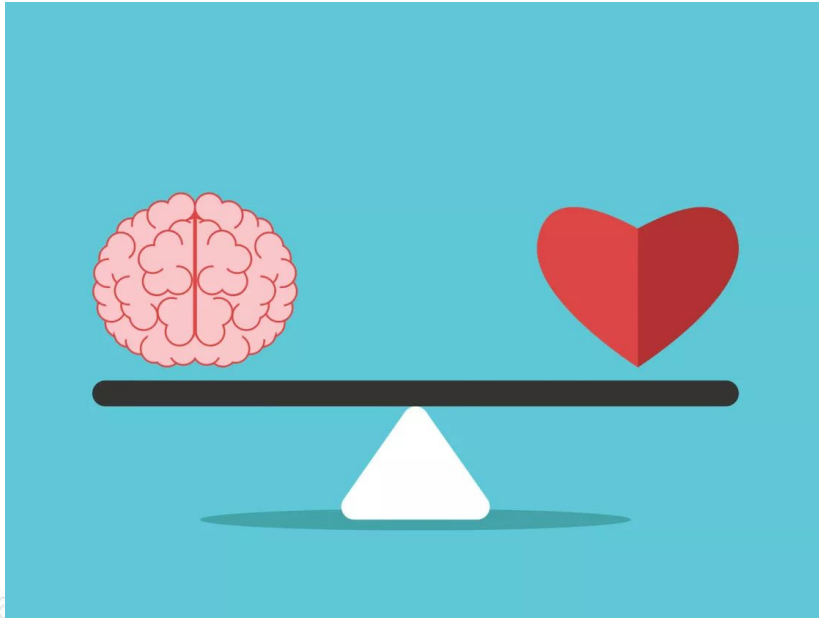- Hazel Crest - Retention and Promotion Survey
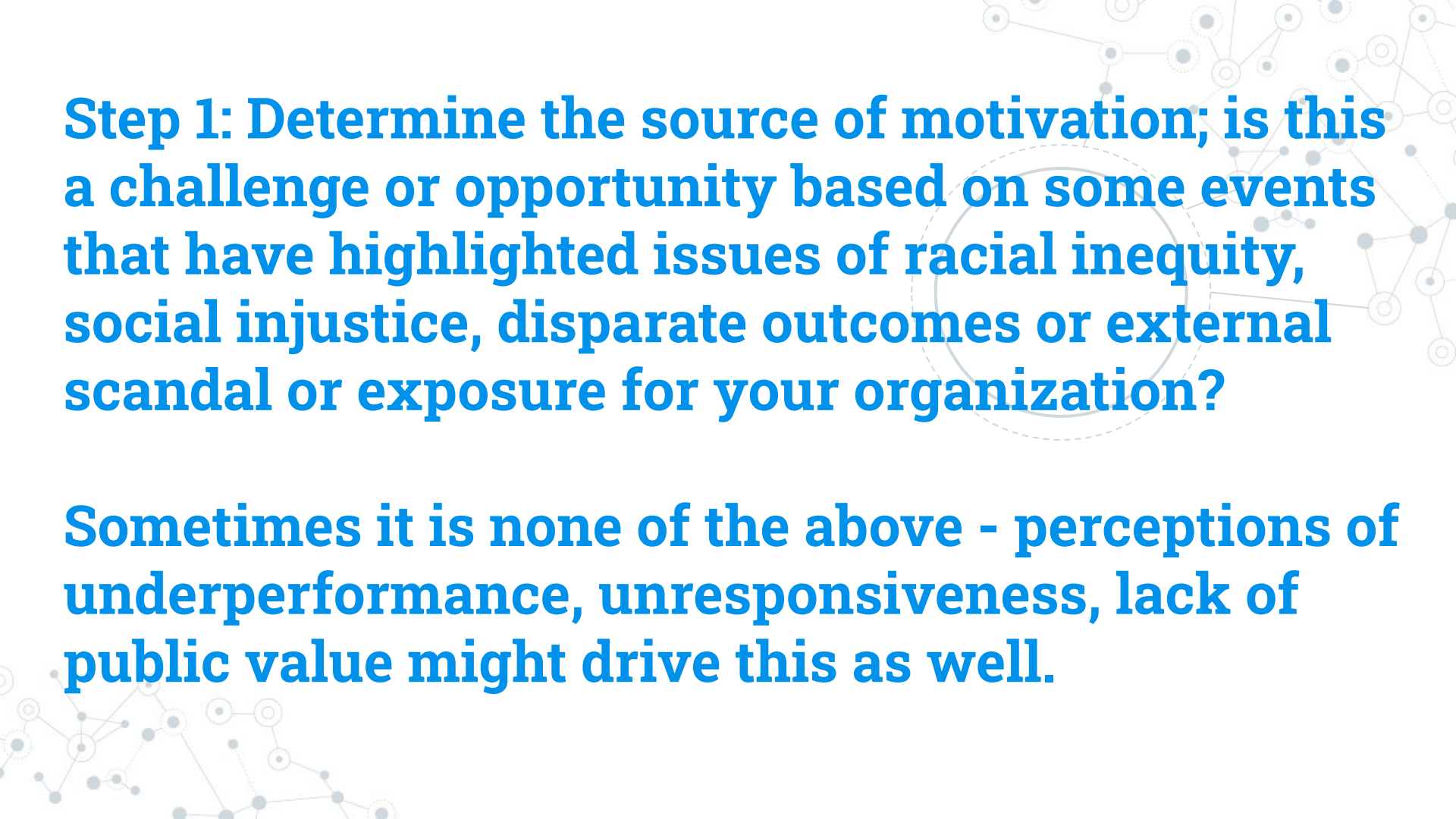
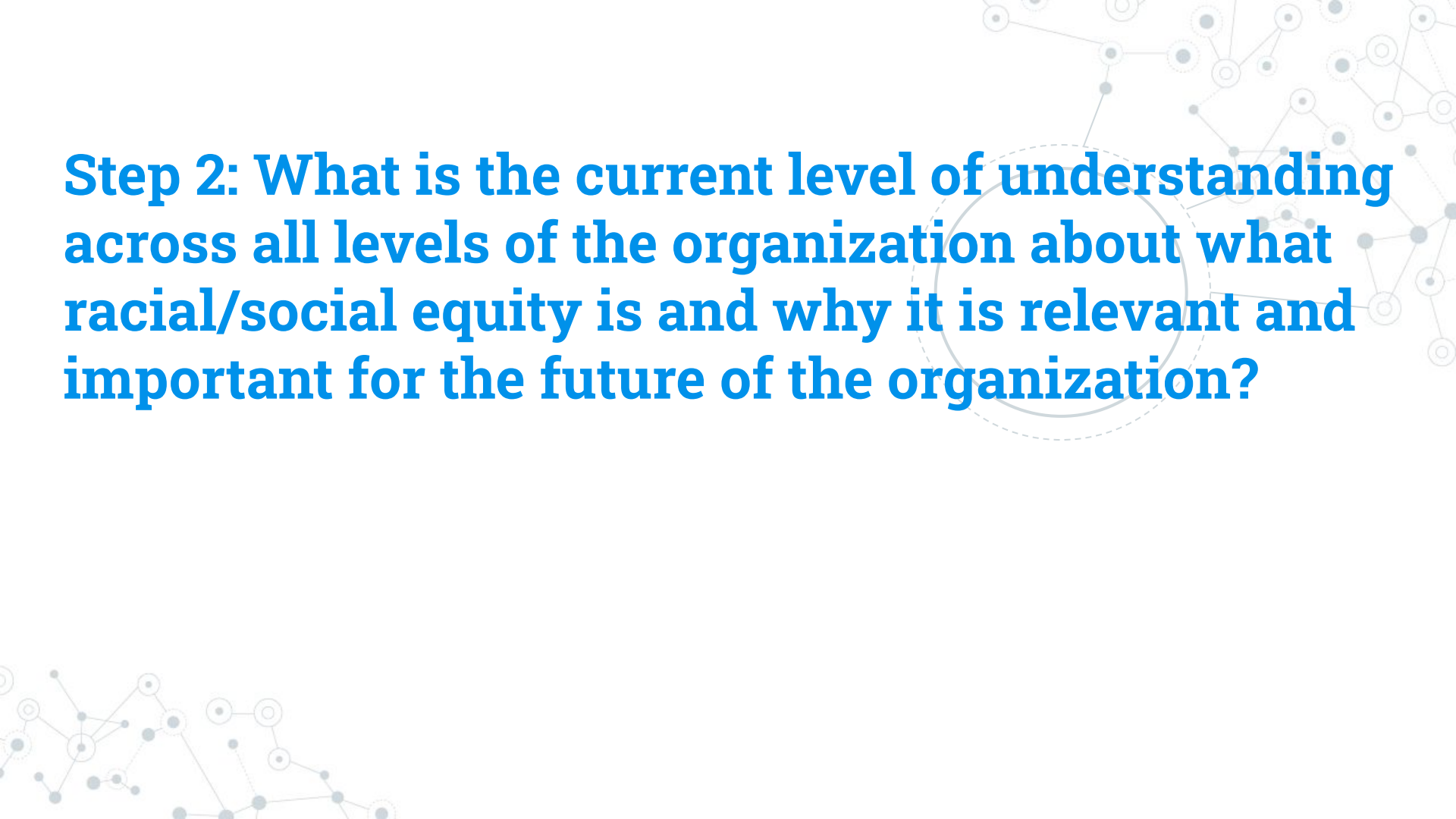# Initial Assessment Step by Step

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Performance Management and Process Change is Both Technical and Emotional Work!
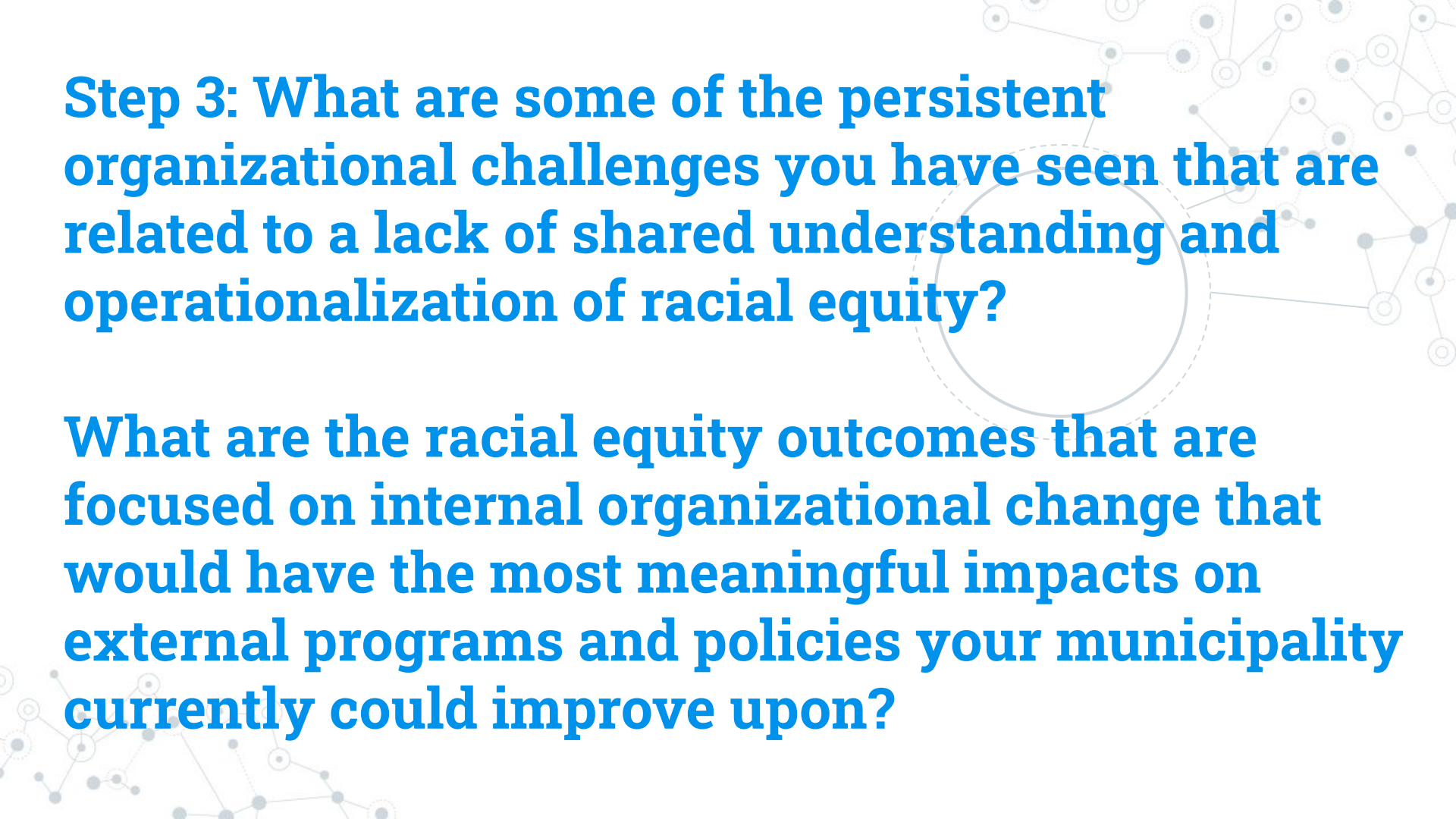
Step 1: Determine the source of motivation; is this a challenge or opportunity based on some events that have highlighted issues of racial inequity, social injustice, disparate outcomes or external scandal or exposure for your organization?

Sometimes it is none of the above - perceptions of underperformance, unresponsiveness, lack of public value might drive this as well.

Step 2: What is the current level of understanding across all levels of the organization about what racial/social equity is and why it is relevant and important for the future of the organization?

Step 3: What are some of the persistent organizational challenges you have seen that are related to a lack of shared understanding and operationalization of racial equity?

What are the racial equity outcomes that are focused on internal organizational change that would have the most meaningful impacts on external programs and policies your municipality currently could improve upon?

Step 4: Who are the existing people in your organization that can help build the case for racial equity driven organizational change?

Please note, for larger municipalities, focusing on internal staff/leaders is the first step in this process, but for smaller municipalities, you will want to look at affiliated districts (e.g., school, library, forest preserves, other shared service entities) for individuals who would be willing and able to serve as an asset to your organizational change efforts.

Organizational Checklist

This checklist is best done after you have gone through the step-by-step process in the previous section, but if you are in a hurry, review the 5 bullets below and check the ones that best describe your current situation.

☐ External pressure to demonstrate effective implementation of racial equity principles to the core mission of the organization

☐ Top level leadership is fully on-board and open to a racial equity driven organizational change model

☐ Urgent need for mid-level staff to be trained so that there is a shared understanding, vocabulary and toolkits related to racial equity implementation

☐ General desire to build collaboration and buy-in across all departments

☐ Commitment to allocate resources to support this work (e.g., funding for partnership with locally-based faculty and trainers who are highly-familiar with the particular challenges found in the public sector, willingness to allocate and honor staff time dedicated to REDI trainings)

Results
- If you checked 1 box (or less), you may want to start with a smaller project to test the support and will for deeper organizational change driven by racial equity.
- If you checked 2-3 boxes, you might want to consider a larger department that has forward-facing programs and staff that would benefit from a more comprehensive and asset-based approach to addressing racial equity issues within their specific programs. You could also consider connecting an organizational change model like REDI to upcoming strategic, budgeting or other global planning opportunities.
- If you have checked 3 or more boxes, you might be ready to commit to the multi-year process that will yield the capacity building among your current and future staff to scale and sustain racial equity driven work across your organization.

If we have time, let's take a moment to fill this out and Q&A!

Questions?

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Please connect on linkedin too!

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Commitment to Engaged Urban Research