

Equity Change Framework - Overview

DEED's top goal for 2022 is, "To drive an economic comeback from the COVID-19 pandemic, focused on people and businesses who face systemic barriers to growth."

The framework below is intended to help teams build specific goals that address that top goal, focusing on systemic changes needed to significantly advance equity in Minnesota.

How to use this framework

The Equity Framework can be used to set team or division-wide OKRs, to make decisions about programmatic changes that will impact customers, or to craft internal policies that impact DEED employees. The Framework integrates research and tools developed by the [Government Alliance on Race and Equity](#), [Race Forward](#) and [Ashoka](#).

To use the Framework, we recommend starting at step one and working your way through step six. As you go through the framework, you may reach a step where a lot of work is still needed to answer the questions. That's a good thing – when you arrive at a step where there's uncertainty, that's a sign that you've reached a good focus area for an objective, because uncertainty means there's an opportunity for meaningful change.

There are lots of prompts in the description & questions section, meant to spark your thinking. Once you feel you have meaningfully addressed the overall question for a particular step in a way that will guide your efforts moving forward, move on to the next step.

Resources (in the right column of the Framework) include websites that contain helpful data, research, and several practical tools to help you set OKRs. For example, Ashoka's Problem Tree Worksheet referenced in Step One is an excellent exercise to uncover root causes - setting objectives to address root causes of problems can lead to excellent system-change focused goals.

Building your framework

Each team that develops a goal focused on systemic change for equity is asked to use this worksheet in the process. You can find a blank copy of the framework worksheet to download and fill out, here: [Equity Framework Worksheet](#)

Team frameworks will be collected and shared at the Senior Leadership Team level. Sharing plans amongst teams will allow us to learn from one another. As our work towards DEED’s top goal progresses throughout the year, this framework is intended to be a helpful guide to come back to throughout your journey.

Step	Description & Questions	Resources
<p>1. What are the intended outcomes?</p>	<p><i>“Nothing happens in the real world unless it first happens in the images in our heads.” -Gloria Anzaluda</i></p> <p>Begin with visioning. What are the intended results in the community and/or organizational outcomes within DEED?</p> <p>Gathering data is key to ensuring you frame your objectives correctly. Look for data that tells you which (racial) groups are currently most advantaged and most disadvantaged by the issue(s) you seek to address.</p> <p>What evidence of the inequities exists? Briefly explain the story behind the data you found: the factors (positive and negative, internal, and external) that are most strongly influencing that data. Are key voices/experiences missing from the data you plan to rely on? Discuss factors that may be producing and perpetuating racial inequities associated with this issue. How did the inequities arise? Are they expanding or narrowing? Does your effort address root causes? If not, how could it?</p> <p>This should include a review of data associated with existing programs or policies. Are there existing performance measures? What will it look like if your efforts are successful? How will impacted groups be better off? How can we observe these changes (this can be changes in knowledge, attitude, behavior and/or circumstance)?</p> <p>1. Who does our program serve?</p>	<p>DEED Data Center</p> <p>Minnesota Compass</p> <p>Results Based Accountability™</p> <p>Equity OKR on the DEN & Systems-Change Speaker Series</p> <p>Ashoka's Systems Change Crash Course</p> <p>Ashoka Problem Tree Worksheet (Fillable Root Cause Analysis)</p>

	<ol style="list-style-type: none"> 2. Who are the racial, ethnic, socioeconomic, and other marginalized groups that are affected by the policy, program, or practice? 3. If you are successful, who will be affected? 	
<p>2. Who are we including in our design?</p>	<p><i>“Nothing about us, without us.”</i></p> <p>Community engagement is a prerequisite for racial equity strategies and decision making that is meaningful in terms of its impact. To effectively engage with communities of color who have been historically marginalized, a community engagement process that fosters power-sharing and increases ownership is fundamental. Community engagement must occur early, be maintained throughout the process, and should be sensitive to language and culture. Consider what the primary avenues being used to connect with the community are and remember that if you keep using the same avenues, you will keep seeing the same results.</p> <p>The community engagement process should strive to identify barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that these unbalanced conditions impact opportunities to all groups. Uncovering where there is an imbalance allows us to adjust our efforts to begin to address those issues and meet people where they are.</p> <p>Do you have the right people influencing decisions at the right points? Answer these questions to focus your community engagement efforts:</p> <ol style="list-style-type: none"> 1. How have we intentionally involved stakeholders who are also members of the communities affected by the policy, program, or practice? 2. How have stakeholders and community members validated or invalidated our conclusions? 	<p>Stakeholder Mapping & Analysis</p> <p>Innovation Lab</p> <p>Minnesota’s Ethnic Councils</p> <p>Office of Economic Opportunity</p>
<p>3. How can we collaborate to drive more impact?</p>	<p>How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired outcomes, how will you realign your work?</p> <p>We tend to view policies, programs, or procedures in isolation. Because racial inequities are perpetuated through systems and structures, it is important to think about complementary approaches that will provide additional leverage to maximize the impact on racial inequity in the community. Expanding your proposal to integrate policy and program strategies and broad partnerships will help to increase the likelihood of community impact. If you are working on a program, think about policy and procedure changes that can ultimately</p>	<p>Stakeholder Mapping</p> <p>Office of Economic Opportunity</p> <p>Equity OKR on the DEN & Systems-</p>

	<p>decrease the need for programs. Comprehensive strategies that build upon good programs, policies, and partnerships build racial equity.</p> <ol style="list-style-type: none"> 1. Where do you have direct and indirect influence? Where is it missing and needs to be established? 2. Are there opportunities to make this program more effective by working with: <ol style="list-style-type: none"> a. Other DEED programs/divisions? b. Other state or local government programs? c. Private sector or nonprofit partners? 3. Are you intentionally seeking a variety of perspectives to influence the project? We want to ensure that we do not simply seek validating input, but also challenging input that makes outcomes stronger and better. 	<p>Change Speaker</p> <hr/>
<p>4. What is the impact of our efforts?</p>	<p>This is when you revisit the intended outcomes you outlined in step 1 and adjust based on what you've learned in Steps 2 and 3. Based on the program data you reviewed, community engagement efforts and stakeholder input, step back and assess your plans for racial equity implications.</p> <p>Governmental decisions are often complex and nuanced with both intended and unintended impacts. For example, when states face the necessity of making budget cuts due to revenue shortfalls, the goal is to balance the budget and the unintended consequence is that people and communities suffer the consequences of cut programs. In a situation like this, consider the unintended consequences so that impacts can be mitigated to the maximum extent possible</p> <ol style="list-style-type: none"> 1. Who does the policy, program, or practice benefit? 2. Does the policy, program, or practice ignore or worsen existing disparities? 3. List all the potential barriers (structural, human, financial, community, etc.) to more equitable outcomes related to the policy, program, or practice. 4. Do our efforts produce other unintended consequences? 	<p>5 Whys</p> <p>Equity OKR on the DEN & Systems-Change Speaker Series</p>

<p>5. What are our strategies and accountability methods?</p>	<p><i>"We measure what we treasure."</i></p> <p>What are our short and long-term strategies to reach our desired outcomes? How will we measure and track progress?</p> <ol style="list-style-type: none"> 1. What is the plan to move efforts forward to the desired outcomes while addressing barriers and unintended consequences? 2. If there isn't a plan, what are the risks to moving this effort forward while barriers exist? What is the benefit? 3. What qualitative and quantitative evidence will we gather and analyze to determine the effects of the policy, program, or practice? 4. Do we already have an agency dashboard created that can help us measure progress? Or how might we supplement the data we have? <p>Once the policy, program, or practice has been implemented, how will be accountable?</p> <ol style="list-style-type: none"> 1. How will we gather and use the input from those impacted? Where do these responsibilities align internally? 2. How will we learn if marginalized communities experience unanticipated barriers? How might we mitigate these impacts? 	<p>DEED Data Resources</p> <p>Equity Data Tools from DEED PTM</p> <p>Equity OKR on the DEN & Systems-Change Speaker Series</p> <p>Equity OKR Resource on the DEN</p>
<p>6. How will we communicate our efforts?</p>	<p>How you communicate about your effort is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, oftentimes unintentionally. Be explicit and inclusive by using the communication guide in the resource list and working through the checklist below:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Writing: Is the writing style suitable to the target audience? Is it free of jargon or insider phrases? Is it inclusive (e.g. using 'theirs' instead of hers or his)? <input type="checkbox"/> Accessibility: Has communications gone through an accessibility check? Does the message include contact information to request a reasonable accommodation under the ADA? <input type="checkbox"/> Media: Have we contacted all common media outlets, as well as outlets that focus on affected populations? <input type="checkbox"/> Community Groups: Have we done outreach to relevant community groups? <input type="checkbox"/> Language: Have communications been translated to all relevant languages? (Including: Spanish, Hmong, Somali...) 	<p>Communicating with a Racial Equity Lens</p> <p>Plain Language</p> <p>Equity OKR on the DEN & Systems-Change Speaker Series</p>

	<ul style="list-style-type: none"><input type="checkbox"/> Formats: Are we using all common information formats? (Include list: DEED Web? DEED Twitter? DEN?)<input type="checkbox"/> Visuals: Does the communication plan include photos or references to diverse communities we serve?<input type="checkbox"/> Training: If needed, is training offered?<input type="checkbox"/> Simplicity: Have we used all possible tools (technology, process) to simplify the above for the customer?<input type="checkbox"/> Next Steps: Is it clear what the next step is for a reader to take action?	
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