



Diversity Toolkit

Building Principles of Diversity, Equity, Inclusion, and Justice
in Organizations

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Background

The Choose Clean Water Coalition supports our member organizations through advocacy, policy support, communications assistance, information sharing, and networking. Under our Equity policy priority, the Coalition strives to leverage resources for our members committed to diversity, equity, inclusion, and justice (DEIJ) in the Chesapeake Bay watershed. In 2015, the Diversity Toolkit was developed to help organizations increase their own knowledge of DEIJ principles that could be embedded into the structures and policies of their organizations. Since then, we have continued to expand our work in the watershed on DEIJ and see a significant opportunity to assist our members in addressing other facets of this work. The 2018 version of the Diversity Toolkit takes a deeper dive into best practices used to build a pipeline of diverse leaders interesting in advancing our watershed goals throughout the Chesapeake Bay region.

Purpose

Organizational cultures comprises an interlocking of goals, roles, processes, values, communications practices, attitudes and assumptions. Shifting and reshaping an organization's culture is a large-scale undertaking and is one of the most difficult leadership challenges¹. In cases to increase organizational diversity the payoffs have proven to be well worth it.

Studies show that a focus on equity is critical in order to innovate, create products and services that serve a more diverse consumer base, and cultivate a strong workforce. Research shows that more diverse teams are better able to solve problems and that companies with more diverse workforces have higher revenues, more customers, and greater market shares.² The Diversity Toolkit is intended for anyone seeking to thrive in an increasingly diverse workforce. It enables leadership staff and managers to successfully build, manage, and thrive in our rapidly changing environment. This is an introduction to the multiple facets of how to best retain diversity and offers basic information on strategies and tools that can be implemented to build organizational capacity around hiring, governance, and communications. The Diversity Toolkit can also be used as a guide for organizations seeking to build and retain a pipeline of diverse leaders through transparent and authentic engagement.

Common Language: Diversity, Equity, Inclusion and Justice (DEIJ) Definitions

Understanding cultural differences plays a huge role in the ever changing demographics of our world. Conceptualizing how diversity, equity, inclusion, and justice work together as one concept is vital to our growing population and the challenges presented before us. By breaking down how these definitions interact, we can set clear goals and strategies around them to help improve our cultural competency. Adopting these definitions into your organizational practices and how you approach decision making can provide a lens to solving a variety of issues that impact the overall quality of health on people and the environment.

Please note that there are many ways to define concepts of DEIJ. The ones provided below serve as guiding definitions provided by several different sources.

Cultural Competence- A set of congruent behaviors, attitudes, and policies that come together in system, agency or among professionals and enable that system, agency or those professions to work effectively in cross-cultural situations. The word *culture* is used because it implies the integrated pattern of human behavior that includes thoughts, communications, actions, customs, beliefs, values and institutions of a racial, ethnic, religious or social group. The word *competence* is used because it implies having the capacity to function effectively.

Five essential elements contribute to a system's institutions, or agency's ability to become more culturally competent which include:

¹ Denning, Steve. "How Do You Change An Organizational Culture?" *Forbes*, Forbes Magazine, 12 Nov. 2012, www.forbes.com/sites/stvedenning/2011/07/23/how-do-you-change-an-organizational-culture/.

² Glover Blackwell, Angela, et al. *The Competitive Advantage of Racial Equity*. Foundation Strategy Group and PolicyLink, 2017, pp. 1–32, *The Competitive Advantage of Racial Equity*.

1. Valuing diversity
2. Having the capacity for cultural self-assessment
3. Being conscious of the dynamics inherent when cultures interact
4. Having institutionalized culture knowledge
5. Having developed adaptations to service delivery reflecting an understanding of cultural diversity

These five elements should be manifested at every level of an organization including policy making, administrative, and practice. Further these elements should be reflected in the attitudes, structures, policies and services of the organization (Cross et al, 1989).

Diverse/Diversity- The demographic mix of a specific collection of people, taking into account elements of human difference (e.g., racial and ethnic groups, income, spectrum of built environment settings (rural to urban), faith communities, LGBTQ+ populations, people with disabilities, gender, relationship to the natural environment). (Skeo Solutions)

Equity- Improving equity is to promote justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the underlying or root causes of disparities within our society. (Skeo Solutions)

Inclusion- Refers to the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”. (Skeo Solutions)

Environmental Justice- Is the right to a safe, healthy, productive, and sustainable environment for all, where "environment" is considered in its totality to include ecological (biological), physical (natural and built) social, political, aesthetic, and economic environments. Environmental justice refers to the conditions in which such a right can be freely exercised, whereby individual and group identities, needs, and dignities are preserved, fulfilled, and respected in a way that provides for self-actualization and personal and community empowerment. This term acknowledges environmental "injustice" as the past and present state of affairs and expresses the socio-political objectives needed to address them. (Concerned Citizens of Tillery)

Underserved- Populations who receive inadequate or inequitable services, who experience quality-of-life disparities, and who may in some circumstances have little power or influence over outside decisions that impact their daily quality-of-life. (Skeo Solutions)

Click [here](#) to learn about methods, practices, and values that define cultural competency and cultural based work in nonprofit capacity building.

Getting Started

In 2014, “The State of Diversity in Environmental Organizations: Mainstream NGOs, Foundation & Government Agencies,” is the most comprehensive report on the lack of diversity in the mainstream environmental movement to date³. The report found that despite being over 30% of the US population and supporting environmental protections at higher rates than whites, on average people of color have not broken the 16% “green ceiling” in the environmental organizations surveyed. Unconscious bias, discrimination, and insular recruiting were identified as the top three reasons why leaders of color face barriers to hiring and retention in the mainstream movement. How do we move forward?⁴

In order to do this effectively, mainstream environmental organizations must institute readiness, recruitment, and retention (3Rs) practices that integrate diversity, equity, and inclusion (DEI) into their mission and work. In terms of diversity, equity, and inclusion, readiness refers to an organization’s capacity and preparedness to foster diverse viewpoints, support employees and partner organizations through inclusive and equitable practices and culture. Recruitment means the active procurement of diverse talent pools, and retention means building

³ Taylor, Dorceta E. “About Us.” *Green 2.0*, 2014, www.diversegreen.org/about-us/.

⁴ “About Us.” *Green 2.0*, www.diversegreen.org/about-us/.

meaningful pathways to promotion and building affinity within the organization so that all differences are valued. 3R best practices are tools by which an organization meets its diversity challenges especially at the highest levels, and transforms into a truly inclusive work culture. 3R practices are critical to organizations remaining relevant and developing sustainable solutions to our most pressing environmental problems.⁵

Green 2.0- Best Practices in Readiness, Recruitment, and Retention

1. **Integrate diversity into the structure, mission and bottom line:** A culture of integration and learning should be implemented where employees can contribute the insights, skills, and experiences they have developed as members of various cultural identity groups.
2. **Require accountability:** Executive and senior management should be responsible for ensuring diversity-related issues are given attention, communicated down the line, and executed.
3. **Provide incentives:** Incentive structures that require cooperation produce results, as team membership becomes more salient than demographic differences.
4. **Establish a diversity committee or manager:** Diversity managers and diversity committees must be senior level positions or comprised of senior level employees so that initiatives that address diversity issues are communicated, accepted, and executed.
5. **Develop a comprehensive plan with evaluation:** Effective diversity plans and the programs related to them should be based on concrete goals with ongoing evaluations and feedback.
6. **Employ metrics to identify organizational needs:** Metrics should be used to track progress towards clearly defined goals and request feedback to make refinements as time goes by.
7. **Use metrics to attract diverse applicants:** Metrics convey the emphasis an organization places on its diversification and inclusion efforts. Messages expressing the desire of an organization to target specific groups for recruitment due to the value it places on diversity and diverse perspectives are particularly effective.
8. **Recognize limitations of diversity training:** The small body of empirical research that does exist about diversity trainings suggests that current practices are largely ineffective over the long-term. Therefore, it is imperative to conduct needs assessments to determine what content should be included in training module

⁵ Beasley, Maya A. "Beyond Diversity." *Green 2.0*, May 2017, www.diversegreen.org/beyond-diversity/.

Governance:

Readiness: One of the first steps in adapting to a diverse workforce is being fully prepared for implementation. The Governance section of the Diversity Toolkit contains information on how organizations can best:

- ✓ Integrate diversity into the structure, mission and bottom line of their organization
- ✓ Require accountability
- ✓ Provide incentives
- ✓ Establish a diversity committee or manager

Draft Diversity Commitment Language

Purpose: Draft firm language affirms that the commitment to diversity is embedded in the core values of an organization. It ensures the organization stays on track and moves toward the goal of being representative of the community it serves and maintains fresh perspectives in every effort. Further, diversity language ensures a commitment to excellence through advancing inclusion and equity in the community. It will affirm that the organization promotes diversity in all of its endeavors; seeks diversity in thought and perspective; and consistently reflects cultural sensitivity. To do this successfully, you must decide how your organization will define diversity. What type of diversity do you need?

- Board Resolution- formally adopt a board resolution that includes a written statement on how your organization will commit to diversity. Making a commitment is always a first step.

EXAMPLE:

[Association of Fundraising Professionals](#)

WHEREAS the mission of the Association of Fundraising Professionals (AFP) is to enable people and organizations throughout the world to practice effective and ethical fundraising through education, training, mentoring, research, credentialing and advocacy; and,

WHEREAS AFP is committed to educating and encouraging its members and the non-profit sector to better serve their respective communities; and,

WHEREAS AFP defines diversity as the seeking and achieving of a broad representation of experiences, perspectives, opinions and cultures; and,

WHEREAS AFP values inclusiveness as an essential source of vitality and strength for the effective pursuit of an organization's mission;

THEREFORE BE IT RESOLVED THAT AFP is committed to diversity as an ongoing proactive process in its governance, chapters, committees, membership, programs and activities.

- **Diversity, Equity, Inclusion and/or Justice Statement Policy**

Diversity, Equity, Inclusion and/or Justice Statements can reflect a variety of lenses depending upon the mission and vision of your organization. The examples statements below are based on a range of values:

EXAMPLES:

[Choose Clean Water Coalition](#)

The Choose Clean Water Coalition is committed to fostering, cultivating and preserving a culture of diversity, equity and inclusion so that everyone can realize and enjoy a healthy and prosperous world. We value and celebrate differences that make our Coalition membership vibrant and diverse. In an ongoing effort to more fully accomplish our mission and work towards equity in all we do, we will build and integrate our commitment to diversity and inclusion into our vision, organizational structure, steering committee, staff, policy goals, strategies, and tactics.

[Sierra Club](#)

Our Mission: To discuss and explore the linkages between environmental quality and social justice, and to promote dialogue, increased understanding, and appropriate action.

At the Sierra Club, we are diligently working to explore the integration of social justice and environmental concerns. Our program seeks to provide an effective framework for addressing the damage, risk, and discrimination facing so many communities today. By encouraging, connecting, and advising grassroots and community organizations, we hope to foster the growth of the environmental justice movement so that oppressed communities will find justice and everyone can experience the benefits of a healthy and sustainable future.

Across the country, we have a growing number of regional environmental justice programs. From helping with rebuilding post-Katrina New Orleans to protecting sacred Navajo sites in Arizona and serving as a voice for Appalachian communities suffering from the abuses of Big Coal, our regional programs are working to make a difference in their communities and beyond.

Through our work in environmental justice, the Sierra Club is committed to leading the way towards just sustainability and a better tomorrow. For more information on our regional programs, please visit our Regional Programs page and get involved!

[WE ACT](#)

WE ACT's mission is to build healthy communities by ensuring that people of color and/or low income residents participate meaningfully in the creation of sound and fair environmental health and protection policies and practices. WE ACT envisions a community that has:

- informed and engaged residents who participate fully in decision-making on key issues that impact their health and community.
- strong and equal environmental protections.
- increased environmental health through community-based participatory research and evidence-based campaigns.

[Booz Allen Hamilton](#)

At Booz Allen, we celebrate and value diversity in all its forms. This view extends beyond gender, ethnicity, disabilities, sexual orientation, and cultural heritage to include the many ways our people identify themselves. We know that these differences lead to unique ways of thinking and approaching challenges—something we truly value as a multicultural community of problem solvers. In fact, diversity has always been one of our firm's guiding

values. We know it's about more than just building a diverse workforce. We're committed to offering a culture and environment of inclusion that fosters respect and opportunity for all our people. That commitment is evident in everything from our firmwide celebrations of affinity and cultural heritage, to our inclusive offerings such as health benefits for domestic partners, and parental benefits for all our working moms and dads, including adoptive LGBTQ parents. Inclusion is more than a concept at Booz Allen. It is embodied in our culture. It is who we are—a place where we know we can truly be ourselves.

[Society for Human Resources Management](#)

[Organization Name] is committed to fostering, cultivating and preserving a culture of diversity and inclusion.

We embrace and encourage differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

[Organization Name's] diversity initiatives are applicable—but not limited—to our practices and policies on recruitment and selection; compensation and benefits; professional development and training; promotions; transfers; social and recreational programs; layoffs; terminations; and the ongoing development of a work environment built on the premise of gender and diversity equity that encourages and enforces:

- Respectful communication and cooperation.
- Teamwork and participation, permitting the representation of all groups and perspectives.
- Work/life balance through flexible work schedules to accommodate employees' varying needs.
- Contributions to the communities we serve to promote a greater understanding and respect for the diversity.

[Greenpeace](#)

Greenpeace challenges the system of power and privilege that destroy the environment and place disproportionate burdens on vulnerable communities. As Greenpeace, we know from nature that diversity is essential to the life on the planet and success in our organization. We welcome, culture, and rely on a diversity of people, cultural experiences and perspectives. We learn from one another. Throughout campaigning, we create solutions that promote environmental sustainability rooted in social justice.

[National Association of Colleges and Employers](#)

Inclusion is a core value for the National Association of Colleges and Employers (NACE), which fosters and supports individual and organizational diversity and inclusion in all facets of the association. NACE embraces and derives value from the variety of views that diverse organizations and individuals bring to a task at hand, and creates a supportive learning environment to foster open communication of diverse perspectives and realities.

[The National Postdoctoral Association](#)

The NPA seeks to promote diversity and ensure equal opportunity and inclusion for all persons in the membership, leadership and activities of the NPA regardless of race, ethnicity, sex, disability, country of origin, field of research, socio-economic status, religion, age, marital status, sexual orientation, or gender identity.

[United Way](#)

We respect, value and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We also believe that hiring diverse individuals allows us to collectively and more effectively address the issues that face our communities. It is our aim, therefore, that our partners, strategies and investments reflect these core values.

- **Mission, Vision, and Values**

It is important to draft and include your commitment to diversity or inclusiveness in your Mission, Vision, and Values. These statements are essential because they will facilitate an internal awareness and understanding about the desire to shift within the organizational culture. Further, this will draw people to your organization that agree with and fit into this sought after culture. Most of our organizations will keep our current missions. We will find the most opportunity to include diversity in our vision and values.

- I. **Mission-** The work you are going to do to make your vision come true.

EXAMPLE:

[National Public Radio](#)

To work in partnership with member stations to create a more informed public – one challenged and invigorated by a deeper understanding and appreciation of events, ideas and cultures.

- II. **Vision-** The future you want to create for the community you want to impact.

EXAMPLE:

[The Audubon Naturalist Society](#)

The Audubon Naturalist Society seeks to create a larger and more diverse community of people who treasure the natural world and work to preserve it.

- III. **Values-** How your work will reflect the values you want to see in your community. The statement should go beyond something undeveloped like, “We values diversity” and include reasons why diversity and inclusion are important. It is essential to state what it mean to value diversity in your organizations so that people are guided by this work.

EXAMPLES:

[Booz Allen Hamilton](#)

Our values are not simply statements of principle or aspirations for what we endeavor to achieve—they are bonds that connect us in everything we do.

[National Parks Conservation Association](#)

The National Parks Conservation Association (NPCA) is committed to fostering a workplace of excellence to achieve our mission to protect and enhance national parks. Our Core Values of Commitment, Inclusion, Integrity and Respect promote a diverse, ethical and innovative culture and make NPCA an effective organization and a great place to work.

Act with Deliberate Focus and Intention toward Diversity

- **Begin On-Going Diversity Conversation with Board and Staff**

An on-going discussion with your Board of Directors and Staff is essential to facilitating a cultural shift within your organization about the importance of increasing diversity. The shift will maintain the initial stamina and remind everyone that this is a constant work in progress. A suggestion to start this conversation is to have everyone on your Board bring an article about why diversity is important and discuss. Then continue this trend each Board and Staff meeting. Recruiting Board Members of color is highlight suggested. Click [here](#) for tips on recruitment.

- **Reserve Funding**

Programs and priorities cost money. After making diversity a priority through a board resolution or adoption as a new policy, funds need to be directed in order to achieve our goals. This might include new paid staff who are knowledgeable about diversity, a community organizer who works in diverse communities, putting together a committee, or hiring a consultant.

- **Hire a Diversity Consultant**

If you do not know what to do to increase diversity, hire some help!

- I. [The Raben Group](#)
- II. [Green 2.0](#)
- III. [The Diverse Environmental Leaders Speakers Bureau](#)
- IV. [PRISM Inclusion and Diversity Consulting](#)
- V. [Visions, Inc.](#)

- **Workplace Culture**

Diversity committees are generally charged with identifying remedial steps, overseeing diversity initiatives, and monitoring progress⁶. Tasking a committee to make recommendations on diversity and being more inclusive can drastically shift workplace culture. The purpose of this committee would include reviewing the status of diversity within the organization, suggesting methods for increasing diversity, recommending how an organization can diversify its membership, and creating a work plan to achieve diversity goals.

Tip: If you want to become a more inclusive organization, it is best to appoint people of color and people who represent divisive backgrounds to this committee. Having marginalized people apart of these decision making process can help an organization avoid [these](#) common mistakes.

- **Provide Incentives**

Messages expressing the desire of an organization to target specific groups for recruitment due to the value it places on diversity and diverse perspectives are particularly effective⁷. Thus organizations with comprehensive diversity plans may showcase them prominently on their website. Likewise, highlighting diversity efforts through recruiting materials or on the organizational website may cause people of color to find an organization more attractive since persons with strong racial identities tend to be more attracted to organizations that make explicit references to their diversity initiatives⁸.

⁶ Kalev, Alexandra, Frank Dobbin, and Erin Kelly. "Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies." *American Sociological Review* 71, no. 4 (2006): 589-617.

⁷ Avery, Derek R., and Patrick F. McKay. "Target practice: An organizational impression management approach to attracting minority and female job applicants." *Personnel Psychology* 59, no. 1 (2006): 157-187.

⁸ Gelfand, Michele J., Lisa Hisae Nishii, Jana L. Raver, and Benjamin Schneider. "Discrimination In Organizations: An Organizational-Level Systems Perspective." *Cornell University, School of Industrial and Labor Relations, Center for*

Require Accountability and Provide Incentives institutional barriers to diversification are often systematic, subtle, and deeply ingrained⁹, therefore increasing diversity and inclusion requires persistent and thoughtful leadership. As John Rice, founder of Management Leaders for Tomorrow, pointed out in the Harvard Business Review points out, "If no one person or group is responsible for building a diverse senior management pipeline, it's hard to develop an integrated, game-changing strategy" (2012, p. 40).

Research also indicates that incentive structures must promote cooperation and encourage the formation of collegial relationships¹⁰. That is, when the work and incentives require cooperation, team membership becomes more salient than demographic differences. In contrast, individualistic task designs, incentives, appraisals and compensation systems foster barriers to cooperation and inhibit team members from appreciating the benefits of the very diversity goals towards which they are working¹¹. Thus repeatedly emphasizing the relationship between diversity and the bottom line, basing part of employee or unit compensation on reaching goals, continually collecting feedback on performance (from a variety of stakeholders including superiors, peers and subordinates), and recognizing successes are all strongly recommended¹².

- **Establish Diversity Goals**

Set measurable goals for diversity and inclusion within your organization.

EXAMPLE:

_____ (organization) will strive to develop a board of directors* that reflects the community it serves in regards to race and ethnicity. According to the 2000 U.S. Census, the community we serve is comprised of 47 percent whites, 30 percent Latinos, 10 percent African Americans, 5 percent Asian Americans, 5 percent Native Americans, and 3 percent "other." Therefore, _____ (organization) will strive for similar representation in the make-up of the Board of Directors. As demographic changes occur, we will make adjustments to our Board composition accordingly.

- **Collect Diversity Data**

How will we know that we are increasing diversity if we do not track our efforts? Click [here](#) for more information on "The State of Diversity in Environmental Organizations: Mainstream NGO's, Foundations & Government Agencies," is the most comprehensive report on diversity in the environmental movement. Click [here](#) for tips on getting started.

Advanced Human Resource Studies. (2007): <https://pdfs.semanticscholar.org/7b00/3970de2d9527290fc6efa954a26984693aec.pdf>.

⁹ Lyness, Karen S. "Finding the key to the executive suite: Challenges for women and people of color." In Robert F. Silzer (ed), *The 21st Century Executive: Innovative Practices for Building Leadership at the Top* (2002): 229-273.

¹⁰ Brickson, Shelley. "The impact of identity orientation on individual and organizational outcomes in demographically diverse settings." *Academy of Management Review* 25, no. 1 (2000): 82-101.

¹¹ Chatman, Jennifer A., Jeffrey T. Polzer, Sigal G. Barsade, and Margaret A. Neale. "Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes." *Administrative Science Quarterly* 43, no. 4 (1998): 749-780.

¹² Beasley, Maya A. "Beyond Diversity." *Green 2.0*, May 2017, www.diversegreen.org/beyond-diversity/.

- **Positioning For Impact**

Why is it important to collect demographic data? Because it is the only way for foundations to know fully what impact we are having and how to maximize our impacts. It is the only way to ground strategy in a comprehensive understanding of what’s needed and what’s possible for the communities we seek to serve, and to make informed decisions about investments and interventions, and our own organizational development. As funders, we [D5] ask: Who needs our program? Who is being served? What’s the best way to serve them? What outcomes are being produced for distinct communities and populations? These are basic and necessary questions for designing, implementing, and assessing the impact of programs and investments, and the answers can only be found by gathering and analyzing demographic data – disaggregated by variables such as race, ethnicity, gender, ability, and sexual orientation. These dimensions, and others such as age, geography, and socioeconomic backgrounds, allow organizations to illuminate effective strategies, gaps and overlaps, and opportunities for impact for distinct communities and populations. They will also point us to an understanding of who we need on our staff and in our leadership so our organizations and our partners reflect and engage the communities they serve, which is essential for ensuring that our approaches are responsive and relevant¹³.

EXAMPLE:

Choose Clean Water Coalition’s Sample Demographic Survey

Each year, the Choose Clean Water Coalition’s Annual Conference brings together a comprehensive and diverse group of more than 300 people from throughout the Chesapeake Bay region. The conference provides a two-day forum for participants to learn about the most important and up-to-date Chesapeake restoration issues, network with fellow Chesapeake Bay supporters and activists, develop strategies to advance federal, regional and local restoration goals, and learn from successes. In order to measure the diversity of our attendees, we ask participants to take part in an anonymous and optional demographic survey upon arrival to the conference. The demographic survey is intended to measure how successful we were at achieving a diverse audience of attendees.

This survey is completely voluntary and anonymous.

1. What is your gender?

Female Male Transgender/nonconforming Decline to state

2. What is your age?

18-24 25-34 35-44 45-54 55-64 65-74 75+ Decline to state

3. What is your race?

Asian/Asian American Black/African American Hispanic/Latino/Latina
 Native American/American Indian/Alaska Native/Native Hawaiian White
 Multi-racial or multi-ethnic (2+ races/ethnicities) Decline to state
 Other (please specify) _____

4. Do you identify as LGBTQ? Yes No Decline to state

5. Do you have a disability? Yes No Decline to state

6. Where do you live?

No

DC DE MD NY PA VA WV Other (please specify):

¹³ MAKING THE CASE FOR DEMOGRAPHIC DATA COLLECTION: WHY IS IT IMPORTANT? HOW DO WE DO IT? www.D5coalition.Org, 2015, www.d5coalition.org/wp-content/uploads/2015/12/Case-for-Data-12.8.151.pdf.

Hiring:

Recruitment: Following readiness, comes recruitment or the active procurement of diverse talent pools. The Hiring section of the Diversity Toolkit contains information on how organizations can best:

- ✓ Develop a comprehensive plan with evaluation
- ✓ Employ metrics to identify organizational needs
- ✓ Use metrics to attract diverse applicants

Job Posting

Purpose: As previously stated, highlighting diversity efforts through recruiting materials or on an organizational website may cause people of color to find an organization more attractive since persons with strong racial identities tend to be more attracted to organizations that make explicit references to their diversity initiatives¹⁴. When posting job descriptions it is important to clearly state that your organization is seeking diverse candidates.

- **Diversity Language in Job Description**

EXAMPLE:

National Wildlife Federation

Clean air, clean water, and abundant wildlife sustain Americans from all walks of life. We share a responsibility to protect these public assets for our children's future. Just as a diversity of animals and plants are essential to a healthy ecosystem, the National Wildlife Federation derives its strength and relevance from bringing together diverse people to create healthy communities for all.

We aspire to be an inclusive multicultural organization that celebrates the rich dimensions of diversity such as race, ethnicity, gender identity, sexual orientation, socio-economic status, age, physical abilities, religious and political beliefs. Diversity creates an awareness of and acknowledges respect for differences. Diversity at the National Wildlife Federation translates into understanding and valuing each other's perspectives.

- **Equitable Job Posting**

Sometimes nonprofits fall into the trap of inequity when hiring for new team members¹⁵. Here are five tips to create more equitable job postings:

1. Write job descriptions that focus on results, not a laundry list of required skills
2. Reconsider your required credentials.
3. Disclose the salary and benefits package.
4. Be explicit and encourage individuals from diverse communities to apply.
5. Go beyond your regular network to promote your job opening.

¹⁴ Gelfand, Michele J., Lisa Hisae Nishii, Jana L. Raver, and Benjamin Schneider. "Discrimination In Organizations: An Organizational-Level Systems Perspective." Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies. (2007): <https://pdfs.semanticscholar.org/7b00/3970de2d9527290fc6efa954a26984693aec.pdf>.

¹⁵ "5 WAYS TO CREATE EQUITABLE JOB POSTINGS." *CharitySavant*, charitysavant.com/wp-content/uploads/2017/05/5-Ways-to-Create-Equitable-Job-Postings.pdf.

EXAMPLE: [The Management Center](#)

State Health Care Now – State Policy Director

This job description is just a sample, so don't apply!

State Health Care Now is seeking a full-time State Policy Director to lead our state advocacy activities, primarily by building and maintaining alliances among key actors throughout the state.

The ideal candidate will have a proven ability to foster coordination and cooperation among diverse – and even competing – groups. He or she will be committed to getting results in a fast-paced environment and able to handle a heavy workload without dropping the ball. This position is an opportunity to engage with policy makers, NGOs, industry executives, and constituents to help bring about real legislative change.

About State Health Care Now- State Health Care Now is a fast-paced nonprofit organization whose mission is to bring about affordable health insurance for every state resident. We work closely with policymakers, advocates, and business leaders, and have built a reputation as one of the state's leading voices for health care reform. We plan to add 24 partners over the next two years and achieve universal coverage for all children in our state by 2015.

Job Responsibilities

- The State Policy Director, who is based in X state and reports to the executive director, is responsible for the following:
- Building and maintaining strategic relationships with policy makers, NGOs, industry executives, leading experts, and constituents
- Implementing our state advocacy agenda – current activities include three major programs and one annual conference
- Supervising three state-based project staff and two to four consultants and volunteers
- Monitoring legislative proposals and trends
- Serving as a member of the organization's leadership team

Qualifications

We're seeking candidates who excel in **relationship-building**, are **results-oriented**, and have strong **project management skills**. You should have:

- A track record of developing and maintaining strong working relationships with and among a diverse group of stakeholders
- A demonstrated commitment to meeting a high bar and a history of getting things done even in the face of obstacles
- Experience managing multiple projects and ability to oversee a cadre of staff, consultants, and volunteers

Knowledge of health care policy issues and prior experience in a legislative environment are both plusses but are not requirements.

Compensation depends on experience and is highly competitive. State Health Care Now is an equal opportunity employer, and we make a particular effort to recruit people of color to apply for open positions.

- **Diversity and Inclusion Statement**

EXAMPLE:

Clean Water Action and Clean Water Fund value a diverse workplace. People of color and those from economically disadvantaged communities are particularly encouraged to apply. Clean Water Action is an equal opportunity employer and does not discriminate in hiring on the basis of race, color, sex, gender identity, sexual orientation, religion, national origin, age, marital status, disability, veteran status, or any other legally protected characteristic.

- **Where to Post a Job**

Actively spread the job posting to diverse groups and people with diverse connections. For example, post to diverse media sources. To assist with this, the Coalition staff is collecting and uploading this list of diverse job databases. This list is far from complete. Please e-mail davism@nwf.org for questions, comments or suggestions.

Active Recruitment

Actively recruit diverse, qualified individuals for your job openings.

Tip: Ask around for the names of the best people your colleagues and partners have worked with. Think about the people you have worked with in the past. Reach out to them!

- Job fairs
 - [Prince George's Community College Career Fair](#)
 - [Chesapeake Bay Program's Diversity Workgroup Job Fair](#)
 - [The Potomac School – Diversity Hiring Fair](#)
 - [Lincoln University Career Fair](#)
 - [West Virginia University Job Fair](#)
- Historical Black Colleagues and Universities
 - [Coppin State University](#)
 - [Morgan State University](#)
 - [Virginia State University](#)
 - [Cheyney University of Pennsylvania](#)
- Community Colleges
 - [Prince George's Community College](#)
 - [Howard Community College](#)
- Additional Resources
 - [Green Latinos](#), email job posting to markmagana@greenlatinos.org
 - [Diversity Employers](#)
 - [Hire Disability Solutions](#)
 - [Hispanic National Bar Association](#)
 - [Latino Professionals](#)
 - [National Society of Black Engineers](#)
- **Internships and Volunteer Opportunities**

Create internships or elevated career opportunities for diverse candidates. Recruit and mentor diverse interns and volunteers.

Purpose:

Internships are not typically thought of as being beneficial to increasing diversity among senior staff in the short term, but across industries and sectors, they have been accorded special status by executives for “building the pipeline” where a shortage of talent is commonly perceived. Unlike internships and fellowship programs that typically focus on entry-level positions, mentoring has been lauded as capable of assisting staff move up the hierarchy at all levels. Prior studies indicate that mentoring programs have a positive impact on women and racial minorities moving into management positions. The assumption is that these relationships connect aspiring managers with people who can help them by providing them advice and connecting them with jobs¹⁶.

Hence, while having an informal mentor that wishes to help a fellow employee because they feel some sort of bond, whether real or imagined, may be preferable, organizations with mentoring programs that keep diversity as a priority must, and in some cases already do, realize that is not always possible¹⁷.

Available Internships:

- Chesapeake StREAM Natural Resources Management and Environmental Policy Internship. Point of Contact: Melissa Fagan, CRC, at faganm@chesapeake.org.
- Department of Energy, [STEM Internships, Fellowship, and Mentoring](#)
- Chesapeake Bay Foundation, [Internship Opportunities](#)
- Virginia Institute of Marine Science, [Internship & Student Opportunities](#)

● **School and Youth Engagement**

There are a ton of ways to engage students and youth in the conservation movement through watershed education and more! Below are available programs available in the Chesapeake Bay region.

Tips:

- Target schools with diverse limitations
- Work around schools schedules and driving limitations

EXAMPLE:

[San Diego Coastkeeper's LEAP Program](#)

Coastkeeper LEAP will pull together a small group of high school students to participate in a five-month education and mentorship program. Selected students will attend monthly field trips and workshops highlighting environmental concerns, initiatives and careers in San Diego. Paired with one or more members of Coastkeeper's Community Advisory Council, students will develop a project focused on the environmental issue of their choice and present it at the conclusion of the program during a celebratory event.

¹⁶

Dobbin, Frank, and Alexandra Kalev. “The architecture of inclusion: Evidence from corporate diversity programs.” Harvard Journal of Law & Gender, Vol. 30 (2007): 279-301.

¹⁷ Beasley, Maya A. “Beyond Diversity.” *Green 2.0*, May 2017, www.diversegreen.org/beyond-diversity/.

Communications and Programs:

Retention: Retention means building meaningful pathways to promotion and building affinity within the organization so that all differences are valued¹⁸. When communicating internal and external goals to expand diversity it is imperative that all communications and programs are transparent and reflective of DEIJ. The Communications and Programs section addresses:

- ✓ Limitations of diversity training

Communications Must Reflect Diversity

Purpose: After creating a set of clear goals used to build and carry out inclusive practices it is important that organizations are transparent and reflective about the progress being made to achieve those goals. Cultivating a space to discuss DEIJ can be done both internally and externally. Due to limitations in diversity training, organizations have the opportunity to engage in meaningful processes that can providing platforms to communicate effectively about diversity both internally and externally as an organization. How an organization communicates about DEIJ must be reflective of their mission, vision, and values.

- **Post Diversity and Inclusion Policies**

Draft firm language affirms that the commitment to diversity is embedded in the core values of an organization. It ensures the organization stays on track and moves toward the goal of being representative of the community it serves and maintains fresh perspectives in every effort. Further, diversity language ensures a commitment to excellence through advancing inclusion and equity in the community. It will affirm that the organization promotes diversity in all of its endeavors; seeks diversity in thought and perspective; and consistently reflects cultural sensitivity. To do this successfully, you must decide how your organization will define diversity. What type of diversity do you need?

- **Make It Obvious Your Organization Is Diverse**

Practice what you preach! Do you discuss diversity as a part of your organization? Make it known that your organization is reflective of diversity. Diversity can come in many forms to include a wide variety of:

- Skillsets
- Languages
- Gender
- Sexual orientation
- Race
- Religions
- Ethnicities
- Cultures

Discovering your organizational niche can be used as powerful messaging tool when communicating with funders and donors. Capitalizing on your organizations diversity can also be a way to empower your staff. Being open about your uniqueness can open new doors for any organization.

- **Use Photos of Diverse Volunteers and Staff**

Green Muslims is a member of the Choose Clean Water Coalition whose mission supports, “Muslims living the environmental spirit of Islam”. They have a shared vision “to be a source in the Muslim community for spiritually-inspired environmental education, reflection, and action. We engage locally while serving as a national resource.” Visit their [blog page](#) to learn more!

¹⁸ Beasley, Maya A. “Beyond Diversity.” *Green 2.0*, May 2017, www.diversegreen.org/beyond-diversity/.

Blue Water Baltimore is a member of the Choose Clean Water Coalition whose mission is to restore the quality of Baltimore's rivers, streams, and Harbor to foster a healthy environment, a strong economy, and thriving communities. Visit their [blog page](#) to learn more!

- **Multi-lingual**

Do you offer any information on your website or programs in other languages? Are there people in your office that are bilingual or multilingual?

- **Values-Based Communication**

The focus here is communicating with values. What is important to the community that you are trying to communicate with? Tip: Visit Environmental Justice seminars, workshops, and conferences

EXAMPLE:

[National Environmental Justice Conference & Training Program](#)

Building a Pipeline: Develop Diverse Youth Leaders

Purpose:

Despite the relatively high proportion of well – educated people of color in the United States, diversity among management and leadership in a variety of sectors remains limited. In the environmental sector, particularly, people of color comprise only 12 to 16 percent of staff at environmental organizations and agencies.

Organizations are increasingly turning to executive search firms to assist them in hiring for senior level positions, and often express interest in finding more diverse candidates, thereby, making search firms the gatekeepers of the networks that impact the movement of talent¹⁹.

- **Programs**

Young Professionals of Color Mentorship (YPC)

Established in 2016, the Young Professionals of Color (YPC) Mentorship Program is a united effort to support individuals working in the environmental sector. Our program is intended to provide mentorship to individuals seeking to excel in their careers and strengthen a mentors leadership abilities. Participating in this unique partnership will foster better relationships among clean water partners and will help build a pipeline of diverse leaders interesting in advancing our watershed goals throughout the Chesapeake Bay region. For more information, please contact davism@nwf.org

[Taking Nature Black](#)

Taking Nature Black, hosted by Audubon Naturalist Society is a thought-provoking Black History Month event that features a jobs fair, speaker presentations and panels with regional and national environmental leaders. Participants include African American environmental affairs professionals, activists, and business owners, representatives of regional environmental groups, governmental bodies, as well as regional college students and graduates – all from DC, Maryland, and Virginia. “Our vision is to create a larger and more diverse community of people who treasure the natural world and work to preserve it; so events such as these give us an opportunity to open the doors wider and reach a greater number of nature enthusiasts.” –Audubon Naturalist Society’s Executive Director, Lisa Alexander. For more information, please visit www.anshome.org

¹⁹ Beasley, Maya A. *Diversity Derailed* . 2016, pp. 1–46, *Diversity Derailed*.

Programs Must Reflective Diversity

Purpose: Having an impact in the community or the audience in which you are attempting to serve is a key piece to expanding external communications and increasing awareness around DEIJ. Creating more sustainable solutions that effectively address local challenges can empower local leaders who have an interest in pursuing careers in the environmental sector. Meaningful and authentic engagement with your audience can take place in a number of ways.

Click here to view a full report on [Authentic Community Engagement](#) from the Local Initiatives Support Cooperation (LISC). LISC is one of the largest organizations supporting projects to revitalize communities and bring greater economic opportunity to residents.

- **Community Engagement**

It is our responsibility to reach out to communities that are impacted and underrepresented. We need to solicit membership, partnerships, employees, and volunteers in these locations. We do this by understanding their needs and looking for common ground (i.e. communities of faith). Listening to communities to understand their needs are is a very important process to being inclusive of the communities we serve.

Organizations can take this a step further through ethical storytelling. Ethical storytelling occurs when people in a community who lived through a particular experience are in control of how their story is being told. If impacted community members are only engaged as storytellers, it is NOT ethical storytelling.

[Do's and Don'ts for engaging your community](#)

1. Don't only communicate when something happens.
2. Do create a persistent beat.
3. Don't only talk about yourself.
4. Do start conversations around important themes.
5. Don't neglect to explore the various channels and styles that your audience might prefer.
6. Do think of ways to add value to existing content for your audience.

Tip: Build leaders in those communities and bring on diversity ambassadors [Leaders who are committed to promoting diversity and environmental justice].

EXAMPLE:

- Rain gardens, tree plantings, and community garden projects

Food deserts are prominent throughout sparsely populated in low income communities of color in both urban and rural settings. Rain gardens, tree plantings, and community garden projects are an excellent way to engage with broader audiences and have a local impact in your area. Taking the steps to work with communities lacking access to affordable fresh food can be an empowering and uplifting experience for those you serve. Not only do these types of projects beautify an area, they also effective solutions to reduce stormwater runoff and pollutants from entering the watershed.

Here are 10 steps to starting a community garden. For more information on raingardens, check out Alliance for the Chesapeake Bay's [RiverWise Congregation](#) program.

- **Design Programs that Meet Specific Community Needs**

Partner on specific issues that meet the needs of the local community.

EXAMPLES:

[Environmental Health Coalition – SALTA Program](#)

([Salud Ambiental Lideres Tomando Accion](#)) (Environmental Health, Leaders Taking Action) A web-based, interactive leadership development curriculum that provides community leaders with skill-building training in community organizing, policy advocacy, building power, community health, environmental justice and effective communication.

[EPA's Environmental Justice EcoAmbassadors](#)

The Environmental Justice (EJ) ecoAmbassador Program, in partnership with the U.S. Environmental Protection Agency's (EPA) Student Diversity Internship Program (SDIP) is providing student internship opportunities focusing on environmental justice. This new partnership supports former Administrator Lisa P. Jackson's priorities to "expand the conversation on environmentalism and work for environmental justice."

The National Fish and Wildlife Foundation

The National Fish and Wildlife Foundation has also been successful in partnering with groups that promote diversity initiatives. For example, National Fish and Wildlife Foundation partners with:

- The National Wildlife Federation for the Deep Green Community program, which benefits wildlife and water in Baltimore.
- The Anacostia Watershed Society for the Anacostia Wetlands Awareness and Restoration Effort restoring tidal wetland habitat in the Anacostia Watershed in the District of Columbia.
- Blue Water Baltimore on the Blue Water Congregations program in Maryland, which works with religious leaders to reduce impacts from stormwater.
- Anacostia Riverkeeper on the Community Rain Barrels to install high-volume cisterns in the District of Columbia to harvest stormwater for community use.
- The City of Lexington, Virginia on the Green Infrastructure Showcase which integrates green infrastructure into new and highly-visible, mixed-income neighborhoods of affordable EarthCraft certified homes.

For more information visit: <http://www.nfwf.org/Pages/default.aspx>

Additional Resources and Safe Spaces:

Purpose: A safe spaces or "affinity space" is a place or environment in which a person or category of people can feel confident that they will not be exposed to discrimination, criticism, harassment, or any other emotional or physical harm (Merriam-Webster). Safe spaces are especially needed when tackling issues of diversity, equity, inclusion, and justice. These spaces are devoted to the needs and experiences of marginalized groups.

Fifteen members of [Forbes Coaches Council](#) weighed in on how you can make your organization a place where employees feel included, appreciated, and safe. Here is what they recommend:

Creating a Safe Space:

1. Set ground rules
2. Promote Dialogue
3. Build Trust

4. Do not be afraid to have uncomfortable
5. Foster a gratitude practice
6. Promote diversity and inclusion programming
7. Go back to basics
8. Focus on freedom on individuality
9. Invest in leadership
10. Focus on your mission
11. Take a stand for the better
12. Establish emotional connection
13. Start at the top
14. Listen to the organization's humanity
15. Give them a space to talk

Click [here](#) to access view more information on how your organization can create a safe spaces in a diverse world from www.Forbes.com.

Choose Clean Water Coalition's Equity Workgroup

The Choose Clean Water Coalition's [Equity policy priority](#) is to promote diversity, equity, inclusion, and justice in the Chesapeake Bay watershed, and incorporate these issues into the structures, analysis, policy development, decision-making and advocacy process of the Coalition. The Equity Workgroup page includes webinars, tools, articles, blogs and other resources for Coalition members interested working on equity issues throughout the watershed. Click [here](#) to access our Equity Workgroup page.

Monthly Calls: The Environmental Justice Workgroup's monthly calls are held on the fourth Wednesday of every other month at 11AM for Choose Clean Water Coalition members. For more information to join monthly calls, please contact the Equity Workgroup Lead at davism@nwf.org. To access the Choose Clean Water Coalition's homepage visit <https://www.choosecleanwater.org/>.

Chesapeake Bay Program's Diversity Workgroup

The Diversity Workgroup was formed following the signing of the new [Chesapeake Bay Watershed Agreement](#) and is tasked with developing the Management Strategy associated with the [Diversity Outcome](#). The workgroup's goal is to identify stakeholder groups that are not currently represented in the leadership, decision-making and implementation of conservation and restoration activities and create meaningful opportunities and programs to recruit and engage them in the Bay Program's efforts.

Annual Conferences and Trainings

- [People of the Global Majority Summit PGM One Summit](#)

The **PGM ONE** summit convenes hundreds of emerging and established professionals of the global majority to lead the racial equity and inclusion movement in the outdoor and environmental sectors. During the three-day multidisciplinary and intergenerational summit, participants will share, learn, collaborate, heal, celebrate, build community, find support, and sharpen their analysis of racial equity in their field.

- [Green Latinos National Summit](#)

GreenLatinos held the first national gathering of Latino Environment and Conservation Advocates *May 8-10, 2014 at the National Conservation Training Center (NCTC) in Shepherdstown, WV*. The inaugural summit brought together Latino environmental and conservation advocates from across the country for the first time, the GreenLatinos retreat provided a unique opportunity for leaders to become acquainted and find ways to work in coalition on the common cause of advancing an environmental agenda for the benefit of our

communities.

- [LGBTQ Outdoor Summit](#)

The mission of the LGBTQ Outdoor Summit is to cultivate connections, build community and inspire leaders from across the outdoor industry and beyond to create more accessible and affirming ways for the LGBTQ community to get OUTside.

- [Environmental Leadership Program](#)

The mission of the Environmental Leadership Program (ELP) is to support visionary, action-oriented, and diverse leadership for a just and sustainable future. ELP aims to catalyze change by providing emerging leaders with the support and guidance they need to launch new endeavors, achieve new successes, and rise to new leadership positions. Since 2000 we have created a dynamic network of 900 of the country's top emerging environmental and social change leaders.

- [Congressional Black Caucus Institute](#)

The Congressional Black Caucus Political Education and Leadership Institute ("the CBC Institute") has been making an impact for over 15 years. We actively raise awareness of the issues affecting the American community and American at large. Our programs educate voters, train new political leaders, and advocate powerful solutions.

As a non-profit organizations, the CBC Institute is supported by contributions from individuals, corporations, and organizations. Together with members of the Congressional Black Caucus, we work alongside members representing every facet of America: academia, policy organizations, law firms, labor, public groups, private industry, and more. Help us make an even greater impact.

Continuing the Conversation:

It is clear that the future of clean and healthy water depends on bold, immediate and coordinated action. By engaging a larger and more inclusive cross-section of the public in the clean water movement the Coalition is positioned to provide the tools our conservation community needs to be successful. The Diversity Toolkit lays out an equitable approach to creating a unified and inclusive movement that will ensure clean water is returned to our rivers, streams, and the Chesapeake Bay.

Shifting and reshaping an organization's culture is a large-scale undertaking and is one of the most difficult leadership challenges²⁰. As innovators, we have a responsibility to continue the conversation during this time of social justice reform. It is imperative that we continue to find ways to engage and explore in organizational practices that embedded concepts of DEIJ our governance, hiring and communications structures and policies.

In closing, here are a few tips to keep the conversation going within your organization:

- **Listen** to your partners, stakeholders, staff, board members, and the communities being served.
- **Create** open dialogue within your organization daily, weekly, or on a monthly basis.
- **Discover** innovative ways to engage new audiences by offering programming or services to empower and enable emerging leaders.
- **Be Authentic** and remain true to the mission and objectives of your organization.

²⁰ Denning, Steve. "How Do You Change An Organizational Culture?" *Forbes*, Forbes Magazine, 12 Nov. 2012, www.forbes.com/sites/stevedenning/2011/07/23/how-do-you-change-an-organizational-culture/.