Inclusivity
Are you embracing others? Or, only yourself?

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Board of Water and Soil Resources
Minnesota Association of Watershed Districts
Annual Meeting
Friday, December 6, 2019
If you agree with the following statements
Do you want? Board managers who contribute to their fullest capacity?
Do you want? Board managers who happily ask to be reappointed?
Do you want? To be able to recruit the best staff?
Do you want?  

Staff who are willing to contribute to the successful operation of the watershed district?
Do you want?

To be able to retain staff who are happy to come to work every day?
Do you want to...

Embrace yourself?

Embrace others?
HOW DID WE GET HERE
WHAT ARE WE SUPPOSED TO DO
WHERE ARE WE GOING
HOW DO WE GET THERE
Where are we going?

- Definitions
- Board
- Staff
Definitions

- Discrimination
- Diversity
- Tolerance
- Equality and Equity
- Inclusion
Discrimination

In plain English, to "discriminate" means to distinguish, single out, or make a distinction. In everyday life, when faced with more than one option, we discriminate in arriving at almost every decision we make. But in the context of civil rights law, unlawful discrimination refers to unfair or unequal treatment of an individual (or group) based on certain characteristics, including:

- Age
- Disability
- Ethnicity
- Gender
- Marital status
- National origin
- Race,
- Religion, and
- Sexual orientation.

https://civilrights.findlaw.com/civil-rights-overview/what-is-discrimination.html
The Muddy Creek Watershed District does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our staff, clients, volunteers, subcontractors, vendors, and clients.
Diversity

1: Diversity includes everything that we are and that we are not.

2: Diversity encompasses all those differences that make us unique, including but not limited to race, color, ethnicity, language, nationality, sexual orientation, religion, gender, gender, socio-economic status, age and physical and mental ability.

3: Definitions regarding “what is diversity” are often described in relationship with work cultures and environments. The term “workforce diversity” is commonly known as it relates to “what is diversity” in an employer’s business location. Similarities and differences among employees in terms of age, cultural background, physical abilities, race, religion, sex, and sexual orientation.

https://www.diversity.com/page/What-is-Diversity
Throughout its history, the mainstream conservation movement in the United States has mainly attracted a narrow segment of the population—primarily white, wealthier Americans. This demographic prevails today. The leadership, boards, staff, and memberships of mainstream environmental groups continue to be largely white, upper middle-class, and older.

https://cdn.naee.org/sites/default/files/eepro/resource/files/diversity_module.9.22.15.pdf

• All three types of environmental institutions have made significant progress on gender diversity. But the gains have mostly gone to white women, and much remains to be done.

• However, men are still more likely than females to occupy the most powerful positions in environmental organizations.

Tolerance

• willingness to accept behavior and beliefs that are different from your own, even if you disagree with or disapprove of them:

• religious/racial tolerance

Example: There is zero tolerance of violence at this school – if you’re caught fighting, you’ll be suspended.
Minimal Tolerance
Minimal Tolerance

Some Tolerance
Minimal Tolerance

Some Tolerance

Super Tolerance
## Equality and Equity

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<tr>
<th><strong>Equality</strong></th>
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<td>Equality is about ensuring that every individual has an equal opportunity to make the most of their lives and talents. It is also the belief that no one should have poorer life chances because of the way they were born, where they come from, what they believe, or whether they have a disability. Equality recognizes that historically certain groups of people with protected characteristics such as race, disability, sex and sexual orientation have experienced discrimination.</td>
<td>1. A concept concerned with the fair and equitable provision, implementation, and impact of services, programs, and policies. 2. The principle that each member of society has a right to be given fair, just, and equitable treatment by the political system in terms of public policies and services.</td>
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https://www.igi-global.com/dictionary/support-for-and-behavioral-responses-to-tolls/27342
Essentially, the difference is this: in an “equal” system, all are given the same resources. In an “equitable” system, resources are given based on their individual needs. That’s a very simple definition, and in practice the difference is much more nuanced, but it captures the basics.

Inclusion

If “diversity” explains our difference, then “inclusion” defines the way in which we should relate across difference. At the University of Tennessee, we strive towards establishing and supporting a campus community that is not only diverse, but also one in which every student voice – irrespective of race, ethnicity, sexual orientation, gender identity, religious/political affiliation or regional background – is valued and heard. In the context of the classroom, this involves students and faculty intentionally and cooperatively creating environments in which everyone is empowered to communicate their worldviews, respectfully analyze and challenge ideas, and to construct new ways of thinking. In this way, inclusion can inspire learning interactions that prepare students to be agents of change both in the workplace and in their communities.

https://teaching.utk.edu/what-is-inclusion/
YOU BELONG HERE.

YOU ARE NOT ONE OF US.
Inclusion
At the Board Level
Hearing All Voices
The Inclusive Watershed District Board

- Appearance
- Norms and Duties
- Behavior and Language
Board Appearance

Who you were

Who you are

Who you want to be
Who You Were: The Old Watershed District Board
Waiting for Change

The Cultural Pioneer

• a : a person or group that originates or helps open up a new line of thought or activity or a new method or technical development

• b : one of the first to settle in a territory

https://www.merriam-webster.com/dictionary/pioneer
The Board
Pioneer
The Board
Pioneer
What do you see?
The Fate of a Pioneer
APPRECIATE GOOD PEOPLE. THEY ARE HARD TO COME BY.

KUSHANDWIZDOM
We have a manager vacancy!

Say hello to Heather and Mac Farmer
Background of the Farmers

• Mixed Crop/Livestock operators
• 2018 Winner of SWCD and State Conservationists of the Year
• Live on CD-19
• Host annual WD/SWCD Conservation education day
• Early adopters of conservation activity
• Enrolled in MN Ag Water Quality Certification Program
• Regularly attend WD Board meetings and field events
Background of the Farmers

**Mac**
- Owned current farm for 20 years
- Involved in Farmers Union
- Vice president of local Dairymen’s chapter
- Degree in agricultural economics
- Father of two kids in the local school system

**Heather**
- Family has farmed in the county for 113 years
- Chair of Lioness chapter
- Sits on county extension education committee
- Treasurer of township
- Degree in communications
- Mother of two kids in the local school system
Who do you ask to be on your board?
(Typically) Their answer is...

Mac

Sure, I would be happy to serve

Heather

Oh wow, I don’t know. I’m not sure I know enough. So, probably not. But thanks!
Who do you ask the board to appoint?
Recruiting for Public Office: Finding Your Next Manager

Men

• Self-motivated
• Confident
• Believe he knows enough/willing to learn

Women

• Average need to be asked three times before seeking public office
• Concerned about qualifications or being underqualified
• Fear of not knowing enough before the job starts
Recruit

Who you are

Who you want to be
Norms and Duties

Norm

• Norm, also called Social Norm, rule or standard of behaviour shared by members of a social group. Norms may be internalized—i.e., incorporated within the individual so that there is conformity without external rewards or punishments, or they may be enforced by positive or negative sanctions from without.

Duties

• something that one is expected or required to do by moral or legal obligation.

• the binding or obligatory force of something that is morally or legally right; moral or legal obligation.

• an action or task required by a person's position or occupation; function:
Organizational Tasks

Task

Women’s

Men’s
Why Who does What?

- Tradition
- Policy
- Statute
Tradition

It’s always been done this way

What does doing it this way say about us?

Is that who we are?
Tradition

Policy
Board Meetings are held at 1:00pm the third Tuesday of each month
Policy Implications

Board Meetings are held at 1:00pm the third Tuesday of each month

Excluded
• People who work from 9-5
• People who may be taking care of children at home
Tradition + Policy

Board Meetings are held at 1:00pm the third Tuesday of each month

PLEASE UNDERSTAND, YOU ARE NOT WELCOME HERE.
Policies have Consequences
Policy Review Questions

Why does this policy exist?

Is it achieving our desired goal?

What are the unintended consequences?

What can be changed to mitigate known drawbacks?
MD 103D Subd. 3. Officers.

After filing the bond, the managers must elect different managers as president, secretary, and treasurer. The managers must fill vacancies occurring in the officers' positions. The managers must provide the necessary books, records, furniture, and equipment for the officers to perform their official duties.
Interest of the Board

- President and Secretary can be held by any member

- The Board preference is for the treasurer to be held by one individual over time so that person can gain a full understanding of the financial management of the district and can provide meaningful assistance to the administrator and fiscal staff.
Traditional Nomination Process

CHAD, HOW LONG HAVE YOU BEEN CHAIR?

I NOMINATE CHAD FOR CHAIR AGAIN!
Bringing in New Blood

Hey, Mary, I was wondering could I nominate you for President?
Behavior
• the way in which one acts or conducts oneself, especially toward others

Language
• a system of communication used by a particular country or community.
Who gets attention?
Who is valued?

Liz states idea → Board responds with silence → Jake restates Liz’s idea

Board is enthusiastic → Board appoints Jake to committee
What do our words say about who we are?

Gendered language refers to any form of language which implies the gender identity of the person it is referring to. ... Common examples of gendered language in English include names, pronouns and titles. However, some nouns also imply gender, such as "brother" (male) vs "sister" (female) or "chairman" vs "chairwoman".
Who is supposed to fill this role?

Leadership Position

Chair

Chairman
Being the Inclusive Board

• Be self-critical
The critical board

**Criticism** is an evaluative or corrective exercise that can occur in any area of human life.
Being the Inclusive Board

• Be self-critical
• Discretely ask/assess
Hey, Beth, do you want to be reappointed to the watershed board?
Being the Inclusive Board

- Be self-critical
- Discretely ask
- Be supportive
Being the Inclusive Board

- Be self-critical
- Discretely ask
- Be supportive
- Be courageous and call it out

• I’m sorry.... This is not right!!!

[Image of a sticky note with a question mark and exclamation mark]
At the Staff Level

WE WANT THE BEST

WHOEVER THE BEST MAY BE
Staff Inclusivity

- Recruitment and Hiring
- Retention
- Resignation
Recruitment and Hiring

You can only hire who you can see! And, who can see you!
The Job Announcement

Watershed Technician

• The candidate will be required to perform water quality monitoring in all weather conditions
• He will be expected to carry 70 pounds regularly
• The position requires spending extended periods of time unsupervised in rural environments
Critical Analysis for Inclusion

He will be expected to carry 70 pounds regularly

Gendered language:?

Job Requirements:?
Critical Analysis for Inclusion versus Exclusion

He will be expected to carry 70 pounds regularly

Gendered language: He

Job Requirements: 70 pounds?
Why the 70-pound weight requirement?
Why the 70-pound weight requirement?
Crafting the Inclusive Job Announcement

- Avoid Gendered Language
- Limit Job Requirements to ‘Must Haves’
- Avoid using unnecessary professional language and jargon
- Emphasize your commitment to diversity and inclusivity
- Highlight inclusive benefits
Be specific about must haves

**General**
be expected to carry 70 pounds regularly

**Specific**
be expected to load and unload canoe from district pick-up truck unaided in rural locations including boat launches and undeveloped shoreland areas
The Muddy Flats Watershed District is committed to creating a diverse environment and is proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status.

Emphasize Inclusivity
Interviewing

ASSEMBLE THE RIGHT TEAM

EDUCATE THE TEAM
The Interview Process
Who is being judged?
Who is being judged?

We are judging you
Who is being judged?

I am judging you
Assembling the interview team

How does it reflect your organization?

Are the individuals open to diverse candidates?

Are the right people asking the right questions?
Training the Interview Team

- Daylight bias
- Ensure review of evidence rather than supposition
- Clarify the process
- Identify roles
- Practice
Stick to the plan!
The Selection Process

- Meet the Must Haves
- Matches organizational culture
- Brings the intangibles
- Don’t discriminate
Making the offer

- Make Selection
- Make Offer
- Negotiate
- Accept Offer
- Hire
Negotiating the Offer

- What is your salary range?
- What are the non-monetary benefits?
- What will work best for you and the candidate
- Be honest
  - Would we make the same offer to all candidates?
So, what does your husband do for a living?
Resources for Being Inclusive During the Hiring Process

Tap into local partners
- County HR Departments
- County Attorney
- Local Based Hiring Organizations

Human Resource Consultants
Retention
Creating the Inclusive Office
The Inclusive Office
Starts at the Top

• Embraces the concept
• Receives training
• Gets support
Supportive Leadership

Embrace Support
Do you want this kind of leader?

INCLUSIVITY?

ENOUGH WITH THESE NEW FANGLED IDEAS
Provide Training

I HAVE NO IDEA

WHAT I'M DOING
Training Resources

ONLINE

BOOKS/MAGAZINES

WORKSHOPS
Fund your administrator’s training plan
Provide support for inclusivity

OUR WATERSHED DISTRICT BOARD SUPPORTS INCLUSIVITY EFFORTS
Adaptation
Making the workplace more inclusive

a trait that helps an organism survive in its environment
Assimilation is a process where minorities adapt to the dominant culture. An assimilated workplace may pretend to be "color blind." New hires may be treated fairly and not fear discrimination. But they might feel pressure to go along with the rest of the group, even if they have different ideas. Or their role might be limited, keeping them from meeting their full potential.

Integration is a process where different perspectives can effectively combine. New hires can shape the culture, values, and future of the organization. A truly integrated workplace is harder to achieve, but it’s more successful in the long run.
Inclusive Change

- Open to employee requests
- Broaden organizational culture
- Make appropriate adjustments while staying true to mission
Changing the paradigm

Why would we do that?

Why can’t we do that?
Institutional Change for Inclusivity

Policies
Practices
Structures
Policies

- Gender neutral
- Available to all
- Reviewed with the employees
Practices
Who does the woman’s work tasks?
To be inclusive: Be Critical

In our office, there is not women’s work nor is there men’s work. In our office, we have watershed district work.

And we all pitch in to see the work gets done!
Quick Quiz: Who will clean this up?
Language and Events

SOMETIMES IT IS SUBTLE

NOT WELCOME!

SOMETIMES NOT
I'll move your 70 pounds
And I won't need worker's comp

This is not a breast pumping station

Structures
Events

Informal Monthly Staff Meeting
Third Thursday at 7:00pm

Christmas Party
Inclusive or Exclusive

Informal staff gathering at 7:00pm on third Thursday
• Cannot attend due to time
• Development of cliques

Christmas Parties
• “Some people do not attend parties at all. Members of the Jehovah's Witnesses do not participate in parties or gift-giving.”
Changing Society: Changing Language

Gendered pronouns
- I will call you what I think you are
- I will call you what you would like to be called

Family Dynamics
- Husband/Wife
- Spouse, Partner, Family, Roommate
- Children: Birth, adopted, fostered, large family
Resignation
Do you notice any trends?

- Retirements
- Better pay
- Increase in rank/responsibility
Moving Onto Bigger and Better Things
What if?

• We can’t seem to keep women on staff
• Sudden exodus of an identity group
• Move to a different organization at the same level
• Leave on a sour note
Have you done an exit interview?
Would you tell us?

• Have we done something to make you leave?
• What could we do to the next person in your position to encourage them to stay?
• How do you recommend we get better?
I have been in natural resources for 20 years. I just let what the guys say run off my back. If I need to, I can give it back just as much as they can dish it out. I’ve been around long enough that I don’t even see it unless I really think about it.
I will only work at a place that respects diversity. The environment is important for everyone and if an organization is not going to be inclusive in its staff, how is it going to be inclusive outside of itself? I can go somewhere else if the people I work with cannot respect who I am and get over the problems of the past. Times are changing. They need to deal with it.
NOW IT’S YOUR TURN
The Steps for Greater Inclusivity
Write These Down!

1. Where do you want to be?
The Steps for Greater Inclusivity
Write These Down!

1. Where do you want to be?
2. Where are you now?
The Steps for Greater Inclusivity
Write These Down!

1. Where do you want to be?
2. Where are you now?
3. What do you need to do to get from where you are now to where you want to be?
The Steps for Greater Inclusivity
Write These Down!

1. Where do you want to be?
2. Where are you now?
3. What do you need to do to get from where you are now to where you want to be?
4. How is it going to get done?
Now!

http://www.change.org/petitions/justice-for-13-yr-old-jordan-brown