**10. Diversity, Equity, and Inclusion[[1]](#footnote-2)**

# **DEI Goal 1: Improve Workplace Inclusiveness and Culture**

|  **Objectives** | **Actions** | **Metrics** |
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| 1. Improve cultural competency among current staff and board.2. Foster a collaborative and supportive workplace culture.3. Increase employee satisfaction and engagement. | 1. **[ONGOING]** Continue DEI Wednesday emails for staff and schedule quarterly discussions on relevant cultural topics.
2. **[Q1-FY21]** Incorporate DEI orientation into onboarding process for staff, board, interns, and fellows.
3. **[Q1-FY21]** Add DEI-focused questions to performance evaluations.
4. **[Q1-FY21]** Establish or foster affinity groups or informal conversation groups to encourage continued learning and discussion amongst staff.
5. **[Q2-FY21]** Establish and hire a senior leader to be accountable to this work (job description TBD by Brad, committee, outside consult).
6. **[Q1-FY21]** Determine training priorities and hold two DEI trainings per year for staff
7. **[Q1-FY21]** Hold one DEI training every year for all boards.
8. **[Q1-FY21]** Incorporate DEI trainings and readings into State Advisory Board meetings
9. **[Q1-FY21]** Review employee handbook to ensure policies are consistent with DEI goals.
10. **[Q4-FY21]** Issue first annual culture survey to measure success
11. **[Q1-FY21]** HR Team sets up standardized onboarding/culture feedback loop with new hires after their first 90 days.
 | 1. Is DEI training part of onboarding by Jan. 2021?
2. Are DEI questions or reflections added to performance evaluations. heading into FY21?
3. Are DEI trainings for FY21 budgeted and scheduled?
4. Are affinity groups or other conversation groups formed by FY20 end?
5. First annual culture survey to measure success designed and issued by end of FY21
6. HR team has standardized meeting with new hires after 2 months getting feedback on onboarding and culture
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**DEI Goal 2: Improve Workforce Diversity**

| **Objectives** | **Actions** | **Metrics** |
| --- | --- | --- |
| 1. Recruit from a diverse candidate pool at all times 2. Ensure recruitment process is internally set up to counteract implicit bias 3. Ensure candidates with different backgrounds have opportunities to apply to CLF positions. 4. Develop & retain employees that help make up a diverse workforce | 1. **[Q2-FY21]** Disclose salary ranges to CLF applicants to increase transparency and reduce barriers for candidates from different backgrounds.
2. [**Q1-FY21]** Develop and implement DEI plan specific to CLF’s boards, including review and reform to minimize implicit bias and expand networks. Reaffirm in communications and in nominations that wealth is not a requirement for CLF board members.
3. **[Q3-FY22]** Design and enforce a process and clear set of guidelines (all subject to review and update by senior position (e.g., SVP of People and Culture) whereby each open position is posted on the website and each talent pool selection has at least 1 person of color, recognizing our hiring process might be slower and accepting that as part of the work we have to do. Guidelines should establish procedures for how long to keep a search open, how/when to communicate with applicants, and accepted strategies for accommodating higher workloads during hiring process. Assess results after 1 year.
4. **[Q4-FY21]** Train all hiring managers and interviewers on implicit bias, assessment practices, intrinsic and strategic values of a diverse workforce, and employment law before they begin to interview candidates.
5. **[Q4-FY21]** Create guidelines for hiring committee composition, including interns, Fellows, and Senior Fellows and eventually transfer role of choosing a committee away from hiring manager and onto SVP of People and Culture.
6. **[Q2-FY22]** Include a set of DEI cultural competency questions to use in hiring process.
7. **[Q2-FY21]** Research industry best practices, and consider benefits/drawbacks of investing in application software that can collect data on candidates’ race, gender identity, etc.
8. **[Q2-FY21]** All CLF interns (undergrad and graduate, but not externs or volunteers) will be paid at least 90% of the current entry-level salary for advocates (or the equivalent). This will ensure CLF has a diverse pipeline of talent from different backgrounds. Funding streams can be budgeted differently, but payment must exist in some form as laid out above.
9. **[Q4-FY21]** Review leadership opportunities, professional advancement, and promotional pathways for all CLF staff, and redesign as needed to ensure all employees have equitable and clear paths for career growth & professional development at CLF, thereby ensuring higher retention rates, especially for junior positions.
10. **[2d position Q1-FY22]** Maintain Charlotte E. Ray Fellowship position beyond first iteration, and secure funding to create additional paid Fellowship positions at CLF with focus TBD.
 | 1. Was a well-informed decision made on whether or not to post salary bands in job descriptions? Have we acted on that decision by March 2020?
2. Is staff and board recruitment process overhauled with actions listed by FY21 start?
3. Are trainings on implicit bias in place for hiring managers by end of FY21?
4. Is senior position (e.g., SVP of People & Culture) hired by January 2021?
5. Was a well-informed decision made on whether or not CLF uses hiring software by end of FY20? If yes, is it budgeted for FY21?
6. Is there a plan to pay CLF interns starting FY21?
7. Recommendations in place for promotional pathway/professional development overhaul by end of FY21.
8. First annual workforce diversity survey issued by end of FY21?
9. Do we have an additional paid Fellowship besides Charlotte E. Ray Fellowship in place by end of FY21
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# **DEI Goal 3: Increase & Deepen Partnerships with Environmental Justice Communities**

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| --- | --- | --- |
| **Objectives** | **Actions** | **Metrics** |
| 1. Change the way we shape our advocacy, asking every time we start a project whether and at what level we can work intentionally from start to finish with frontline communities. 2. Partnerships with frontline communities exist across all program areas and states. 3. All staff are motivated through the annual performance evaluation process, to increase partnerships and community engagement. | 1. **[Q2-FY20]]** Establish baseline of current partners, work to identify gaps across programs or geographical areas.
2. **[Q1-FY21]** Evaluate program areas on room for improvement in partnership opportunities.
3. **[Q2-FY20]** Incorporate working with partners as a goal for each program area work plan in FY21.
4. **[Q3-FY21]** Work with Healthy Communities and Environmental Justice and/or Ventures to develop principles for engagement and accountability, as well as a training series regarding working with disproportionately impacted communities and community partners.
5. **[Q1-FY21]** Build community engagement into the job descriptions of all advocates and assess where organizers or other types of non-legal advocates are needed regionally to support community-based capacity.
 | 1. Does baseline assessment of current partners exist by FY21 start?
2. Has training been budgeted and scheduled by March 2021?
3. Are new goals incorporated into program workplans by January 2021?
4. Recommendations in place on hiring organizers by end of 2021
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\*Green Text = FY20 Timeline / Purple Text = FY21 Timeline or later

1. NOTE: DEI Goals and objectives are provided in additional detail and enhanced formatting in the DEI Plan. [↑](#footnote-ref-2)