

# Equity Training:

Day 1: Understanding Bias, Institutional Racism and DEIJ

Day 2: Advancing Diversity, Equity,  
Inclusion and Justice through  
Cultural Humility and the CBP DEIJ  
Strategy

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Welcome

# Platform Overview

Zoom	Mural
<ul style="list-style-type: none"><li>• Video and audio connection</li><li>• View the presentation materials</li><li>• Breakout group video and audio</li></ul>	<ul style="list-style-type: none"><li>• Interactive workspace</li><li>• Breakout group materials and note-taking space</li></ul>



# Opening Reflections

What insights or questions have come up  
for you since yesterday's session?

# Cultural Humility

A personal and institutional posture to help advance  
Diversity, Equity, Inclusion and Justice



**What is Cultural Humility?**



*“The ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the [person].”*

– Hook, Davis, Owen, Worthington and Utsey

*Cultural humility responds to difference  
with a sense of honor and respect,  
rather than a sense of fear.*



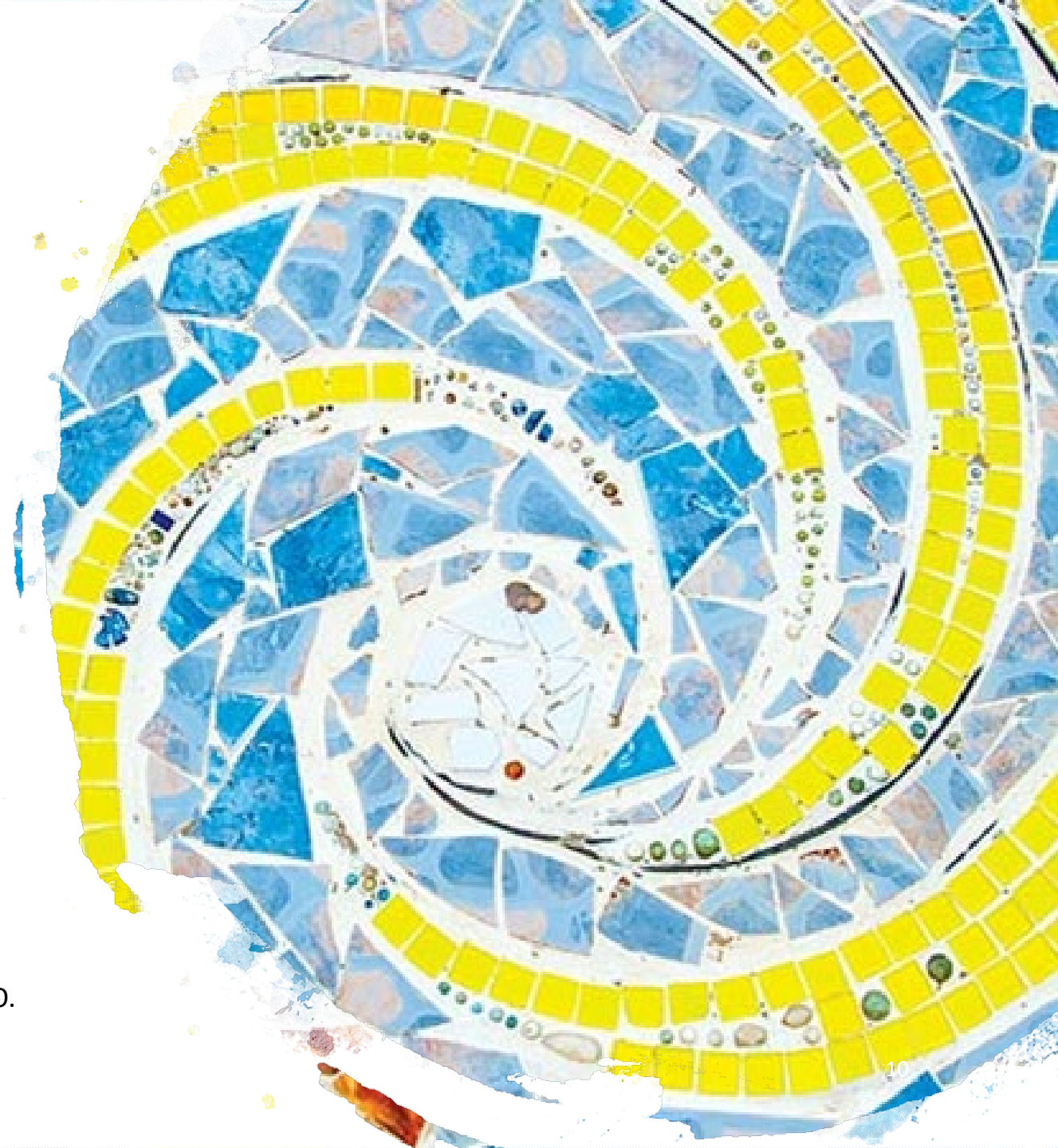




Cultural humility incorporates a life-long commitment to:

- Self-evaluation and critique,
- Redressing power imbalances in relationship dynamics, and
- Developing mutually beneficial and non-paternalistic partnerships.

For more: [Cultural Humility vs. Cultural Competence \(Turvalon & Murray-Garcia\)](#); Hook, J. N., Davis, D. E., Owen, J., Worthington Jr., E. L., & Utsey, S. O. (2013). Cultural humility: Measuring openness to culturally diverse clients. *Journal of Counseling Psychology*; [Cultural Humility \(complete\)](#) (Vivian Chavez, 2012)





# Best Practices

When is it important to recognize cultural differences?

- At the beginning of every new relationship between organizations.
- When a new colleague joins your project.
- When a disagreement or misunderstandings arise.

How can we build relationships based in cultural humility?

- Recognize the presence of culture from the outset.
- Ask each other how to develop mutually beneficial partnerships.
- Acknowledge that we may not always know where we are blind.
- Establish a regular practice of giving and receiving caring feedback.

# Cultural Humility in Practice at the Institutional Level



**Building relationships with community residents**



**Revamping complaint-based systems**



# Breakout Discussion

What resonates with you about the cultural humility approach?

How might this approach help CBP leaders and staff bridge cultural divides and build positive relationships inside the workplace? With community members?

How might this approach support implementation of equity at the institutional level?

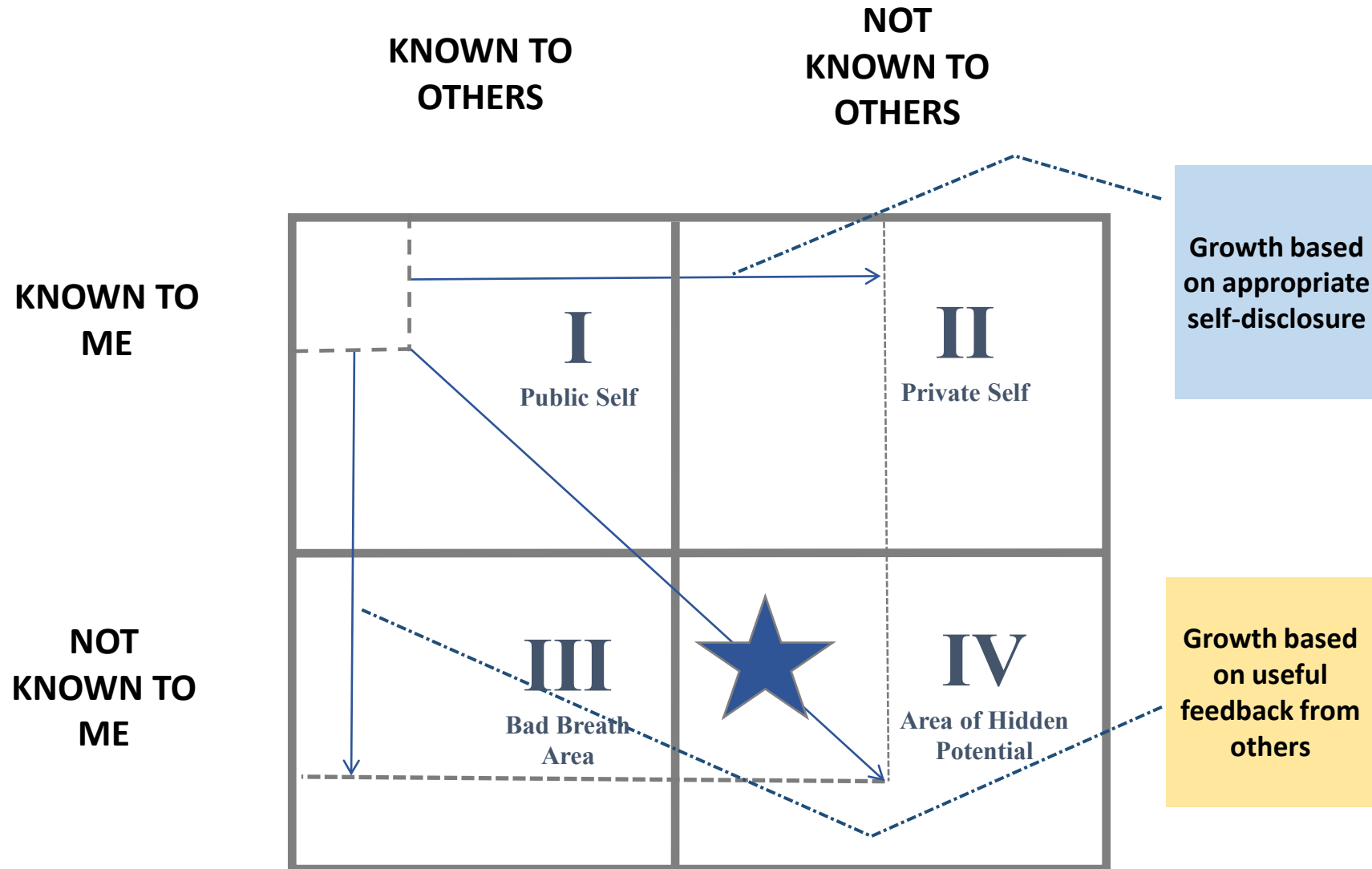
How might you apply cultural humility in your work?

# Preparing for Personal Success

Tools for building trust and relationships across  
difference



# Jo-Hari's Window







# Comprehension Check!

Using a blank sheet of paper, take a few minutes to draw Jo-Hari's Window. Try to make it as complete as you can!

# Exercise:

## Appropriate Self Disclosure

- Taking turns, share with your group something from your personal life that others do not know  
(take something from your private self and move into your public self)
- Discuss with each other and respond to each other in an appropriate, **non-judgmental** way
- Take note of your feelings and comfort levels as the exercise progresses
- Be prepared to share them with the larger group



# Reflections:

Appropriate Self Disclosure

What was it like for you to share from your private self as a speaker?

What was it like for you to hear someone sharing about their personal life?

What, if anything, changed within your group as a result of your having done this exercise?

# Exercise:

## Giving and Receiving Feedback

- This exercise includes three roles:
  1. A person *requesting feedback*
  2. A person *giving feedback*
  3. A person in a *listening role* to watch for whether the two role-players are modeling the advice in the handout and where they can improve in either giving or receiving feedback.
- Taking turns, the person requesting feedback could ask:

*“What do you think I would need to do more of or less of to be more effective working with internal groups (e.g., agency departments) or external groups (e.g., communities)?”*

Optional: Think about a multi-cultural work situation or relationship you would like to become more effective in, and tailor the question below to that situation or relationship.
- Discuss with each other and respond to each other as appropriate
- Take note of your feelings and comfort levels as the exercise progresses

# Reflections:

Giving and Receiving Feedback

What it was like for you to give and receive feedback?

How did your comfort levels shift as the exercise progressed?

Find  
opportunities  
to practice!



# Practicing cultural humility and Jo-Hari's Window

## **Gather and share information**

- Build a new personal database about yourself and about others who you see (or who see themselves) as “different”
- Go to where the difference is, listen and get involved (if appropriate)
  - Task force and committee work
  - Work with communities or organizations outside of CBP
  - Lunch tables
  - After work activities and community groups
  - Faith-based organizations
  - Affinity group meetings
  - Volunteer opportunities

## **Attitude is Everything**

- Be nonjudgmental
- Assume complexity
- Tolerate the stress of uncertainty
- Keep a sense of Humor
- Show Respect
- Show Empathy



# Planning for Personal Success

Take 10 minutes to complete the  
Personal Success reflections worksheet.





# Planning for Personal Success

Thinking about your experience of yesterday and today's training sessions:

1. What did you originally hope to get out of the workshop (shared during the introductions)?
2. What are the three most helpful personal learnings for you?
3. Thinking about the posture of cultural humility and the tools we practiced today (Jo-Hari's Window, appropriate self disclosure, and giving and receiving feedback), what's in the way of you building more trusting and productive relationships at work with colleagues, communities or other partners? Name and prioritize any personal or organizational obstacles you see.
4. What's in it for you personally to overcome those obstacles?
5. What's in it for CBP?
6. How much of this do you feel prepared to take on? If there are parts you feel unprepared for, what additional resources would be helpful?



# Reflections:

Planning for Personal  
Success

Would anyone like to share some of their reflections and/or next steps?

Short Break

# Preparing for Organizational Success

Institutionalizing diversity, equity, inclusion and  
justice through the CBP DEIJ Strategy

# Restoration from the Inside Out:

A Diversity, Equity, Inclusion and Justice Strategy  
for the Chesapeake Bay Program

March 2020



**Chesapeake Bay Program**

*Science. Restoration. Partnership.*

# Background

The Chesapeake Bay Program (CBP) retained Skeo to conduct a Diversity, Equity, Inclusion and Justice (DEIJ) Readiness Assessment and develop a DEIJ Strategy that helps the organization to:

1. Grow racial and ethnic diversity from 13% to 25% (including 15% of leadership).<sup>2</sup>
2. Help partners to develop as DEIJ leaders who understand, respect and embrace cultural diversity.
3. Provide partners with the tools to continually assess progress towards diversity goals.

# Purpose

*Restoration from the Inside Out* provides recommendations to be used by CBP leadership, Goal Implementation Teams, Workgroups, and other components of the CBP to:

- inform the activities in the biennial workplans (i.e. Logic and Action Plans) and
- integrate DEIJ in the implementation of management strategies

to help achieve the outcomes of the Chesapeake Bay Watershed Agreement.

# DEIJ Readiness Assessment

(summer 2018 – summer 2019)

- Conducted interviews with CBP workgroups, goal teams and leadership to inform development of an assessment framework
- Used the framework to conduct a DEIJ Readiness Assessment that included:
  - additional interviews,
  - a DEIJ readiness survey,
  - two focus groups, and
  - review of key CBP documents to evaluate key policies and procedures.



# Assessment Framework

Focus Areas	Objectives
Authorizing Environment	1. Create an authorizing environment for DEIJ.
Internal DEIJ	2. Increase DEIJ in hiring, promotion and tenure. 3. Increase DEIJ in appointee and volunteer bodies. 4. Increase DEIJ in internal culture and training.
Mission-related Work	5. Advance DEIJ through GIT workplans and outcomes. 6. Advance DEIJ through communications. 7. Advance DEIJ through grant-making and contracting.
Thought Leadership and Partnerships	8. Increase DEIJ performance of partners.

# DEIJ Readiness Assessment Outcomes

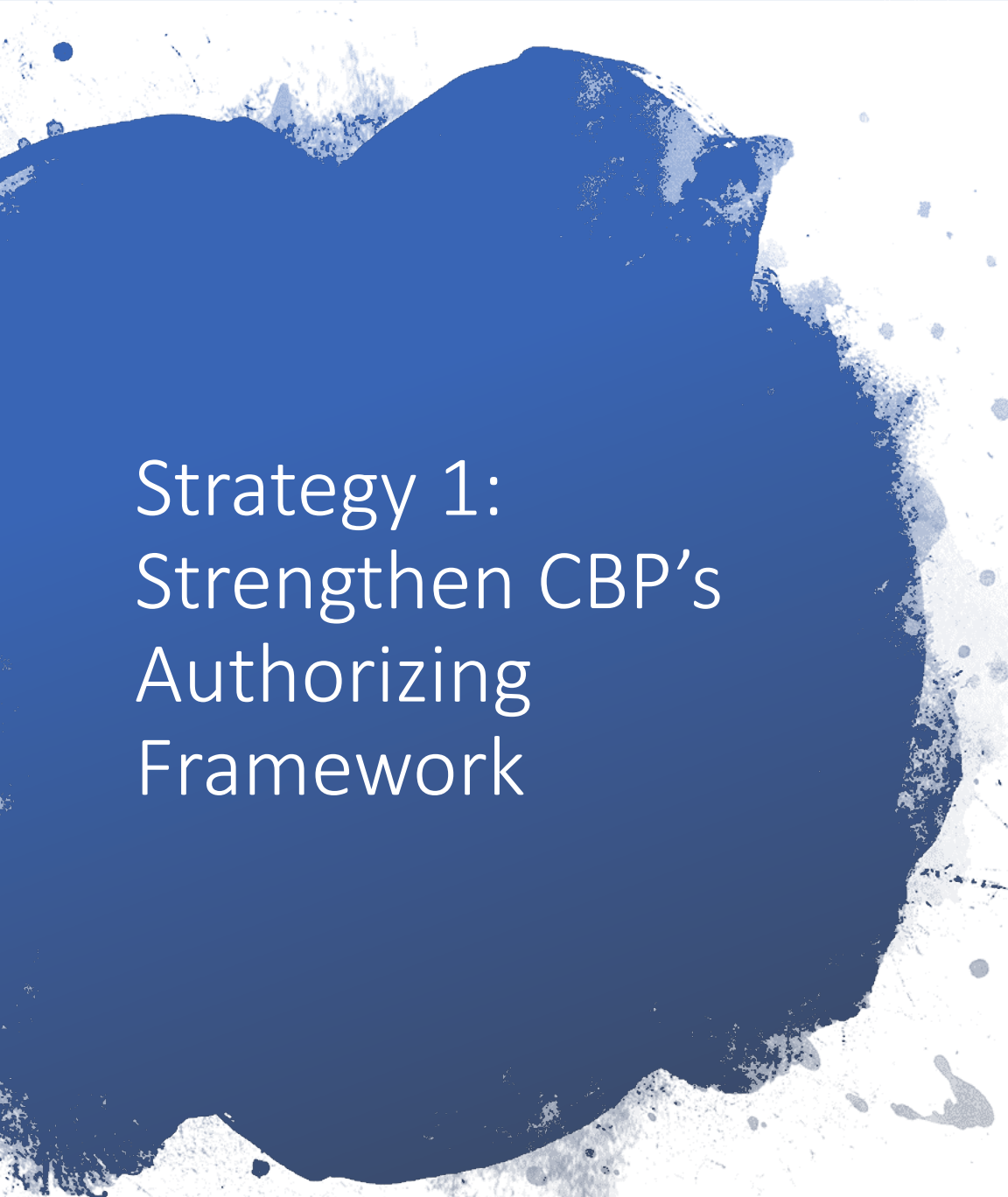
- CBP has established a strong foundation, there is much work yet to do to advance DEIJ within CBP.
- Many actions have not been started or are not yet meeting objectives. (See Chapter 2 for full assessment scores.)
- The recent adoption of the diversity goal in the Chesapeake Bay Watershed Agreement, along with the readiness of the staff, demonstrate that the organization is poised to make great strides in advancing DEIJ.
- CBP now has a baseline and framework that can be used to prioritize and track both near- and long-term actions to improve DEIJ across the eight objectives over time.



## DEIJ Strategy


Like the Chesapeake Bay itself,  
successful DEIJ and EJ efforts require a  
healthy ecosystem to thrive!

*The DEIJ Strategy emphasizes the internal, cultural and policy changes needed to create a healthy, supportive organizational ecosystem where DEIJ and EJ goals can produce lasting results that advance the restoration of the Chesapeake Bay Watershed.*



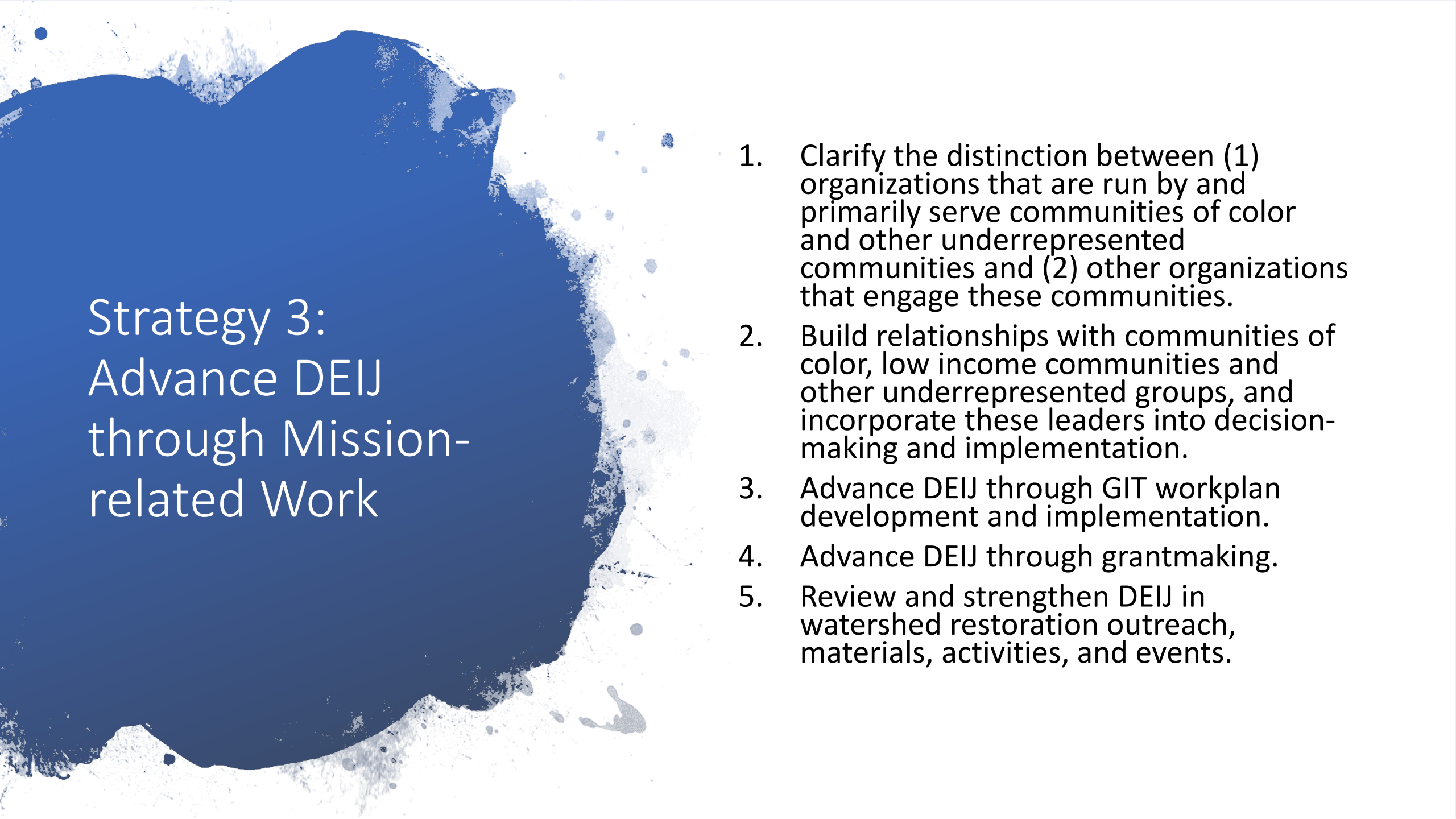
## Strategy 1: Strengthen CBP's Authorizing Framework

1. Adopt a clear and succinct DEIJ statement.
2. Update the CBP Management Strategies, as needed, to explicitly articulate the roles of diversity, equity, inclusion and environmental justice.
3. Clarify language in authorizing and governance documents to reflect a priority on developing long-term relationships with organizations run by and primarily serving communities of color and other underrepresented communities.
4. Update the Governance and Management Framework for the Chesapeake Bay Partnership.
5. Biennially, incorporate changes related to the DEIJ Strategy annual action priorities throughout both the Diversity Outcome Management Strategy and the DWG Outcome Logic Table and Workplan.
6. In addition to diversity and environmental justice, explicitly articulate equity, inclusion and justice in the next iteration of the Chesapeake Bay Watershed Agreement.



## Strategy 2: Advance DEIJ Internally

1. Increase diversity and inclusion for staff, appointees, and volunteer bodies.
2. Build a common understanding of and expanded capacity for DEIJ.
3. Institutionalize efforts to advance DEIJ internally.



## Strategy 3: Advance DEIJ through Mission- related Work

1. Clarify the distinction between (1) organizations that are run by and primarily serve communities of color and other underrepresented communities and (2) other organizations that engage these communities.
2. Build relationships with communities of color, low income communities and other underrepresented groups, and incorporate these leaders into decision-making and implementation.
3. Advance DEIJ through GIT workplan development and implementation.
4. Advance DEIJ through grantmaking.
5. Review and strengthen DEIJ in watershed restoration outreach, materials, activities, and events.



## Strategy 4: Advance DEIJ Performance of Partners

1. Increase access to DEIJ training and capacity building.
2. Share the CBP's DEIJ statement or policy with CPB partners once it is developed.
3. Build off the dissemination of the DEIJ statement by offering a follow up webinar for CBP Partners that takes a deeper dive into DEIJ plans, tracking and assessment.
4. Develop and distribute straightforward, accessible guidance on including DEIJ and EJ criteria in grant targets and evaluation to CBP Partners.
5. Develop and share the DEIJ communication and distribution guidance broadly among CBP Partners.
6. Develop tracking and reporting guidance to share broadly among CBP Partners.

# Action Plans

## 2. Advancing DEI Internally

### 2.1 Increase diversity and inclusion for staff, appointees, and volunteer bodies:

Action	Timeframe (* indicates 2020-2021 priorities)	Measures of Success	Roles	Potential Resources and Tools
2.1.a. a. Document and biennially evaluate efforts to promote DEI in hiring, promotion and tenure policies.	<i>Phase 1:</i> Develop best practices scan and prioritize strategies. <i>Ongoing:</i> Annual reporting and evaluation. Remain in conversation with the lead for 2.1.e about what implementation efforts are improving representation and what else is needed.	What changes have been made to policy? What are the results (see outcome measures for 2.1.f)?	<i>Lead:</i> Signatories and partnership organizations (including organizations that staff CBPO) <i>Supports:</i> Diversity Workgroup	Develop a scan of best practices for federal and state partners. See especially, <a href="#">Leaking Talent: How People of Color are Pushed Out of Environmental Organizations</a> (Johnson, 2019).
2.1.b. Re-structure hiring and promotion committees as needed to include people of color and other underrepresented groups.	<i>Phase 1:</i> Evaluate opportunities for restructuring and implement changes. <i>Ongoing:</i> Continue to track representation on hiring committees and course correct as needed.	Increased representation on hiring and promotion committees over time.	<i>Lead:</i> Signatories and partnership organizations (including organizations that staff CBPO) <i>Supports:</i> Diversity Workgroup	--
2.1.c. Document and biennially evaluate efforts to increase representation of people of color and other underrepresented groups (including recommendations from "d" below) across management, CBP staff, intern positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups. This includes efforts at outreach, recruitment, professional development and retention.	<i>Phase 1:</i> Develop best practices scan and prioritize strategies. Coordinate with 2.1.d on a focus group or survey. <i>Ongoing:</i> Annual reporting and evaluation. Remain in conversation with the lead for 2.1.e about what implementation efforts are improving representation and what else is needed.	Increased representation across groups over time.	<i>Lead:</i> Diversity Workgroup <i>Supports:</i> Organizations that fill CBP staff and internship positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups (particularly, staff and Chairs of these groups).	Develop a scan of best practices for federal and state partners. Ask people in presently underrepresented groups what changes could be made (see 2.1.d).



# 2020-2021 Priorities

1. A significant emphasis on strengthening CBP's authorizing environment through developing a DEIJ Statement and updating various authorizing documents to reflect advances in CBP's understanding of DEIJ.
2. Increase diversity and inclusion for staff, appointees, and volunteer bodies, with a focus on learning from people of color about their experience of the culture within CBP.
3. Build a common understanding of DEIJ and expanded capacity for DEIJ through trainings and identifying funding for staff and leadership to participate in DEIJ-related conferences and network building events.
4. Institutionalize efforts to advance DEIJ internally by disseminating the tools and resources developed under this phase of DEIJ work and budgeting for additional actions in 2021.
5. Distinguishing between (1) organizations that are run by and primarily serve communities of color and other underrepresented communities and (2) other organizations that engage these communities.



# 2020-2021 Priorities

6. Build relationships with communities of color, low income communities and other underrepresented groups with a focus on listening through participation in EJ-led gatherings and developing a better understanding of who is already operating in this space.
7. Explore the options and determine a process for starting a Community Advisory Board (or similar entity) – composed of compensated environmental justice leaders and representatives from organizations led by people of color and other underrepresented groups – that could serve as (1) a sounding board and resource for development and implementation of the Chesapeake Bay Watershed Agreement, including GIT workplans and grant-making, and (2) a feeder pool for identifying and developing leaders from communities of color, low income communities and other underrepresented groups to serve as representatives on groups throughout the Governance and Management Framework.
8. Advance diversity, equity and inclusion through GIT workplan development and implementation with a focus on incorporating leaders from communities of color and low- income communities into decision-making and implementation.
9. Advance diversity, equity and inclusion through grantmaking with a focus on updating DEIJ and EJ criteria in grant targets and evaluation.
10. Advance DEIJ Performance of CBP Partners with a focus on including them in the 2020 trainings and disseminating tools and resources to them as they are developed by CBP.

# Implementation Principles

- ✓ Restoration happens from the inside out.
- ✓ Accountability is key to success.
- ✓ Measure both implementation actions and their impacts.



Q & A

What questions do you have about *Restoration from the Inside Out* and the DEIJ strategy it lays out for CBP?



# Planning for Organizational Success

Take 10 minutes to complete the  
Organizational Success reflections  
worksheet.

## Thinking about what you have learned so far about CBP's DEIJ Strategy:

1. Which of the 2020-2021 priority actions (right) might intersect with your work at CBP and/or at your own organization/agency?
2. How can you help to implement recommendations from the DEIJ Strategy in the work of your own organization/agency?
3. How can you help to implement recommendations in the DEIJ Strategy in the work of the teams you work with as part of the CBP? (e.g., workgroups, Management Board, Advisory Committee, Goal Implementation Teams you are a part of)
4. What supports might you need from the CBP Diversity Workgroup?
5. Are there any additional training topics you would like CBP to provide trainings on to support implementation of the CBP DEIJ Strategy?

- A significant emphasis on strengthening CBP's authorizing environment through developing a DEIJ Statement and updating various authorizing documents to reflect advances in CBP's understanding of DEIJ.
- Increase diversity and inclusion for staff, appointees, and volunteer bodies, with a focus on learning from people of color about their experience of the culture within CBP.
- Build a common understanding of DEIJ and expanded capacity for DEIJ through trainings and identifying funding for staff and leadership to participate in DEIJ-related conferences and network building events.
- Institutionalize efforts to advance DEIJ internally by disseminating the tools and resources developed under this phase of DEIJ work and budgeting for additional actions in 2021.
- Distinguishing between (1) organizations that are run by and primarily serve communities of color and other underrepresented communities and (2) other organizations that engage these communities.
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- Explore the options and determine a process for starting a Community Advisory Board (or similar entity) – composed of compensated environmental justice leaders and representatives from organizations led by people of color and other underrepresented groups – that could serve as (1) a sounding board and resource for development and implementation of the Chesapeake Bay Watershed Agreement, including GIT workplans and grant-making, and (2) a feeder pool for identifying and developing leaders from communities of color, low income communities and other underrepresented groups to serve as representatives on groups throughout the Governance and Management Framework.
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# Reflections:

Planning for Organizational  
Success

Would anyone like to share some of  
their reflections and/or next steps?

Closing





# Round Robin Reflections

What one word or phrase captures this  
Equity training for you?



Please give us  
feedback!

Please share your thoughts in the post-training survey.

We value opportunities to know what parts of the training were valuable for you and where we can do better!



Thank you!

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