



## Narrative Analysis

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### [DIVERSITY OUTCOME – FEBRUARY 13, 2020]

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1. Examine your red/yellow/green analysis of your management actions. What lessons have you learned over the past two years of implementation?

The Diversity Workgroup has identified several lessons and barriers over the past two year of implementation:

#### **Successes**

We have built strong relationships with underrepresented stakeholders, this is key to achieving the outcome and must be the first step. Specifically, we've established MOUs with Bowie State University and Virginia State University. We've also attended many career fairs and other career events, mostly at minority serving institutions (MSIs).

#### **Ownership**

Workgroup members feel a lack of control, and therefore ownership, over the Logic & Action plan. Successes in the Logic & Action Plan were due in large part to the time and initiative of staffers and the coordinators. Reasons for the lack of ownership include the length of the Logic & Action Plan and it's unfamiliar and overwhelming nature.

#### **Funding**

We have found it is difficult for stakeholders who are not currently involved to have meaningful engagement as many of them serve in a volunteer capacity and cannot participate in Bay Program when they are not compensated for their time or travel.

#### **Employment**

Internships, entry level positions, and other ways to enter the environmental field are often low paid or not paid at all. This is a significant barrier for people who do not have the additional means or support to accept those positions despite their low pay.

#### **Organizational Culture**

A critical element is addressing the lack of diversity in staff positions within the Bay Program partnership. There is a perceived lack of control over this, so work is needed to address these barriers, which include organizational cultures that inhibit not only hiring but retention of a diverse staff. Leadership could take steps to be more proactive in this area. Another element of organizational culture is the lack of space for community-based organizations within the CBP partnership structure. As an example, these parties are often unable to participate during the hours in which Bay Program meetings are typically held. The current environment is not set-up to be inclusive of community groups and grassroots organizations, who represent important perspectives that must be incorporated.

## Tracking and Measurement

In addition to the above areas, the Diversity Workgroup has identified a need to identify clear ways with which to measure the success, and what it means to successfully achieve the Diversity Outcome. Currently, this is covered in the Tracking & Assessment management approach, but should be within each management approach instead.

2. Regardless of how successful your short-term progress has been over the past two years, indicate whether we are making progress at a rate that is necessary to achieve the outcome you are working toward.

People of color	2016	2019*	2025 Goal
% in CBP	13.7	14.6	25
% in CBP leadership	9.1	10.3	15

(To be updated with graph from ERG)

The Bay Program is not making progress at a rate necessary to achieve the diversity outcome. The Diversity Indicator above illustrates that minimal progress has been made to increase diversity in the partnership. The lessons learnt over the past two years (Question 1 above) are some major reasons for the lack of progress. Additionally, there was a period of about 18 months where there was either no workgroup coordinator or no workgroup staffer, which led to a one year gap in between Diversity Workgroup in-person meetings and a five month gap between work-group conference calls during this period.

## DEI Readiness Assessment Findings

Skeo Solutions, the consultant creating the DEI Strategy conducted a DEI Readiness Assessment of CBP and found the following:

- 88-97% of survey respondents from across the organization believe that DEI practices will benefit CBP on the following measures:
  - Ability to better serve the public,
  - Broaden our partnerships,
  - Advance our mission,
  - Encourage diversity, equity and inclusion in decision-making,
  - Expand our supporters, and
  - Improve hiring and retention of diverse staff.
- Survey results also show respondents are not yet convinced that CBP is actively demonstrating a commitment to diversity, equity and inclusion. Only 25-35% of respondents agreed or strongly agreed that CBP actively demonstrates a commitment to each one of these three factors.

3. What scientific, fiscal and policy-related developments will influence your work over the next two years?

## Funding

Programs such as Maryland-DNR Work2Live Well, Chesapeake-StREAM, Chesapeake Bay Gateways and Watertrails Network, and others work to address many of the gaps but must be

sufficiently funded. Smaller organizations and groups need increased support to access funding, especially those groups which are run by the communities they aim to serve.

Additionally, in order to create meaningful opportunities and programs for stakeholders not currently engaged, partner funding needs to be allocated differently and more equitably. The small size or lack of 501©3 status prevents grassroots and community organizations from receiving grants and other opportunities for capacity building. Grant-making organizations are beginning to incorporate more equitable practices considering this.

### **Employment**

Many employees in the federal workforce are approaching retirement. This will create a window of opportunity to hire a more diverse workforce. It's essential that recruiting and hiring efforts are intentional and inclusive.

Studies by Green 2.0 found that across the environmental field, there are many issues with recruitment, hiring, and retention. The "Green Ceiling" that keeps people of color from careers and leadership in the environment must be addressed.

### **Organizational Culture**

A Diversity, Equity, and Inclusion (DEI) Strategy for the Chesapeake Bay Program is nearing completion. This 2 year project took an in-depth look at CBP and how it operates. This document, and its recommendation to adopt a DEI Statement will be critical in guiding the Bay Program to achieve the Diversity Outcomes, especially in terms of addressing organizational culture. This needs to include the adoption of diversity, equity, inclusion, and justice (DEIJ) as an element in other workgroups and GITS.

#### **4. BASED ON YOUR RESPONSE TO THE QUESTIONS ABOVE, HOW WILL YOUR WORK CHANGE OVER THE NEXT TWO YEARS?**

The workgroup's goals and efforts need to be streamlined in order to make them more manageable and effective in addressing the barriers and gaps that have been identified over the past two years. We will adjust the current management strategy to reflect these barriers and make changes to the four Management Approaches that are currently the basis of the Logic & Action Plan.

#### **5. What, if any, actions can the Management Board take to help ensure success in achieving your outcome?**

1. Formally adopt and/or endorse ~~and support~~ the DEI Strategy, enabling it to be implemented.
2. As recommended in the DEI Strategy, adopt a DEI Statement for the Chesapeake Bay Program.
3. Participate, and encourage others to participate, in the upcoming Cultural Competency trainings and other initiatives that come out of the DEI Strategy.
4. Increase opportunities for non-traditional partners to engage in Bay Program activities, beyond the Diversity Workgroup.
5. Encourage your organizations and other Bay Program partners to make changes to grant requirements to enable the currently underrepresented community and grassroots groups to get funding more easily.