Date: December 4, 2020

To: Tuana Phillips, Chesapeake Bay Program
Jim Edwards, Chesapeake Bay Program
Wendy O'Sullivan, Chesapeake Bay Program

From: Sarah Malpass, Skeo Solutions
Dominique Ong, Skeo Solutions
Miranda Maupin, Skeo Solutions

Re: Training Summary for *Cultural Humility: Tools for Success in Advancing Diversity, Equity, Inclusion and Justice*

Introduction

At the request of the Chesapeake Bay Program (CBP), Skeo developed and facilitated a training titled *Cultural Humility: Tools for Success in Advancing Diversity, Equity, Inclusion and Justice* (DEIJ). The training was offered to CBP staff and partners three times in September and October 2020. The training was designed to build capacity among CBP staff and partners to advance DEIJ in watershed restoration work and to support the implementation of *Restoration from the Inside Out: A DEIJ Strategy for the CBP*.

This memo captures themes and reflections from each training, participant evaluations, and feedback received from participants regarding areas of interest for additional training, support and resources.

This memo also includes the following attachments:

A. Transferability Package

B. Training Participant Lists

C. Survey Response Summaries for each Pre- and Post-Training Survey

D. Complete Survey Response Summary

Training Overview

As a result of COVID-19-related restrictions, all trainings were held on the virtual platform Zoom. Each training included the following two sessions, each approximately 4 ½ hours in length, which were facilitated over a two-day period:

- *Session 1: Understanding Bias, Institutional Racism and Diversity, Equity, Inclusion and Justice (DEIJ),* which developed a shared language about culture, bias, institutional racism and equity and explored how participants might incorporate an equity mindset into their work

- *Session 2: Advancing DEIJ through Cultural Humility and the CBP DEIJ Strategy*, which discussed strategies to bridge cultural divides, build positive relationships with community members and promote an equitable process and outcomes. This module also reviewed the CBP DEIJ Strategy and identified opportunities for participants to support its implementation.

For the facilitator agendas, presentations and other training materials, please see Attachment A.

Training Participants

Approximately 76 people signed up to participate in the trainings (Table 1). Participants represented a wide range of roles within CBP, including:

- Members of the Management Board

- Staff from the EPA Chesapeake Bay Program Office

- Members of the Communications Workgroup

- Members from all three advisory committees and all six goal implementation teams

Table 1. Overview of Training Dates, Co-Facilitators and Approximate Number of Participants

Training Dates	Award Number	Co-Facilitators	Approximate Number of Participants
September 21-22, 2020	15771	Tuana Phillips, EPA CBP Sarah Malpass, Skeo Solutions Dominique Ong, Skeo Solutions	16
October 5-6, 2020	17719	James Edward, EPA CBP Sarah Malpass, Skeo Solutions Dominique Ong, Skeo Solutions	30
October 19-20, 2020	17719	Wendy O'Sullivan, NPS CBP Sarah Malpass, Skeo Solutions Dominique Ong, Skeo Solutions	30

For a full list of participants signed up for each training, see Attachment B.

Post-Training Reflections by the Co-facilitators

The co-facilitators met on November 3, 2020 to debrief the trainings and reflect on their experiences. The following themes and insights emerged from this discussion:

Discussion Themes

Each training brought together participants of varying backgrounds and experiences, which led group discussions to different directions. As participants delved deeper into DEIJ topics through facilitated discussions, the following key discussion themes emerged:

- *Group 1*: Whiteness, white privilege and white culture (for individuals and within predominately white organizations)
- *Group 2*: How power relates to the origins of racism, and how individual and collective power can be used to advance antiracism
- *Group 3*: Developing a set of working definitions of DEIJ-related terminology within the CBP, and the role of citizens in responding to the current administration's approach to diversity trainings

Training Structure

Reflections on the training structure included:

- *Positive feedback on the virtual format*: Overall, the virtual format using the Zoom platform worked well. Participants were engaged through a variety of methods throughout the training, including the chat function, facilitated discussions in the large group and in breakout groups, exercises in breakout groups to practice skills for connecting across difference, and two individual reflection handouts designed to help participants identify their own next steps for personal and collective action. The breakout group discussions received a lot of positive feedback as a great vehicle for connecting with other training participants and sharing experiences with equity in the workplace.
- *Learning curve for moving to the virtual format during the training for group 1*: Moving to the virtual format did present a learning curve for facilitators. For the first training group, the planned breakout groups were not used as a mode of interacting on the first day as facilitators and participants got used to the training platform and the associated timing considerations for moving through training content. The initial module on the first day of training was less interactive than the module on the second day of training. The co-facilitators debriefed these challenges after the first day and were able to successfully address them and re-incorporate the planned breakout groups into day 2 of the training for group one and for both groups that followed.

Topics to build on in future trainings

Co-facilitators identified several topics to build on in future trainings, based on their own experiences during the training as well as participant feedback. Ideas included:

- *Environmental justice*: Adding a module or more specific discussion questions to address environmental justice directly.
- *Conscious and unconscious bias*: The existing module could be adapted to include more exercises or assessments to help participants identify their own individual biases.
- *DEIJ at CBP*: Depending on the audience, this module on the second day of training could present the CBP DEIJ Strategy at a higher level with a greater emphasis on immediate next steps and how training participants can get involved.

Analysis of Pre- and Post-Training Survey Results

Prior to the training, participants received a voluntary and anonymous survey, which assessed their comfort with and comprehension of terminology related to DEIJ. Following the training, participants received another survey which repeated the questions from the pre-training survey to capture any shifts in comfort and comprehension and which also evaluated participants learnings and captured their thoughts on next steps, support and training needs, and feedback on the training course.

Some participants submitted their post-survey responses through the pre-survey link. These responses had submission dates after the dates of the training and were included in the post-survey results.

Key insights from the survey analysis are captured below. For links to the survey responses to each pre- and post-training survey, see Attachment C. For a full summary of the responses across all three trainings, see Attachment.

Comfort, Comprehension and Application

Survey respondents reported the following information about their comfort levels, comprehension levels and likelihood of applying concepts and skills learned in the training:

- Respondent beliefs about DEIJ started out high and slightly increased:
  - Respondents who agree or strongly agree that DEIJ can help create a better workplace for staff increased from 96% to 98%.
  - Respondents who agree or strongly agree that DEIJ can help advance the restoration of the Chesapeake Bay more effectively from 96% to 98%.
- Respondent comfort levels with navigating these issues in the workplace increased significantly:
  - Respondents who feel comfortable talking about DEIJ in the workplace increased from 71% to 85%.
  - Respondents who felt comfortable giving and receiving feedback in the workplace increased from 71% to 86%.
- Respondents' ability to define terms and concepts discussed in the training increased significantly:
  - Respondents who could define unconscious bias / implicit bias increased from 79% to 97%.
  - Respondents who could define institutional racism increased from 86% to 93%.
  - Respondents who could define equity increased from 82% to 97%.
  - Respondents who could define culture increased from 71% to 92%.
  - Respondents who could define cultural humility increased from 29% to 75%.
- Respondents reported increased comfort with discussing and applying concepts covered in the training:
  - Respondents who felt comfortable discussing and applying concepts related to unconscious bias / implicit bias increased from 68% to 88%.
  - Respondents who felt comfortable discussing and applying concepts related to institutional racism increased from 68% to 80%.
  - Respondents who felt comfortable discussing and applying concepts related to equity increased from 71% to 85%.
  - Respondents who felt comfortable discussing and applying concepts related to culture increased from 68% to 83%.
  - Respondents who felt comfortable discussing and applying concepts related to cultural humility increased from 36% to 69%.

- Respondents expressed that they are likely to apply cultural humility and appropriate self-disclosure as well as give or receive feedback:
  - 95% of respondents believe they are likely to apply cultural humility at a personal level in their workplace.
  - 89% of respondents believe they are likely to apply cultural humility at the institutional level in their workplace.
  - 82% of respondents believe they are likely to apply appropriate self-disclosure in their workplace.
  - 92% of respondents believe they are likely to apply giving and receiving feedback in their workplace.
- Respondents were less confident that they would apply Jo-Hari's window, with only 62% believing they are likely to apply Jo-Hari's window in their workplace.[1]
- Nearly all participants supported the implementation of the DEIJ Strategy, understood how it related to their area of work and identified next steps to support strategy implementation:
  - 97% of respondents agreed or strongly agreed that they support implementation of the CBP DEIJ Strategy.
  - 95% of respondents agreed or strongly agreed that they understand how the DEIJ Strategy relates to their area of work within the Chesapeake Bay Program.
  - 95% of respondents agreed or strongly agreed that they identified some next steps to support implementation of the DEIJ Strategy within their area of work at CBP.

Planned Implementation Actions and Implementation Support Needs

Participants identified next steps they can take to advance DEIJ at CBP. They were encouraged to consider personal steps as well as steps to support implementation of the DEIJ Strategy at an institutional level. Key themes from the responses included:

- *Partnerships with organizations led by Black, Indigenous or People of Color*: Many respondents believe they could advance DEIJ through organizational partnerships. They could explore how DEIJ could be integrated into grantmaking or other funding decisions. One participant suggested that potentially including preference points in grant evaluations. Another participant said they could identify where grant-funded projects would overlap with and support the DEIJ Strategy.
- *Recruitment of staff from underrepresented groups*: Several respondents shared that they could advance DEIJ through recruitment of staff and interns. Respondents said they could evaluate the outreach, interviewing and selection processes for areas of change. They said they could better distribute job or internship opportunities to underrepresented groups and strengthen their relationships with Historically Black Colleges and Universities (HBCUs). One respondent suggested establishing new internship programs, specifically targeted to students of color.
- *Internal communications about DEIJ and the DEIJ Strategy*: Respondents said they would renew or continue conversations about DEIJ. They said they would share the DEIJ Strategy with their colleagues.
- *Incorporating DEIJ into workplans*: Many respondents said they would incorporate DEIJ into management strategies and actions included in individual and team workplans.

---

[1] This result may indicate the need to circle back to Jo-hari's Window following the exercises on appropriate self disclosure and giving and receiving feedback. Individuals who are using these skills are in fact using Jo-hari's Window, and the training may need to emphasize this connection following the breakout groups where participants practice these skills.

Participants were also asked to reflect on areas where they might need additional support from CBP on their implementation next steps. Key themes included:

- *Work plans:* Strategies and one-on-one assistance for incorporating DEIJ into work plans and goal prioritization
- *Creating culture change:* Strategies for advocating for changing internal culture and/or building an inclusive and welcoming culture.
- *Educational resources:* Training and educational resources on cultural humility, DEIJ and systemic racism that can be used for continuing education and sharing with colleagues.
- *Engagement support:* Strategies for engaging with communities of color, environmental justice organizations and rural areas. Participants suggested potential points of contact and communication materials.
- *Funding:* Financial support for technical assistance dedicated to communities of color, environmental justice organizations and rural communities.
- *Youth outreach:* Mentorship for youth through Goal Implementation Teams.

Training Needs
Several participants recommended additional, more frequent DEIJ trainings. Participants identified the following topics of interest:

- *Self-advocacy/care and bystander intervention in the workplace:* Several respondents would like additional training on how to respond in the case of prejudiced language or behavior at the workplace. Specific examples include:
  - Strategies for people of color at CBP to navigate white professional spaces and racial trauma, including communicating grievances.
  - Strategies to address white privilege and white supremacist work culture.
  - Strategies to intervene when witnessing microaggressions or other forms of bias, including role-playing scenarios and practicing responses.
- *Advancing DEIJ through hiring and recruitment:* Some respondents would like additional training on assessing and applying DEIJ to hiring and recruitment practices.
- *Advancing DEIJ through workplans:* Some respondents would like additional training on strategies and best practices for incorporating DEIJ into workplans.

Training Evaluation and Feedback

Participants also offered their feedback on the training format and structure:

- *Trainings were valuable to participants and other CBP staff:* 89% of respondents found the training valuable and would recommend it to other CBP staff.
- *Breakout groups*: Many respondents said they felt more comfortable and likely to share their honest thoughts during the breakout groups. They appreciated hearing and learning from their peers. Respondents said some discussions felt rushed and suggested longer breakout groups.
- *Interactive discussions structured around example scenarios*: Respondents recommended that breakout groups react to example scenarios, especially to workshop ideas and share lessons learned from the past experiences of their peers.
- *More frequent, longer technology breaks*: Respondents emphasized the importance of breaks throughout the training. One respondent noted that honest conversations about racism may be stressful and traumatic for people of color and recommended mindfulness activities in the training to mitigate those burdens.

Participant Quotes
"I found the breakout sessions helpful in engaging participation and feeling comfortable sharing perspectives"
"The facilitators did a great job with helping me to feel comfortable and validated. I often feel a sense of anxiety knowing that trainings such as these put my colleagues and I under pressure to examine our cultural biases, and as a person of color, to speak honestly about the effects of racism - traumatic in and of itself. I think we should begin the first class, then end each class with a mindfulness activity to mitigate some of those stressors."

Summary and Recommendations

Skeo facilitated three trainings for approximately 76 participants in September and October 2020. Following the trainings, next steps for CBP may include:

- Encourage training participants to stay in touch with each other and build knowledge-sharing networks to leverage experience, expertise or skills outside of immediate team or committee.

- Follow up with training participants who requested direct follow up from CBP. These participants may be identified by reviewing the post-training survey results provided through the links in Attachment C.

- Consider updating the Living Glossary to reflect CBP's work culture(s) and context(s) and circulating it more broadly among CBP staff and partners to help develop a shared language.

- Review verbatim participant requests for additional support and training found in Attachment D and identify how CBP can meet these needs through both budgeted resources dedicated to support and training as well as non-budgetary opportunities to support the participants.

Attachment A – Cultural Humility Training Transferability Package

The tables below capture the titles and filenames of the various materials developed for the Cultural Humility Training. These materials were transferred to the Chesapeake Bay Program via file transfer on SharePoint. Tuana Phillips received these files.

Table 1. Pre- and Post-Training Materials

Title	File Name	Description
Pre-work for the *Cultural Humility: Tools for Success in Advancing DEIJ* Training	0A_CBP Training Pre-work	Handout guiding participants through an hour of pre-work prior to the training.
Pre and Post-Training Evaluations	0B_Pre and Post Survey_CBP	Questions used for Pre- and Post-Training Evaluations. Surveys were conducted using Survey Monkey.

Table 2. Day 1 Materials

Title	File Name	Description
Facilitators' Agenda – Day 1	1A_CBP Facilitators Agenda_Day 1	Facilitators agenda, including suggested timing, lead speakers, talking points, etc. for each agenda item.
Equity Training: Day 1: Understanding Bias, Institutional Racism and DEIJ	1B_CBP Cultural Humility Training_Day 1	Presentation from the day 1 training.
Living Glossary	1C_Living Glossary - for CBP Breakout Groups	Living Glossary handout used during a breakout group exercise in the training.

Table 3. Day 2 Materials

Title	File Name	Description
Cultural Humility: Tools for Success in Advancing DEIJ Facilitators' Agenda – Day 2	2A_CBP Facilitators Agenda_Day 2	Facilitators agenda, including suggested timing, lead speakers, talking points, etc. for each agenda item.
Equity Training: Day 2: Advancing Diversity, Equity, Inclusion and Justice through Cultural Humility and CBP DEIJ Strategy	2B_CBP Cultural Humility Training_Day 2	Presentation from the day 2 training.
Johari's Window	2C_Johari's Window	Handout explaining Jo-Hari's Window, a tool for self-awareness.
Appropriate Self-Disclosure	2D_Appropriate Self Disclosure	Handout with tips on how to use appropriate self-disclosure in the workplace.

Title	File Name	Description
Rules for Giving Effective Feedback	2E_Rules for Giving Effective Feedback	Handout with guidelines for giving effective feedback in the workplace.
Planning for Success: Personal Reflections	2F_Personal Reflections Handout	Handout with reflection questions to help participants identify their personal next steps following the training.
Planning for Success: Reflections on Organizational Success	2G_Organizational Reflections Handout	Handout with reflection questions to help participants identify what steps they can take to support organizational efforts to implement and institutionalize the DEIJ Strategy.

Attachment B – Training Participant Lists

September 21-22, 2020
(Award #: 15771)

1. Amy Guise
2. Annabelle Harvey
3. Bo Williams
4. Brittany Hall
5. Dana Aunskt
6. Dave Goshorn
7. Julie Lawson
8. Julie Mawhorter
9. Kesha Braunskill
10. Michael Bowman
11. Minerva Anderson
12. Nora Jackson
13. Shannon Moore
14. Telva Reid
15. Tuana Phillips
16. Whitney Ashead

October 5-6, 2020
(Award #: 17719)

1. Alison Santoro
2. Autumn Rose
3. Bill Jenkins
4. Brooke Landry
5. Bruce Vogt
6. Carin Bisland
7. Christine Conn
8. Daniel Chao
9. Dinorah Dalmasy
10. Doreen Vetter
11. Gabby Roffe
12. Greg Barranco
13. Hilary Swartwood
14. Jennifer Starr
15. Jim Edward
16. Julianna Greenberg
17. Julie Reichert-Nguyen
18. Justin Shapiro
19. Katheryn Barnhart
20. Kelsey Everett
21. Kevin Du Bois
22. Laura Cattell Noll
23. Lauren Townley
24. Lee McDonnell
25. Lucinda Power
26. Mandy Bromilow
27. Matt Pennington
28. Megan Ossmann
29. Michelle Guck
30. Sean Corson

October 19-20, 2020
(Award #: 17719)

1. Amy Handen
2. Anna Killius
3. Bob Campbell
4. Denice Wardrop
5. Doreen Vetter
6. Genevieve LaRouche
7. Jacqui Norris
8. Jeffrey Seltzer
9. Jen Cotting
10. Jennifer Pauer
11. Jennifer Starr
12. Jennifer Wolfe
13. Jessica Blackburn
14. John Maleri
15. Katherine Antos
16. Kathy Boomer
17. Kevin Newman
18. Lew Linker
19. Martha Narvaez
20. Meg Cole
21. Megan Granato
22. Megan Thynge
23. Melissa Fagan
24. Ola Davis
25. Olivia Wisnero
26. Rebecca Hindin
27. Rico Newman
28. Telva Reid
29. Vanessa Van Note
30. Wendy O'Sullivan

Attachment C – Pre- and Post-Training Survey Results

The following table contains links to the analysis of the survey results for three cultural humility trainings conducted for CBP. In order to access the survey results, you will need to enter the following password: CBPDEI.

Training Dates (related award #)	Pre-Training Survey Results	Post-Training Survey Results
September 21-22, 2020 (Award #: 15771)	16 respondents[2]: https://www.surveymonkey.com/stories/SM-PGHN9PGY/	8 respondents: https://www.surveymonkey.com/stories/SM-HPSYMFNY/
October 5-6, 2020 (Award #: 17719)	29 respondents[3]: https://www.surveymonkey.com/stories/SM-6XSP7PGY/	9 respondents: https://www.surveymonkey.com/stories/SM-5FYTXFNY/
October 19-20, 2020 (Award #: 17719)	5 respondents: https://www.surveymonkey.com/stories/SM-LC6C9PGY/	21 respondents: https://www.surveymonkey.com/stories/SM-TX79NFNY/

---

[2] Five participants submitted their post-training responses using the pretraining survey.
[3] Sixteen participants submitted their post-training responses using the pretraining survey.

Attachment D – Complete Survey Response Summary

The survey responses for all participants, across the three trainings, are summarized in this attachment. For survey responses broken out by training group, please see the links in Attachment C. Survey responses were anonymous.

As noted in Attachment C, 21 respondents accidentally submitted their post-training responses through the pre-training survey link. This summary treats all survey responses received after the training date as post-training responses, regardless of which survey link they were submitted through.

12

1. Please indicate your level of agreement with the following statements:

Key Takeaways
- Respondent beliefs about DEIJ started out high and slightly increased:
  - Respondents who agree or strongly agree that DEIJ can help create a better workplace for staff increased from 96% to 98%.
  - Respondents who agree or strongly agree that DEIJ can help advance the restoration of the Chesapeake Bay more effectively from 96% to 98%.
- Respondent comfort levels with navigating these issues in the workplace increased significantly:
  - Respondents who feel comfortable talking about DEIJ in the workplace increased from 71% to 85%.
  - Respondents who felt comfortable giving and receiving feedback in the workplace increased from 71% to 86%.

Pre-training Responses

	Total Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help create a better workplace for staff.	28	--	--	--	4%	14%	82%	96%
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help us advance restoration of the Chesapeake Bay Watershed more effectively.	28	--	--	--	4%	25%	71%	96%
I am comfortable talking about diversity, equity, inclusion and justice in the workplace.	28	--	--	14%	14%	39%	32%	71%
I am comfortable giving and receiving feedback in the workplace.	28	--	--	4%	25%	36%	36%	71%

13

Post-training Responses

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help create a better workplace for staff.	60	--	--	--	2%	12%	87%	98%
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help us advance restoration of the Chesapeake Bay Watershed more effectively.	60	2%	--	--	--	13%	85%	98%
I am comfortable talking about diversity, equity, inclusion and justice in the workplace.	60	--	--	2%	13%	55%	30%	85%
I am comfortable giving and receiving feedback in the workplace.	59	2%	2%	2%	8%	49%	37%	86%

14

2. I can define the following concepts:

Key Takeaways
- Respondents who could define unconscious bias / implicit bias increased from 79% to 97%.
- Respondents who could define institutional racism increased from 86% to 93%.
- Respondents who could define equity increased from 82% to 97%.
- Respondents who could define culture increased from 71% to 92%.
- Respondents who could define cultural humility increased from 29% to 75%.

Pre-training Responses

	Total Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	28	4%	--	4%	14%	54%	25%	79%
Institutional racism	28	--	--	7%	7%	64%	21%	86%
Equity	28	--	4%	--	14%	61%	21%	82%
Culture	28	--	--	7%	21%	46%	25%	71%
Cultural humility	28	--	4%	32%	25%	11%	18%	29%

Post-training Responses

	Total Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	59	2%	--	--	2%	56%	41%	97%
Institutional racism	59	2%	--	--	--	46%	47%	93%
Equity	59	--	2%	--	--	51%	46%	97%
Culture	59	--	--%	2%	--	47%	44%	92%
Cultural humility	59	2%	3%	5%	--	39%	36%	75%

15

3. I feel comfortable discussing and applying the following concepts in my CBP workplace, including with colleagues who may be of a different racial/ethnic background from me:
Key Takeaways

- Respondents who felt comfortable discussing and applying concepts related to *unconscious bias / implicit bias* increased from 68% to 88%.
- Respondents who felt comfortable discussing and applying concepts related to *institutional racism* increased from 68% to 80%.
- Respondents who felt comfortable discussing and applying concepts related to *equity* increased from 71% to 85%.
- Respondents who felt comfortable discussing and applying concepts related to *culture* increased from 68% to 83%.
- Respondents who felt comfortable discussing and applying concepts related to *cultural humility* increased from 36% to 69%.

Pre-training Responses

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	28	--	--	11%	21%	46%	21%	68%
Institutional racism	28	--	--	14%	18%	50%	18%	68%
Equity	28	--	--	14%	14%	50%	21%	71%
Culture	28	--	--	11%	21%	39%	29%	68%
Cultural humility	28	4%	--	18%	43%	18%	18%	36%

Post-training Responses

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	60	2%	--	2%	8%	63%	25%	88%
Institutional racism	60	--	--	2%	18%	48%	32%	80%
Equity	60	--	--	--	15%	53%	32%	85%
Culture	58	--	--	2%	16%	55%	28%	83%
Cultural humility	59	3%	2%	7%	19%	49%	20%	69%

16

4. What are you most hoping to learn in the training? (free response)

Key Takeaways
- *Unconscious bias / implicit bias*: Several participants hoped to learn how to recognize or acknowledge their biases.
- *Communication*: Many participants also hoped to become more comfortable with starting and continuing to discuss DEIJ at the workplace and in their personal lives.
- *Structural change*: Several participants hoped to learn how to create structure change to advance equity through their work.

Verbatim responses
- Learning to manage personal stress when talking about equity. Recognizing my own bias in dealing with non-POC
- How to better discuss DEIJ topics within the workplace, and how to better promote these concepts through social media.
- How to better recognize my own biases, and how I can help advance DEIJ work at CBP.
- I am hoping to learn how to convey needed information to coworkers as it relates to diversity and representation
- A better sense of how close (or not) we are to an equitable, diverse, welcoming workplace and what we can do to improve.
- How to engage with diversity discussion in the workplace with others that may not feel as comfortable with the conversation and how I can better acknowledge my implicit bias to be a better teammate
- I would to do more in the roles I occupy. I am on the Diversity committee at work and am helping with the selection of a Chief Equity and Inclusion Officer. I would like to find out ways to support positive change in the organizations I work with, what best practices are there, how to set goals and meet them, and to evaluate progress. I would like to help make change for the better of the organizations and their people.
- While I believe I have significant experience in the academics of White allyship, I want to understand how to become more fluent/natural in it and lead other colleagues.
- Effective ways to communicate with others about these topics and how to incorporate these values into everything we do; the best first steps to take and how to continue the conversation
- I am very excited to learn about cultural humility and how I can apply it in my relationships both at work and outside of work.
- I am hoping I can learn tools to bring others on this journey with us, and make a true impact in the Bay program
- How to look for and recognize my implicit bias, how it is impacting my work, and some tools to undo that bias
- I'm hoping to learn more on this topic. It's my responsibility to understand more and am grateful for this opportunity.
- How to better understand and listen to people with different cultural backgrounds and experiences.
- How to approach changing others' minds regarding the importance of DEIJ
- Self awareness and improvement! Also a gentle way to talk about this with family and friends who don't understand.
- I would like to learn more about how to discuss and apply topics of DEIJ directly to our work. While in theory, I am strongly in favor of advancing DEIJ at the Bay Program, I am not sure how to do it in a productive way.

17

- More awareness of micro-aggressions and how best to manage these when they occur.
- This is not my area of expertise. I am participating as a CBP partnership member.
- Learn more about how I can help advance DEIJ in our work
- Diverse perspectives in a judgement-free environment. How to work toward a more inclusive future
- Better understanding of DEIJ concepts to help me better incorporate these concepts into my projects
- To understand what I can do to help fight racism and inequity in the workplace.
- unconscious bias
- To learn more about these concepts in depth and strategies on how to communicate and apply them in the workplace. While I'm comfortable discussing these topics, I'd like more information on applying these concepts
- How we change CBP policies/procedures/implicit cultural norms to be more inclusive

18

4. I am likely to apply the following approaches and tools in my CBP workplace:
Key Takeaways

- *Likely to apply cultural humility, appropriate self-disclosure and feedback:* most respondents expressed that they are likely to apply cultural humility and appropriate self-disclosure as well as give or receive feedback:
    - o 95% of respondents believe they are likely to apply cultural humility at a personal level in their workplace.
    - o 89% of respondents believe they are likely to apply cultural humility at the institutional level in their workplace.
    - o 82% of respondents believe they are likely to apply appropriate self-disclosure in their workplace.
    - o 92% of respondents believe they are likely to apply giving and receiving feedback in their workplace.
- *Uncertainty around Jo-Hari's window:* respondents were less confident that they would apply Jo-Hari's window.
    - o 62% of respondents believe they are likely to apply Jo-Hari's window in their workplace.

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Cultural humility (personal level)	38	3%	--	--	3%	29%	66%	95%
Cultural humility (institutional level)	38	3%	--	--	8%	53%	37%	89%
Jo-Hari's window	37	3%	--	8%	27%	43%	19%	62%
Appropriate self-disclosure	38	--	--	--	18%	53%	29%	82%
Giving and receiving feedback	38	3%	--	--	5%	47%	45%	92%

5. Please indicate your level of agreement with the following statements:
Key Takeaways
- *Support for CBP DEIJ Strategy:* Most participants supported the implementation of the DEIJ Strategy, understood how it related to their area of work and identified next steps to support strategy implementation:
  - o 97% of respondents agreed or strongly agreed that they support implementation of the CBP DEIJ Strategy.
  - o 95% of respondents agreed or strongly agreed that they understand how the DEIJ Strategy relates to their area of work within the Chesapeake Bay Program.
  - o 95% of respondents agreed or strongly agreed that they identified some next steps to support implementation of the DEIJ Strategy within their area of work at CBP.

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
I support implementation of the CBP DEIJ Strategy.	38	--	--	--	3%	29%	68%	97%
I understand how the DEIJ Strategy relates to my area of work within the Chesapeake Bay Program.	38	--	--	3%	3%	39%	55%	95%
I have identified some next steps to support implementation of the DEIJ Strategy within my area of work at CBP.	38	--	--	--	5%	47%	47%	95%

20

6. Next steps I can take to advance DEIJ at CBP include (free response): (This may include personal steps as well as steps to support implementation of the DEIJ Strategy.)

Key Takeaways

- *Partnerships with organizations led by Black, Indigenous or People of Color*: Many respondents believe they could advance DEIJ through organizational partnerships. They could explore how DEIJ could be integrated into grantmaking or other funding decisions. One participant suggested that potentially including preference points in grant evaluations. Another participant said they could identify where grant-funded projects would overlap with and support the DEIJ Strategy.
- *Recruitment of staff from underrepresented groups*: Several respondents shared that they could advance DEIJ through recruitment of staff and interns. Respondents said they could evaluate the outreach, interviewing and selection processes for areas of change. They said they could better distribute job or internship opportunities to underrepresented groups and strengthen their relationships with Historically Black Colleges and Universities (HBCUs). One respondent suggested establishing new internship programs, specifically targeted to students of color.
- *Internal communications about DEIJ and the DEIJ Strategy*: Respondents said they would renew or continue conversations about DEIJ. They said they would share the DEIJ Strategy with their colleagues.
- *Incorporating DEIJ into workplans*: Many respondents said they would incorporate DEIJ into management strategies and actions included in individual and team workplans.

Verbatim responses

- I am going to continue to push the CAC to better represent communities in the watershed, and urge my colleagues to learn about and practice cultural humility. I am also going to explore how District government/DOEE might be able to give preference points to BIPOC-led nonprofits in grantmaking.
- Personal steps, taking what I've learned about cultural humility, giving/receiving feedback.
- -Assist Diversity Workgroup in convening affinity groups   -Continue to recruit interns with diverse backgrounds and experiences in order to introduce them to CBP career opportunities -Build relationships with HBCUs to further collaborative relationships
- WOrk more closely wit tools given to hire more inclusive staff
- Work in tandem with the diversity workgroup and the 9 groups I staff as a Staffer for the WQGIT to integrate DEIJ into meetings, conversations, and presentations.
- Working within my advisory committee to implement a specific strategy and have continued conversations.
- Continue discussions with an appointed DEIJ strategy team. Raise support and awareness of DEIJ in our work.
- Incorporating DEIJ into my workgroup's logic and action plan (L&AP) Using a cultural humility frame/approach in implementation of our L&AP.
- Incorporate DEIJ in the WQGIT workplan.
- Schedule a work session with my GIT leadership to discuss how to engage underrepresented groups and organizations into our partnership efforts.
- Support /advocate for the inclusion of DEIJ-related actions when assisting with updates to Management Strategies and Workplans
- I will work with my workgroups to include work with relevant groups lead by people of color in to our workplans. I will help disseminate information to my networks related to the CBP DEIJ strategy.
- implementing specific strategies into my work plan and staff's work plans

21

- speaking with my fellow LGAC members and have a DEIJ presentation before us early 2021 so everyone can see how DEIJ will benefit all of CBP and not just certain communities as some would assume.
- Support the advancement of cultural humility and understanding at my place of work. A more diverse and culturally understanding workplace will foster an environment where historically underrepresented and diverse communities will feel more comfortable participating in the Bay's restoration work. A more diverse workforce will lead to more ideas and beliefs that can advance our restoration efforts in ways that we may not currently be doing or supporting.
- My work with CBP is limited but I have some ideas as to how I can help support the Strategy through my participation in a workgroup.
- Support new and different internship programs. Help improve recruiting and retention.
- Move my organization forward in explicitly defining our institutional values to include DEIJ principles. It is my hope that with this values defined, we can create a more open and inclusive workplace culture. I also work directly with hiring for one of our organizations programs. I am working to refine our processes to widen recruitment efforts, improve the equity of our interview process, and allow us the space to consider DEIJ considerations and goals when making final selections.
- Joining the DEI Action Team
- Proposing DEIJ as a part of my research proposal to ORD.
- Identify areas where BMP installation will create load reductions in the watershed that will also overlap with the DEIJ strategy, educate the identified community/stakeholders of the CBP goals, secure community buy in and project managers and install the BMPs and report accomplishments to the model and track two year milestone progress
- Exploring ideas for CAB Providing feedback to Action Team Reviewing how workgroups and GITs implementing strategy
- Assess next steps to support implementation of DEIJ within my area of work
- more open communication with my fellow workers
- Continue learning and having conversations
- Encourage all voices to help determine the path of DEIJ, not just the mono culture managers.
- Connect students of color that we work with to CBP as a potential post-graduation employer. Also, my Center at UMD is a trusted voice working at the community level throughout the watershed and could be a helpful conduit for connecting CBP with communities of color or for the delivery of technical assistance to these communities.
- As an appointee/volunteer, I can share my experience more broadly, outside my usual network, to help find interested individuals that are not currently represented within my group. I can look for new voices that would be good to add to our discussions. I can ensure our discussions within the group reflect cultural humility.

22

7. Additional supports I may need to advance DEIJ at CBP include (free response):
Key Takeaways

- *Work plans:* Strategies and one-on-one assistance for incorporating DEIJ into work plans and goal prioritization
- *Creating culture change:* Strategies for advocating for changing internal culture and/or building an inclusive and welcoming culture.
- *Educational resources:* Training and educational resources on cultural humility, DEIJ and systemic racism that can be used for continuing education and sharing with colleagues.
- *Engagement support:* Strategies for engaging with communities of color, environmental justice organizations and rural areas. Participants suggested potential points of contact and communication materials.
- *Funding:* Financial support for technical assistance dedicated to communities of color, environmental justice organizations and rural communities.
- *Youth outreach:* Mentorship for youth through Goal Implementation Teams.

Verbatim responses

- We can recruit people of diverse backgrounds to CAC but the existing environment is not welcoming, and it has become challenging and painful for new members. We need assistance in creating a welcoming space.
- Identify mentors for youth entering the field from across GITs
- I would like for this training to be offered again to my superiors
- I will be reaching out shortly once I have a moment to brainstorm ideas but if anyone has ideas on how to integrate this conversation in a relevant way into wastewater, agriculture, land use, water quality, or trading and offsets I would love to hear from you.
- Speakers and presentations for the advisory committee to learn more about the DEIJ strategy
- Funding
- One-on-one consult on incorporating DEIJ/Cultural Humility into L&AP
- WQGIT support.
- Contacts to reach out to, brainstorming engagement strategies; opportunities for inclusion
- Will probably need some help identifying actions that workgroups can take/put in their workplans related to DEIJ, as well as advice for how workgroups can get input/participation from more diverse organizations/communities
- Information on CBP's work that impact rural areas e.g., West Virginia, PA. Important to stress how the goal of equity reaches every community and can benefit them throughout Chesapeake Bay Watershed.
- It would be wonderful to have condensed versions of these trainings that could be shared with fellow staff and colleagues in shorter intervals (maybe 15-30 mins). These resources will be helpful in supporting these important efforts back where we work.
- I would love a library of recourses - books, videos, talks, seminars, articles, etc. so that we can continue to learn about DEIJ and systemic racism. So many great resources are being shared but it would be nice to have them in a central location, perhaps a resource section on the Diversity Workgroup's website?
- Joint support with DEIJ staff to facilitate and help with communication.
- Prioritization of goals. Implementing the DEIJ strategy is a large undertaking and we are required to meet two year milestones and bay pollution reduction goals.
- Enhancements to living classroom to further explain terms
- If technical assistance to communities of color is of interest, we would need financial support.

23

- Continued training and resources for me and for my fellow appointees/volunteers. Strategies for engaging new communities and networks.
- JEDI Training for all Advisory Committee members

8. Additional training topics I would like to see addressed at CBP include (free response):
Key Takeaways
- *Self-advocacy/care and bystander intervention in the workplace:* Several respondents would like additional training on how to respond in the case of prejudiced language or behavior at the workplace. Specific examples include:
  - Strategies for people of color at CBP to navigate white professional spaces and racial trauma, including communicating grievances.
  - Strategies to address white privilege and white supremacist work culture.
  - Strategies to intervene when witnessing microaggressions or other forms of bias, including role-playing scenarios and practicing responses.
- *Advancing DEIJ through hiring and recruitment:* Some respondents would like additional training on assessing and applying DEIJ to hiring and recruitment practices.
- *Advancing DEIJ through workplans:* Some respondents would like additional training on strategies and best practices for incorporating DEIJ into workplans.

Verbatim responses
- for POC, navigating white spaces and communicating grievances professionally   for POC, how to deal with racial trauma
- topics covered were thorough
- A book club around books that are designed to expand knowledge and open up conversation around DEIJ issues.
- White Privilege, Responding to Racism in our work, Decolonizing our white supremacist workculture
- Training on incorporating DEIJ/Cultural Humility into L&AP
- How to incorporate DEIJ in the work we do to restore the Bay.
- It would be helpful to learn some tips for how to "call out" micro-aggressions and non-inclusive or biased behavior from your colleagues or supervisors
- How to talk with someone about their attitude towards diversity, race, gender, etc
- communications trainings
- I think an opportunity to interact with and "work through" specific scenarios that could arise related to diversity and equity (either in the workplace or when working with external partners) could be helpful. Requiring trainees to workshop solutions could be helpful and give participants the confidence to address them or similar situations when they arise.
- It would be great to hear insights into challenges and successes as the CBP DEIJ strategy is implemented.
- I would like more training/information on developing an inclusive workplace - things to do and things to be on the lookout for. I would also like additional information/recommendations/training on how to assess demographics in the hiring and recruitment processes.
- How to advance DEIJ values within the Advisory Committees
- In the wake of the September 22nd EO, how do we continue to have these conversations as Federal Workers?

24

- More role playing work Training that helps one to assess how an organization is doing on DEIJ More training/examples specific to environmental field or suggested reading, like White Spaces Black Faces could help inform public access work
- Black Live Matter Nationalist
- Make trainings like these an annual effort. Perhaps identify a particular topic per year that the partnership can focus on. Not necessarily a multi day training but perhaps a smaller scale annual check in.
- Hiring, recruitment best practices and strategies.

25

9. Please indicate your level of agreement with the following statement:
Key Takeaways
- *Trainings were valuable to participants and other CBP staff:* 89% of respondents found the training valuable and would recommend it to other CBP staff.

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
This training course was valuable to me.	35	0%	0%	3%	6%	34%	54%	89%
I would recommend this training course to other CBP staff and leaders.	38	0%	0%	0%	8%	26%	63%	89%

10. Do you have any additional feedback on this course? (What did you find most valuable about this training? What improvements could be made?) (free response)
Key Takeaways
- *Breakout groups*: Many respondents said they felt more comfortable and likely to share their honest thoughts during the breakout groups. They appreciated hearing and learning from their peers. Respondents said some discussions felt rushed and suggested longer breakout groups.
- *Interactive discussions structured around example scenarios*: Respondents recommended that breakout groups react to example scenarios, especially to workshop ideas and share lessons learned from the past experiences of their peers.
- *More frequent, longer technology breaks*: Respondents emphasized the importance of breaks throughout the training. One respondent noted that honest conversations about racism may be stressful and traumatic for people of color and recommended mindfulness activities in the training to mitigate those burdens.

Verbatim responses
- My work and personal experiences are already immersed in diverse communities and I explore my role in these relationships on a regular basis. While the training is important for people who don't have that experience, whose eyes need to be opened, it didn't provide me with much additional insight or information.
- I think it was great! There were a lot of concepts/videos/materials I was already familiar with, but the facilitators were much more interactive than any I've participated in prior. I really enjoyed the breakout groups, and having more of them or more time would be great.
- The facilitators did a great job with helping me to feel comfortable and validated. I often feel a sense of anxiety knowing that trainings such as these put my colleagues and I under pressure to examine our cultural biases, and as a POC, to speak honestly about the effects of racism - traumatic in and of itself. I think we should begin the first class, then end each class with a mindfulness activity to mitigate some of those stressors.
- offered again. I think this training has motivated me to probably make more of an effort to build a relationship with others in the CBD Diversity workgroup.
- I found the breakout sessions helpful in engaging participation and feeling comfortable sharing perspectives.   The asking for/offering feedback session was a little bit confusing and in the future clarification around this or example scenarios for groups to use might be helpful.

- I enjoyed the breakout conversations and interactivity of the training. I would suggest incorporating more short breaks. I often had to step away on my own and missed a couple things!
- Group discussions were wonderful and provided a safe space for everyone. I would recommend more of these and more delving into white privilege.
- Needs more or longer breaks.   Need to explain assignments for breakout sessions better.
- This was an incredible and very helpful course. Thank you!!
- It would have been helpful to have a little more time in the breakout rooms, sometimes it felt rushed. But I think using the breakout rooms allowed for more comfortable and honest conversations, and I found that really valuable!
- The breakout groups felt a bit forced and awkward. It would have been valuable to have representation from Black people
- I felt that if you are teaching a course on DEIJ, it should not be a bunch of white people spearheading it. The same with the Diversity committee at CBP. They are all too white to make decisions and be in charge of it. Make it more diverse.
- I really didn't care for Mural and the breakout sessions were too short. Mural took a little extra time to adjust and did not allow for much note taking. So combined with short breakout sessions, you're juggling trying to get adjusted to a new program (mural) while trying to get through answering the questions in the discussion. This combined decreases the potential value of the breakout sessions.
- The facilitator was knowledgeable and did a great job leading the group in conversation. My one item for improvement would be to maintain and not eliminate breaks. Mental breaks are critical, especially for a training on a topic such as this.
- Loved that it was broken up into two days. This allowed time to critically think about the discussions and refresh. A few more breaks could maybe be helpful. I noticed we waited about 15 minutes each day to get started, maybe that could be cut down to include more breaks later on? Just a thought.
- I thought it was great. I appreciated the mix of presentation and breakout groups. Hearing from other participants during the breakouts, as well as the breakout report-outs, helped me learn great insights from my peers as well as feel more comfortable in that we are learning and trying together.
- The training was good but too long. We should not start at 12:30 and then wait 30 min to start. Other parts of the training could also be condensed. I thought the video of the nurses talking about cultural humility could have been better. While the point got across, it could have more directly related to conservation issues.
- It started a little slow for me on day 1.
- I would love to see some space for an open Q&A session or discussion on steps we can take to address bias/racism.   I learn so much from other's experiences it would be nice to incorporate some time for more open ended discussion of what people are facing, how they are addressing things, what worked and what did not.
- Levels of patience in engaging and understanding concepts
- I found the Jo-hari's window very valuable. I also really enjoyed the explanations on cultural humility and the pre-work videos on redlining.
- I really wanted to spend time hearing from the partnership about how we were going to align the CBP goals with the DEIJ strategy and it as 30 minutes at the very end leaving me feeling very overwhelmed and with out a clear path forward. I honestly left thinking "How in the world are we going to do this?"

27

- More time for role-playing Longer breakouts Start on time and more breakouts Facilitate convo by not just repeating what a speaker said, but facilitate discussion among participants
- I think you could have been more overt about the objectives related to some of the exercises rather than relying on me to reflect retroactively to figure out what all of the units were about.
- I enjoy the interchange with the people from the different departments/agencies. The course should be longer-- not enough time in the break away portion
- I feel like more time spent on the topics could have made it a little better but understand we were constrained with time.
- Great curation of videos and resources. Perhaps slightly fewer breakouts with a little more time for discussion. Great facilitation!
- More frequent and longer technology breaks

Diversity, Equity, Inclusion and Justice at the Chesapeake Bay Program

Sarah Malpass, Senior Associate, Skeo

Tuana Phillips, Diversity and Local Engagement Coordinator, Chesapeake Bay Program

Ivan Hernandez, Environmental Management Staffer - Diversity Workgroup, Chesapeake Bay Program

Agenda

- CBP and the *Chesapeake Bay Watershed Agreement*

- Key terms related to DEIJ

- CBP's DEIJ Readiness Assessment

- Restoration from the Inside Out: A DEIJ Strategy for the CBP

- Implementation updates

CBP and the *Chesapeake Bay Watershed Agreement*

Overview: The Chesapeake Bay Program

The Chesapeake Bay Program (CBP) is a regional partnership devoted to restoring and protecting the Chesapeake Bay and its watershed.

- Nearly 40 agencies and programs in Delaware, District of Columbia, Maryland, New York, Pennsylvania, Virginia, and West Virginia

- 19 federal agencies

- Approximately 1,800 local governments, represented through the Local Government Advisory Committee

- More than 20 academic institutions, represented through the Scientific and Technical Advisory Committee

- More than 60 non-governmental organizations, including businesses, non-profits and advocacy groups.

Chesapeake Bay Program Structure
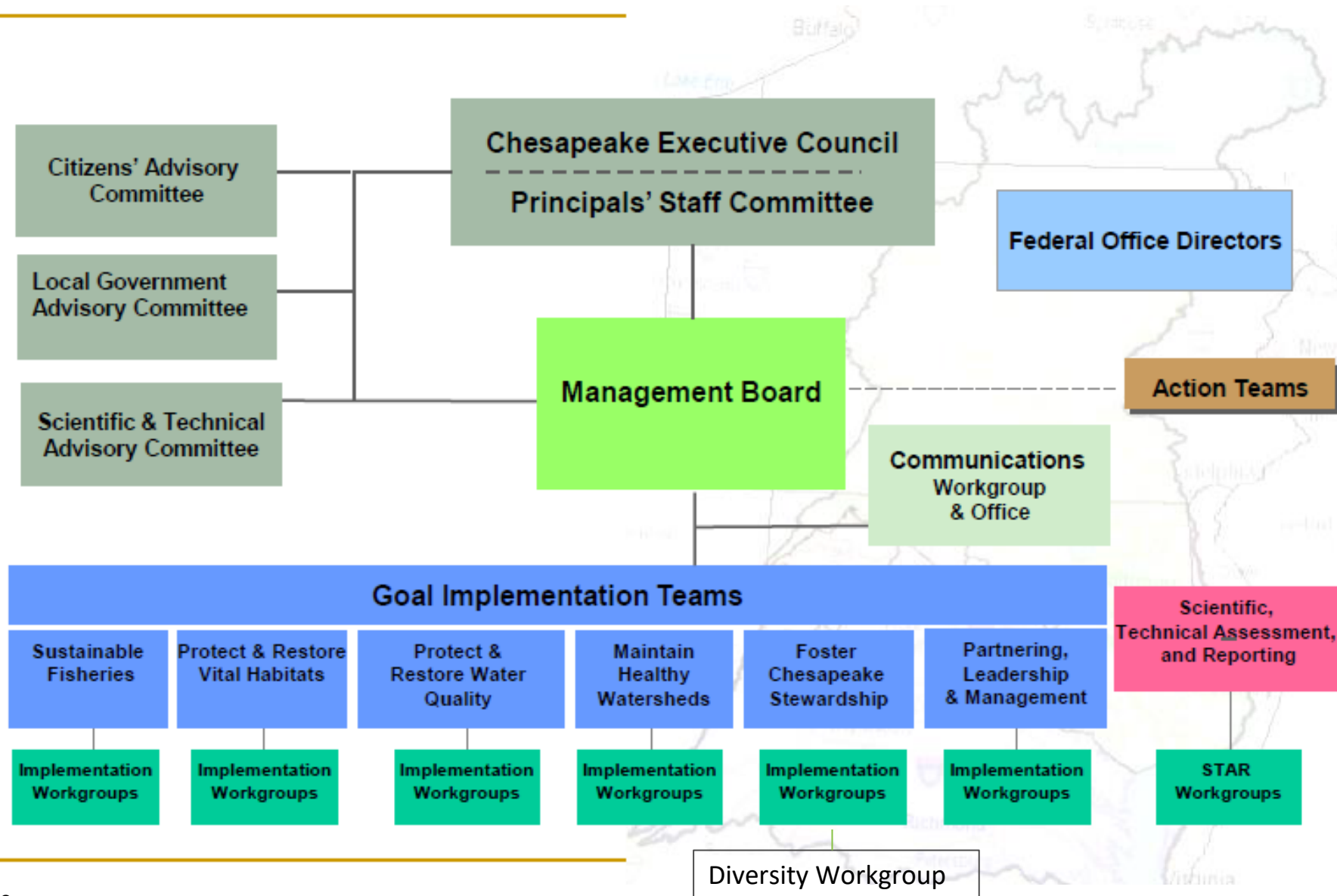
10 Goals from the *2014 Chesapeake Bay Watershed Agreement*

1. Sustainable Fisheries

2. Vital Habitats

3. Water Quality

4. Toxic Contaminants

5. Healthy Watersheds

6. Stewardship

7. Land Conservation

8. Public Access

9. Environmental Literacy

10. Climate Resiliency

What are we talking about when we talk about DEIJ?

Diverse/diversity

The demographic mix of a specific collection of people, taking into account elements of human difference.

For example: 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.

Credit: Skeo, adapted from the D5 Coalition

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."

Credit: D5 Coalition

Diversity vs. Inclusion

It is possible to be diverse, without being inclusive!

To be successful in advancing DEIJ, we must have both diversity AND inclusion.

Equality

Equity

11

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

(Credit: D5 Coalition)

Everyone gets what they need to thrive!

Justice

The quality of being just, impartial, or fair.

Credit: Merriam Webster

Directly dismantling barriers to resources and opportunities in society so that all individuals in communities can live a full and dignified life.

Credit: Avarna Group

DEIJ Readiness Assessment

Purpose, Process and Outcomes

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 partnership to:

1. Grow racial and ethnic diversity from 13% to 25% (including 15% of leadership).

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.

DEIJ Readiness Assessment
(summer 2018 – summer 2019)

- Conducted interviews with CBP workgroups, Goal Implementation Teams (GITs) 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.

Restoration from the Inside Out

The CBP's 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.

Purpose

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

- inform the activities in the biennial workplans (i.e. Logic and Action Plans) and

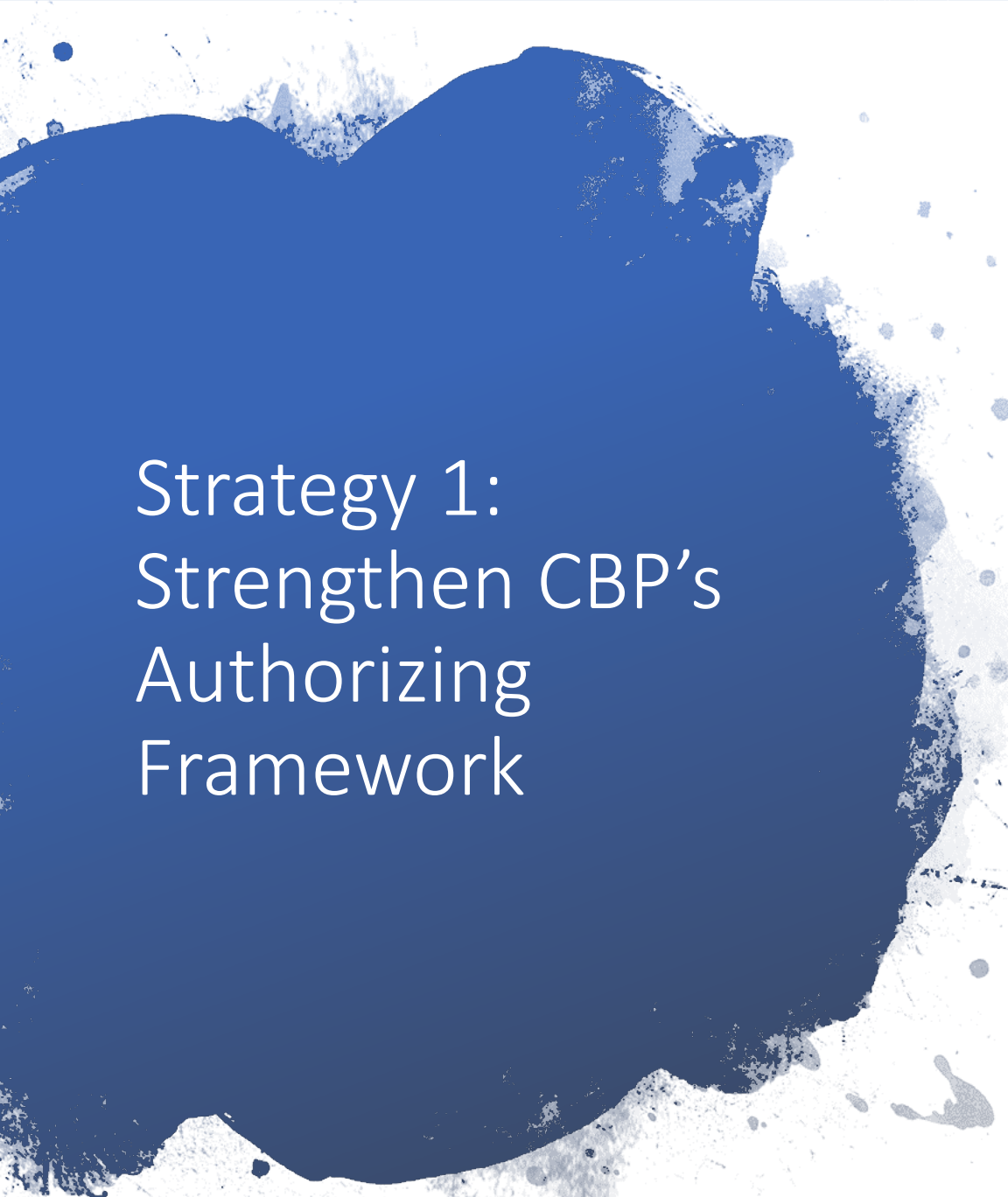- integrate DEIJ in the implementation of management strategies

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

DEIJ 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.
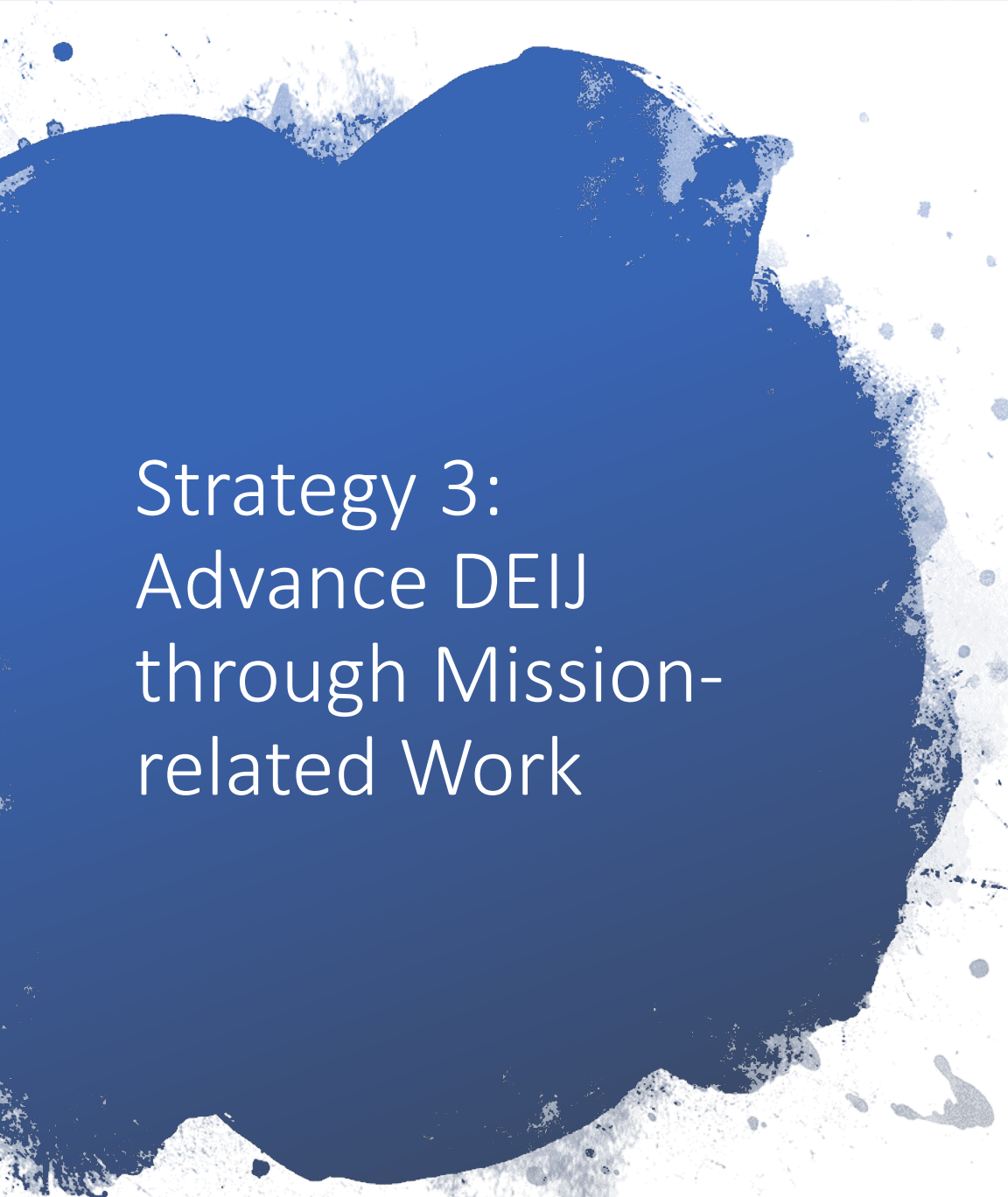
Strategy 1: Strengthen CBP's Authorizing Framework

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 DEIJ 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 DEIJ in hiring, promotion and tenure policies.	*Phase 1:* Develop best practices scan and prioritize strategies. *Ongoing:* 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)?	*Lead:* Signatories and partnership organizations (including organizations that staff CBPO) *Supports:* Diversity Workgroup	Develop a scan of best practices for federal and state partners. See especially, Leaking Talent: How People of Color are Pushed Out of Environmental Organizations (Johnson, 2019).
2.1.b. Re-structure hiring and promotion committees as needed to include people of color and other underrepresented groups.	*Phase 1:* Evaluate opportunities for restructuring and implement changes. *Ongoing:* Continue to track representation on hiring committees and course correct as needed.	Increased representation on hiring and promotion committees over time.	*Lead:* Signatories and partnership organizations (including organizations that staff CBPO) *Supports:* 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.	*Phase 1:* Develop best practices scan and prioritize strategies. Coordinate with 2.1.d on a focus group or survey. *Ongoing:* 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.	*Lead:* Diversity Workgroup *Supports:* 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.

Implementation Updates

The CBP DEIJ STATEMENT

- Drafted with input from the CBP's Diversity Workgroup, Management Board, and Principals' Staff Committee (PSC)

- Finalized and signed by the Chesapeake Executive Council on August 18th, 2020

- 2 pages long

Chesapeake Executive Council
Statement in support of diversity, equity, inclusion and justice

CBP Vision from the 2014 Chesapeake Bay Watershed Agreement
Chesapeake Bay Program partners envision an environmentally and economically sustainable Chesapeake Bay watershed with clean water, abundant life, conserved lands and access to the water, a vibrant cultural heritage, and a diversity of engaged citizens and stakeholders.

Our Commitment to Diversity, Equity, Inclusion and Justice
Just as natural ecosystems depend on biodiversity to thrive, the long-term success of the Chesapeake Bay restoration effort depends on the equitable, just and inclusive engagement of all communities living throughout the watershed. This means to include a wide range of people of all races, ethnicities, income levels, faiths, genders, ages, sexual orientations and disabilities, along with other diverse groups, as well as promoting equal employment opportunities and expanding the diversity of the workforce and participants in restoration and conservation activities. For this effort to be successful it will require us to honor the culture, history and social concerns of local populations and communities.

The Chesapeake Bay Program partners acknowledge that individually, each partner has established policies and programs with the goal of advancing environmental and public health protection for all. Through these programs, the seven Bay jurisdictions, EPA, other federal agencies, Chesapeake Bay Commission and partners are working to address and advance diversity and environmental justice issues. We also recognize that there is more we must do as a united partnership, and for this reason we explicitly and tangibly commit to diversity, equity, inclusion and environmental justice. Partners will continue to build on this work, sharing best practices, and with the acknowledgement that this work may indeed look different across the jurisdictions and space represented as a partnership, we will move forward together. Further, we recognize the importance of addressing racism and other forms of discrimination in our efforts, structures and acts of daily practices.

The impacts of discrimination and continuing environmental, economic and health disparities disproportionately burden underserved communities, including those of color, low-income status and indigenous populations. This limits access to clean water and air, fish, wildlife and outdoor recreation, and results in inequitable impacts on the human health and the surrounding environment for these communities. Disparities are only exacerbated by such environmental factors as climate change and pollution, and public health emergencies like the COVID -19 pandemic.

The Chesapeake Bay Program partners believe the full diversity of people who live, work and recreate in the Chesapeake Bay watershed have a right to benefit from, and help guide, the future of an environmentally and economically sustainable Chesapeake Bay watershed with clean water and air, abundant fish and wildlife, conserved lands, access to the water and a vibrant cultural heritage.

We reaffirm our commitment to embrace diversity, equity, inclusion and justice in all areas of the Chesapeake Bay Program to achieve our mission. As a partnership, we commit to:
- Strengthen and improve diversity, equity, inclusion and justice in our organizational structure, leadership, policies, strategic goals, restoration and conservation activities, workplans and program delivery, including guidance on including DEIJ and environmental justice criteria in grant targeting and evaluations.
- Engage, recruit and retain leadership, staff, appointees, interns and volunteers that reflect the diversity of people living within the Chesapeake Bay region.
- Foster a culture of inclusion, respect and mutual learning within the Chesapeake Bay Program by leading organizational change and empowering new voices and perspectives in our outreach, engagement and internal decision-making.
- Following consultation and coordination, determine how to best include federally recognized tribes in the Bay watershed in partnership activities.
- Develop long-term relationships, partnerships and increased collaborative planning with organizations led by and primarily serving communities of color and other underrepresented populations that result in informed and mutually beneficial decisions and outcomes.
- Ensure the benefits of our science, restoration and partnership programs are distributed in a fair and equitable manner without adverse, disproportionate impacts on vulnerable populations, especially those of lower economic status, indigenous, historically underrepresented communities and people of color.
- Continue to learn and share best practices as an organization in our evolving understanding of how best to promote diversity, equity, inclusion and justice.
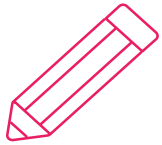
NEW **DEIJ STATEMENT** SIGNED BY THE EXECUTIVE COUNCIL ON AUGUST 18TH

The Executive Council DEIJ Statement reaffirms the CBP's commitment to embrace DEIJ in all areas of the Chesapeake Bay Program to achieve our mission.

It articulates our commitment to :

- ▸ Strengthen DEIJ in our organizational structure, policies, goals, and activities;

- ▸ Engage, recruit and retain leadership, staff, appointees, interns and volunteers that reflect the diversity of people living within the Chesapeake Bay region;

- ▸ Foster a culture of inclusion, respect and mutual learning;

- ▸ Develop long-term relationships, partnerships and increased collaborative planning with underrepresented stakeholder groups;

- ▸ Ensure the benefits of our science, restoration and partnership programs are distributed in a fair and equitable manner;

- ▸ Continue to learn and share best practices as an organization.

PRINCIPALS' STAFF COMMITTEE (PSC) DEIJ ACTION STATEMENT

- Signed by the CBP PSC in August to accompany the Executive Council's DEIJ Statement

- 3 pages long

- Includes 5 actionable and timebound commitments

Diversity, Equity, Inclusion and Justice
Action Statement
Chesapeake Bay Program Principals' Staff Committee

Chesapeake Bay Program
Science. Restoration. Partnership.

The Chesapeake Bay watershed is home to diverse communities with rich variation in culture, demographics and perspectives. It is important to embrace this diversity and promote the meaningful involvement, treatment and inclusiveness of all people in the implementation of the *Chesapeake Bay Watershed Agreement*. In doing so, we will be better able to achieve healthy local streams and lands, as well as a vibrant Chesapeake Bay that is shared by all people throughout the watershed.

The Chesapeake Bay Program partners acknowledge that individually, each partner has established policies and programs with the goal of advancing environmental and public health protection for all. Through these programs, the seven Bay jurisdictions, Environmental Protection Agency, other federal agencies, the Chesapeake Bay Commission and partners are working to address and advance diversity and environmental justice issues. We also recognize that there is more we must do as a united partnership, and for this reason we explicitly and tangibly commit to diversity, equity, inclusion and environmental justice. Partners will continue to build on this work, sharing best practices, and with the acknowledgement that this work may indeed look different across the jurisdictions and space represented as a partnership, we will move forward together. Further, we recognize the importance of addressing racism and other forms of discrimination in our efforts, structures and acts of daily practices.

Recognizing this, the Chesapeake Bay Program accepts the report and recommendations in the Diversity, Equity, Inclusion and Justice Strategy (DEIJ Strategy) - developed by an independent consultant for the Chesapeake Bay Program Diversity Workgroup of the Stewardship Goal Implementation Team (GIT) and finalized in 2020. To the extent consistent with state and federal law and policy, members of the Principals' Staff Committee (PSC) will strive to implement the recommendations of the DEIJ Strategy. The Chesapeake Bay Program Diversity Workgroup, which was formed in 2014, started working with an independent DEIJ consultant in 2018 to conduct a DEIJ readiness assessment of the partnership and developed a tailored DEIJ Strategy that recommends the partnership:

- Increase racial and ethnic diversity among partnership staff and leadership.
- Help partners develop as DEIJ leaders who understand, respect and embrace cultural diversity.
- Provide partners with the tools to continually assess progress towards diversity, equity, inclusion, and justice goals.

The DEIJ Strategy contains recommendations that are grouped into four DEIJ framework focus areas. The consultant developed these recommendations based on interviews with Chesapeake Bay Program teams and leadership, a DEIJ readiness survey, two focus groups, a review of key partnership policy documents and input from the Diversity Workgroup. They provide a visionary framework to be used by the partnership as a guide to help integrate DEIJ into the implementation of management strategies and inform biennial logic and action plan activities that achieve the outcomes of the *Chesapeake Bay Watershed Agreement*.

THE PSC DEIJ ACTION STATEMENT

"Continuing our path toward embracing the human diversity in the Chesapeake Bay watershed and promoting diversity, equity, inclusion and justice in our work to restore the Bay, we hereby strive to implement the recommendations in the Chesapeake Bay Program DEIJ Strategy to the extent consistent with applicable state and federal law and policy."

5 PSC ACTION STATEMENT COMMITMENTS

To implement the recommendations in the DEIJ Strategy, the PSC commits to:

1. Within six months of the signing of the Chesapeake Executive Council statement, a draft implementation plan for the DEIJ Strategy will be presented to the PSC. The development of this plan will include direct outreach to underrepresented communities for input and feedback.

2. Within three months of the signing of the Chesapeake Executive Council statement, explore a process for a community advisory board composed of environmental justice leaders and representatives from organizations led by people of color or other underrepresented groups. This board could be part of one of the partnership's existing advisory boards (Citizens Advisory Committee or Local Government Advisory Committee).

5 PSC ACTION STATEMENT COMMITMENTS

3. Advancement of the DEIJ Strategy through work plan development and implementation for all GITs and Workgroups on their respective strategy review system schedules.

4. Meaningful inclusion of DEIJ milestones on the agendas for the Management Board and PSC meetings at a minimum every six months with a commitment to update the Chesapeake Executive Council annually.

5. Meaningful consideration of DEIJ in development of any future Chesapeake Bay Watershed Agreement(s).

Ongoing Efforts – DEIJ Action Team

A DEIJ Action Team was formed in October of 2020 and tasked with overseeing the implementation plan for the DEIJ Strategy (PSC Commitment #1).

This Team is also tasked with exploring options for a Community Advisory Board (PSC Commitment #2).

This Action Team includes representatives from the Bay jurisdictions, federal agencies, and external stakeholders, including federally recognized Tribes.

Cultural Humility Trainings (Fall 2020)

o Two-day training covering DEIJ topics such as:
- implicit bias
- disparities in communities
- cultural humility as a personal and organizational tool
- the connection between the DEIJ Strategy and achieving CBP's mission

o 70 participants, over three sessions

o Watch for future training sessions!

Thank you!

Contacts

Tuana Phillips

Diversity and Local Engagement Coordinator, Chesapeake Bay Program

phillips.tuana@epa.gov

(410) 267-5704

Ivan Hernandez

Environmental Management Staffer - Diversity Workgroup, Chesapeake Bay Program

hernandezi@chesapeake.org

Sarah Malpass

Senior Associate, Skeo Solutions

smalpass@skeo.com

(434) 226-4104

Date: December 9, 2020

To: Tuana Phillips, Chesapeake Bay Program
Jim Edwards, Chesapeake Bay Program
Wendy O'Sullivan, Chesapeake Bay Program

From: Sarah Malpass, Skeo Solutions
Dominique Ong, Skeo Solutions
Miranda Maupin, Skeo Solutions

Re: Training Summary for *Cultural Humility: Tools for Success in Advancing Diversity, Equity, Inclusion and Justice*

Introduction

At the request of the Chesapeake Bay Program (CBP), Skeo developed and facilitated a training titled *Cultural Humility: Tools for Success in Advancing Diversity, Equity, Inclusion and Justice* (DEIJ). The training was offered to CBP staff and partners three times in September and October 2020. The training was designed to build capacity among CBP staff and partners to advance DEIJ in watershed restoration work and to support the implementation of *Restoration from the Inside Out: A DEIJ Strategy for the CBP*.

This memo captures themes and reflections from each training, participant evaluations, and feedback received from participants regarding areas of interest for additional training, support and resources.

This memo also includes the following attachments:

A. Transferability Package

B. Training Participant Lists

C. Survey Response Summaries for each Pre- and Post-Training Survey

D. Complete Survey Response Summary

Training Overview

As a result of COVID-19-related restrictions, all trainings were held on the virtual platform Zoom. Each training included the following two sessions, each approximately 4 ½ hours in length, which were facilitated over a two-day period:

- *Session 1: Understanding Bias, Institutional Racism and Diversity, Equity, Inclusion and Justice (DEIJ),* which developed a shared language about culture, bias, institutional racism and equity and explored how participants might incorporate an equity mindset into their work

- *Session 2: Advancing DEIJ through Cultural Humility and the CBP DEIJ Strategy*, which discussed strategies to bridge cultural divides, build positive relationships with community members and promote an equitable process and outcomes. This module also reviewed the CBP DEIJ Strategy and identified opportunities for participants to support its implementation.

For the facilitator agendas, presentations and other training materials, please see Attachment A.

Training Participants

Approximately 76 people signed up to participate in the trainings (Table 1). Participants represented a wide range of roles within CBP, including:

- Members of the Management Board

- Staff from the EPA Chesapeake Bay Program Office

- Members of the Communications Workgroup

- Members from all three advisory committees and all six goal implementation teams

Table 1. Overview of Training Dates, Co-Facilitators and Approximate Number of Participants

Training Dates	Award Number	Co-Facilitators	Approximate Number of Participants
September 21-22, 2020	15771	Tuana Phillips, EPA CBP Sarah Malpass, Skeo Solutions Dominique Ong, Skeo Solutions	16
October 5-6, 2020	17719	James Edward, EPA CBP Sarah Malpass, Skeo Solutions Dominique Ong, Skeo Solutions	30
October 19-20, 2020	17719	Wendy O'Sullivan, NPS CBP Sarah Malpass, Skeo Solutions Dominique Ong, Skeo Solutions	30

For a full list of participants signed up for each training, see Attachment B.

Post-Training Reflections by the Co-facilitators

The co-facilitators met on November 3, 2020 to debrief the trainings and reflect on their experiences. The following themes and insights emerged from this discussion:

Discussion Themes

Each training brought together participants of varying backgrounds and experiences, which led group discussions to different directions. As participants delved deeper into DEIJ topics through facilitated discussions, the following key discussion themes emerged:

- *Group 1*: Whiteness, white privilege and white culture (for individuals and within predominately white organizations)
- *Group 2*: How power relates to the origins of racism, and how individual and collective power can be used to advance antiracism
- *Group 3*: Developing a set of working definitions of DEIJ-related terminology within the CBP, and the role of citizens in responding to the current administration's approach to diversity trainings

Training Structure

Reflections on the training structure included:

- *Positive feedback on the virtual format*: Overall, the virtual format using the Zoom platform worked well. Participants were engaged through a variety of methods throughout the training, including the chat function, facilitated discussions in the large group and in breakout groups, exercises in breakout groups to practice skills for connecting across difference, and two individual reflection handouts designed to help participants identify their own next steps for personal and collective action. The breakout group discussions received a lot of positive feedback as a great vehicle for connecting with other training participants and sharing experiences with equity in the workplace.
- *Learning curve for moving to the virtual format during the training for group 1*: Moving to the virtual format did present a learning curve for facilitators. For the first training group, the planned breakout groups were not used as a mode of interacting on the first day as facilitators and participants got used to the training platform and the associated timing considerations for moving through training content. The initial module on the first day of training was less interactive than the module on the second day of training. The co-facilitators debriefed these challenges after the first day and were able to successfully address them and re-incorporate the planned breakout groups into day 2 of the training for group one and for both groups that followed.

Topics to build on in future trainings

Co-facilitators identified several topics to build on in future trainings, based on their own experiences during the training as well as participant feedback. Ideas included:

- *Environmental justice*: Adding a module or more specific discussion questions to address environmental justice directly.
- *Conscious and unconscious bias*: The existing module could be adapted to include more exercises or assessments to help participants identify their own individual biases.
- *DEIJ at CBP*: Depending on the audience, this module on the second day of training could present the CBP DEIJ Strategy at a higher level with a greater emphasis on immediate next steps and how training participants can get involved.

Analysis of Pre- and Post-Training Survey Results

Prior to the training, participants received a voluntary and anonymous survey, which assessed their comfort with and comprehension of terminology related to DEIJ. Following the training, participants received another survey which repeated the questions from the pre-training survey to capture any shifts in comfort and comprehension and which also evaluated participants learnings and captured their thoughts on next steps, support and training needs, and feedback on the training course.

Some participants submitted their post-survey responses through the pre-survey link. These responses had submission dates after the dates of the training and were included in the post-survey results.

Key insights from the survey analysis are captured below. For links to the survey responses to each pre- and post-training survey, see Attachment C. For a full summary of the responses across all three trainings, see Attachment D.

Comfort, Comprehension and Application

Survey respondents reported the following information about their comfort levels, comprehension levels and likelihood of applying concepts and skills learned in the training:

- Respondent beliefs about DEIJ started out high and slightly increased:
  - Respondents who agree or strongly agree that DEIJ can help create a better workplace for staff increased from 96% to 98%.
  - Respondents who agree or strongly agree that DEIJ can help advance the restoration of the Chesapeake Bay more effectively from 96% to 98%.
- Respondent comfort levels with navigating these issues in the workplace increased significantly:
  - Respondents who feel comfortable talking about DEIJ in the workplace increased from 71% to 85%.
  - Respondents who felt comfortable giving and receiving feedback in the workplace increased from 71% to 86%.
- Respondents' ability to define terms and concepts discussed in the training increased significantly:
  - Respondents who could define unconscious bias / implicit bias increased from 79% to 97%.
  - Respondents who could define institutional racism increased from 86% to 93%.
  - Respondents who could define equity increased from 82% to 97%.
  - Respondents who could define culture increased from 71% to 92%.
  - Respondents who could define cultural humility increased from 29% to 75%.
- Respondents reported increased comfort with discussing and applying concepts covered in the training:
  - Respondents who felt comfortable discussing and applying concepts related to unconscious bias / implicit bias increased from 68% to 88%.
  - Respondents who felt comfortable discussing and applying concepts related to institutional racism increased from 68% to 80%.
  - Respondents who felt comfortable discussing and applying concepts related to equity increased from 71% to 85%.
  - Respondents who felt comfortable discussing and applying concepts related to culture increased from 68% to 83%.
  - Respondents who felt comfortable discussing and applying concepts related to cultural humility increased from 36% to 69%.

- Respondents expressed that they are likely to apply cultural humility and appropriate self-disclosure as well as give or receive feedback:
  - 95% of respondents believe they are likely to apply cultural humility at a personal level in their workplace.
  - 89% of respondents believe they are likely to apply cultural humility at the institutional level in their workplace.
  - 82% of respondents believe they are likely to apply appropriate self-disclosure in their workplace.
  - 92% of respondents believe they are likely to apply giving and receiving feedback in their workplace.
- Respondents were less confident that they would apply Jo-Hari's window, with only 62% believing they are likely to apply Jo-Hari's window in their workplace.[1]
- Nearly all participants supported the implementation of the DEIJ Strategy, understood how it related to their area of work and identified next steps to support strategy implementation:
  - 97% of respondents agreed or strongly agreed that they support implementation of the CBP DEIJ Strategy.
  - 95% of respondents agreed or strongly agreed that they understand how the DEIJ Strategy relates to their area of work within the Chesapeake Bay Program.
  - 95% of respondents agreed or strongly agreed that they identified some next steps to support implementation of the DEIJ Strategy within their area of work at CBP.

Planned Implementation Actions and Implementation Support Needs

Participants identified next steps they can take to advance DEIJ at CBP. They were encouraged to consider personal steps as well as steps to support implementation of the DEIJ Strategy at an institutional level. Key themes from the responses included:

- *Partnerships with organizations led by Black, Indigenous or People of Color*: Many respondents believe they could advance DEIJ through organizational partnerships. They could explore how DEIJ could be integrated into grantmaking or other funding decisions. One participant suggested that potentially including preference points in grant evaluations. Another participant said they could identify where grant-funded projects would overlap with and support the DEIJ Strategy.
- *Recruitment of staff from underrepresented groups*: Several respondents shared that they could advance DEIJ through recruitment of staff and interns. Respondents said they could evaluate the outreach, interviewing and selection processes for areas of change. They said they could better distribute job or internship opportunities to underrepresented groups and strengthen their relationships with Historically Black Colleges and Universities (HBCUs). One respondent suggested establishing new internship programs, specifically targeted to students of color.
- *Internal communications about DEIJ and the DEIJ Strategy*: Respondents said they would renew or continue conversations about DEIJ. They said they would share the DEIJ Strategy with their colleagues.
- *Incorporating DEIJ into workplans*: Many respondents said they would incorporate DEIJ into management strategies and actions included in individual and team workplans.

---

[1] This result may indicate the need to circle back to Jo-hari's Window following the exercises on appropriate self disclosure and giving and receiving feedback. Individuals who are using these skills are in fact using Jo-hari's Window, and the training may need to emphasize this connection following the breakout groups where participants practice these skills.

Participants were also asked to reflect on areas where they might need additional support from CBP on their implementation next steps. Key themes included:

- *Work plans:* Strategies and one-on-one assistance for incorporating DEIJ into work plans and goal prioritization
- *Creating culture change:* Strategies for advocating for changing internal culture and/or building an inclusive and welcoming culture.
- *Educational resources:* Training and educational resources on cultural humility, DEIJ and systemic racism that can be used for continuing education and sharing with colleagues.
- *Engagement support:* Strategies for engaging with communities of color, environmental justice organizations and rural areas. Participants suggested potential points of contact and communication materials.
- *Funding:* Financial support for technical assistance dedicated to communities of color, environmental justice organizations and rural communities.
- *Youth outreach:* Mentorship for youth through Goal Implementation Teams.

Training Needs

Several participants recommended additional, more frequent DEIJ trainings. Participants identified the following topics of interest:

- *Self-advocacy/care and bystander intervention in the workplace:* Several respondents would like additional training on how to respond in the case of prejudiced language or behavior at the workplace. Specific examples include:
    o Strategies for people of color at CBP to navigate white professional spaces and racial trauma, including communicating grievances.
    o Strategies to address white privilege and white supremacist work culture.
    o Strategies to intervene when witnessing microaggressions or other forms of bias, including role-playing scenarios and practicing responses.
- *Advancing DEIJ through hiring and recruitment:* Some respondents would like additional training on assessing and applying DEIJ to hiring and recruitment practices.
- *Advancing DEIJ through workplans:* Some respondents would like additional training on strategies and best practices for incorporating DEIJ into workplans.

Training Evaluation and Feedback

Participants also offered their feedback on the training format and structure:

- *Trainings were valuable to participants and other CBP staff:* 89% of respondents found the training valuable and would recommend it to other CBP staff.

- *Breakout groups*: Many respondents said they felt more comfortable and likely to share their honest thoughts during the breakout groups. They appreciated hearing and learning from their peers. Respondents said some discussions felt rushed and suggested longer breakout groups.

- *Interactive discussions structured around example scenarios*: Respondents recommended that breakout groups react to example scenarios, especially to workshop ideas and share lessons learned from the past experiences of their peers.

- *More frequent, longer technology breaks*: Respondents emphasized the importance of breaks throughout the training. One respondent noted that honest conversations about racism may be stressful and traumatic for people of color and recommended mindfulness activities in the training to mitigate those burdens.

> **Participant Quotes**
>
> *"I found the breakout sessions helpful in engaging participation and feeling comfortable sharing perspectives"*
>
> *"The facilitators did a great job with helping me to feel comfortable and validated. I often feel a sense of anxiety knowing that trainings such as these put my colleagues and I under pressure to examine our cultural biases, and as a person of color, to speak honestly about the effects of racism - traumatic in and of itself. I think we should begin the first class, then end each class with a mindfulness activity to mitigate some of those stressors."*

Summary and Recommendations

Skeo facilitated three trainings for approximately 76 participants in September and October 2020. Following the trainings, next steps for CBP may include:

- Encourage training participants to stay in touch with each other and build knowledge-sharing networks to leverage experience, expertise or skills outside of immediate team or committee.

- Follow up with training participants who requested direct follow up from CBP. These participants may be identified by reviewing the post-training survey results provided through the links in Attachment C.

- Consider updating the Living Glossary to reflect CBP's work culture(s) and context(s) and circulating it more broadly among CBP staff and partners to help develop a shared language.

- Review verbatim participant requests for additional support and training found in Attachment D and identify how CBP can meet these needs through both budgeted resources dedicated to support and training as well as non-budgetary opportunities to support the participants.

Attachment A – Cultural Humility Training Transferability Package

The tables below capture the titles and filenames of the various materials developed for the Cultural Humility Training. These materials were transferred to the Chesapeake Bay Program via file transfer on SharePoint. Tuana Phillips received these files.

Table 1. Pre- and Post-Training Materials

Title	File Name	Description
Pre-work for the *Cultural Humility: Tools for Success in Advancing DEIJ* Training	0A_CBP Training Pre-work	Handout guiding participants through an hour of pre-work prior to the training.
Pre and Post-Training Evaluations	0B_Pre and Post Survey_CBP	Questions used for Pre- and Post-Training Evaluations. Surveys were conducted using Survey Monkey.

Table 2. Day 1 Materials

Title	File Name	Description
Facilitators' Agenda – Day 1	1A_CBP Facilitators Agenda_Day 1	Facilitators agenda, including suggested timing, lead speakers, talking points, etc. for each agenda item.
Equity Training: Day 1: Understanding Bias, Institutional Racism and DEIJ	1B_CBP Cultural Humility Training_Day 1	Presentation from the day 1 training.
Living Glossary	1C_Living Glossary - for CBP Breakout Groups	Living Glossary handout used during a breakout group exercise in the training.

Table 3. Day 2 Materials

Title	File Name	Description
Cultural Humility: Tools for Success in Advancing DEIJ Facilitators' Agenda – Day 2	2A_CBP Facilitators Agenda_Day 2	Facilitators agenda, including suggested timing, lead speakers, talking points, etc. for each agenda item.
Equity Training: Day 2: Advancing Diversity, Equity, Inclusion and Justice through Cultural Humility and CBP DEIJ Strategy	2B_CBP Cultural Humility Training_Day 2	Presentation from the day 2 training.
Johari's Window	2C_Johari's Window	Handout explaining Jo-Hari's Window, a tool for self-awareness.
Appropriate Self-Disclosure	2D_Appropriate Self Disclosure	Handout with tips on how to use appropriate self-disclosure in the workplace.

Title	File Name	Description
Rules for Giving Effective Feedback	2E_Rules for Giving Effective Feedback	Handout with guidelines for giving effective feedback in the workplace.
Planning for Success: Personal Reflections	2F_Personal Reflections Handout	Handout with reflection questions to help participants identify their personal next steps following the training.
Planning for Success: Reflections on Organizational Success	2G_Organizational Reflections Handout	Handout with reflection questions to help participants identify what steps they can take to support organizational efforts to implement and institutionalize the DEIJ Strategy.

Attachment B – Training Participant Lists

September 21-22, 2020
(Award #: 15771)
1. Amy Guise
2. Annabelle Harvey
3. Bo Williams
4. Brittany Hall
5. Dana Aunskt
6. Dave Goshorn
7. Julie Lawson
8. Julie Mawhorter
9. Kesha Braunskill
10. Michael Bowman
11. Minerva Anderson
12. Nora Jackson
13. Shannon Moore
14. Telva Reid
15. Tuana Phillips
16. Whitney Ashead

October 5-6, 2020
(Award #: 17719)
1. Alison Santoro
2. Autumn Rose
3. Bill Jenkins
4. Brooke Landry
5. Bruce Vogt
6. Carin Bisland
7. Christine Conn
8. Daniel Chao
9. Dinorah Dalmasy
10. Doreen Vetter
11. Gabby Roffe
12. Greg Barranco
13. Hilary Swartwood
14. Jennifer Starr
15. Jim Edward
16. Julianna Greenberg
17. Julie Reichert-Nguyen
18. Justin Shapiro
19. Katheryn Barnhart
20. Kelsey Everett
21. Kevin Du Bois
22. Laura Cattell Noll
23. Lauren Townley
24. Lee McDonnell
25. Lucinda Power
26. Mandy Bromilow
27. Matt Pennington
28. Megan Ossmann
29. Michelle Guck
30. Sean Corson

October 19-20, 2020
(Award #: 17719)
1. Amy Handen
2. Anna Killius
3. Bob Campbell
4. Denice Wardrop
5. Doreen Vetter
6. Genevieve LaRouche
7. Jacqui Norris
8. Jeffrey Seltzer
9. Jen Cotting
10. Jennifer Pauer
11. Jennifer Starr
12. Jennifer Wolfe
13. Jessica Blackburn
14. John Maleri
15. Katherine Antos
16. Kathy Boomer
17. Kevin Newman
18. Lew Linker
19. Martha Narvaez
20. Meg Cole
21. Megan Granato
22. Megan Thynge
23. Melissa Fagan
24. Ola Davis
25. Olivia Wisnero
26. Rebecca Hindin
27. Rico Newman
28. Telva Reid
29. Vanessa Van Note
30. Wendy O'Sullivan

Attachment C – Pre- and Post-Training Survey Results

The following table contains links to the analysis of the survey results for three cultural humility trainings conducted for CBP. In order to access the survey results, you will need to enter the following password: CBPDEI.

Training Dates (related award #)	Pre-Training Survey Results	Post-Training Survey Results
September 21-22, 2020 (Award #: 15771)	16 respondents[2]: https://www.surveymonkey.com/stories/SM-PGHN9PGY/	8 respondents: https://www.surveymonkey.com/stories/SM-HPSYMFNY/
October 5-6, 2020 (Award #: 17719)	29 respondents[3]: https://www.surveymonkey.com/stories/SM-6XSP7PGY/	9 respondents: https://www.surveymonkey.com/stories/SM-5FYTXFNY/
October 19-20, 2020 (Award #: 17719)	5 respondents: https://www.surveymonkey.com/stories/SM-LC6C9PGY/	21 respondents: https://www.surveymonkey.com/stories/SM-TX79NFNY/

---

[2] Five participants submitted their post-training responses using the pretraining survey.
[3] Sixteen participants submitted their post-training responses using the pretraining survey.

The survey responses for all participants, across the three trainings, are summarized in this attachment. For survey responses broken out by training group, please see the links in Attachment C. Survey responses were anonymous.

As noted in Attachment C, 21 respondents accidentally submitted their post-training responses through the pre-training survey link. This summary treats all survey responses received after the training date as post-training responses, regardless of which survey link they were submitted through.

1. Please indicate your level of agreement with the following statements:

Key Takeaways
- Respondent beliefs about DEIJ started out high and slightly increased:
  - o Respondents who agree or strongly agree that DEIJ can help create a better workplace for staff increased from 96% to 98%.
  - o Respondents who agree or strongly agree that DEIJ can help advance the restoration of the Chesapeake Bay more effectively from 96% to 98%.
- Respondent comfort levels with navigating these issues in the workplace increased significantly:
  - o Respondents who feel comfortable talking about DEIJ in the workplace increased from 71% to 85%.
  - o Respondents who felt comfortable giving and receiving feedback in the workplace increased from 71% to 86%.

Pre-training Responses

	Total Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help create a better workplace for staff.	28	--	--	--	4%	14%	82%	96%
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help us advance restoration of the Chesapeake Bay Watershed more effectively.	28	--	--	--	4%	25%	71%	96%
I am comfortable talking about diversity, equity, inclusion and justice in the workplace.	28	--	--	14%	14%	39%	32%	71%
I am comfortable giving and receiving feedback in the workplace.	28	--	--	4%	25%	36%	36%	71%

13

Post-training Responses

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help create a better workplace for staff.	60	--	--	--	2%	12%	87%	98%
I believe advancing Diversity, Equity, Inclusion and Justice at CBP can help us advance restoration of the Chesapeake Bay Watershed more effectively.	60	2%	--	--	--	13%	85%	98%
I am comfortable talking about diversity, equity, inclusion and justice in the workplace.	60	--	--	2%	13%	55%	30%	85%
I am comfortable giving and receiving feedback in the workplace.	59	2%	2%	2%	8%	49%	37%	86%

14

2. I can define the following concepts:

Key Takeaways
- Respondents who could define unconscious bias / implicit bias increased from 79% to 97%.
- Respondents who could define institutional racism increased from 86% to 93%.
- Respondents who could define equity increased from 82% to 97%.
- Respondents who could define culture increased from 71% to 92%.
- Respondents who could define cultural humility increased from 29% to 75%.

Pre-training Responses

	Total Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	28	4%	--	4%	14%	54%	25%	79%
Institutional racism	28	--	--	7%	7%	64%	21%	86%
Equity	28	--	4%	--	14%	61%	21%	82%
Culture	28	--	--	7%	21%	46%	25%	71%
Cultural humility	28	--	4%	32%	25%	11%	18%	29%

Post-training Responses

	Total Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	59	2%	--	--	2%	56%	41%	97%
Institutional racism	59	2%	--	--	--	46%	47%	93%
Equity	59	--	2%	--	--	51%	46%	97%
Culture	59	--	--%	2%	--	47%	44%	92%
Cultural humility	59	2%	3%	5%	--	39%	36%	75%

15

3. I feel comfortable discussing and applying the following concepts in my CBP workplace, including with colleagues who may be of a different racial/ethnic background from me:

Key Takeaways

- Respondents who felt comfortable discussing and applying concepts related to *unconscious bias / implicit bias* increased from 68% to 88%.
- Respondents who felt comfortable discussing and applying concepts related to *institutional racism* increased from 68% to 80%.
- Respondents who felt comfortable discussing and applying concepts related to *equity* increased from 71% to 85%.
- Respondents who felt comfortable discussing and applying concepts related to *culture* increased from 68% to 83%.
- Respondents who felt comfortable discussing and applying concepts related to *cultural humility* increased from 36% to 69%.

Pre-training Responses

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	28	--	--	11%	21%	46%	21%	68%
Institutional racism	28	--	--	14%	18%	50%	18%	68%
Equity	28	--	--	14%	14%	50%	21%	71%
Culture	28	--	--	11%	21%	39%	29%	68%
Cultural humility	28	4%	--	18%	43%	18%	18%	36%

Post-training Responses

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Unconscious bias / implicit bias	60	2%	--	2%	8%	63%	25%	88%
Institutional racism	60	--	--	2%	18%	48%	32%	80%
Equity	60	--	--	--	15%	53%	32%	85%
Culture	58	--	--	2%	16%	55%	28%	83%
Cultural humility	59	3%	2%	7%	19%	49%	20%	69%

16

4. What are you most hoping to learn in the training? (free response)

Key Takeaways

- *Unconscious bias / implicit bias*: Several participants hoped to learn how to recognize or acknowledge their biases.
- *Communication*: Many participants also hoped to become more comfortable with starting and continuing to discuss DEIJ at the workplace and in their personal lives.
- *Structural change*: Several participants hoped to learn how to create structure change to advance equity through their work.

Verbatim responses

- Learning to manage personal stress when talking about equity. Recognizing my own bias in dealing with non-POC
- How to better discuss DEIJ topics within the workplace, and how to better promote these concepts through social media.
- How to better recognize my own biases, and how I can help advance DEIJ work at CBP.
- I am hoping to learn how to convey needed information to coworkers as it relates to diversity and representation
- A better sense of how close (or not) we are to an equitable, diverse, welcoming workplace and what we can do to improve.
- How to engage with diversity discussion in the workplace with others that may not feel as comfortable with the conversation and how I can better acknowledge my implicit bias to be a better teammate
- I would to do more in the roles I occupy. I am on the Diversity committee at work and am helping with the selection of a Chief Equity and Inclusion Officer. I would like to find out ways to support positive change in the organizations I work with, what best practices are there, how to set goals and meet them, and to evaluate progress. I would like to help make change for the better of the organizations and their people.
- While I believe I have significant experience in the academics of White allyship, I want to understand how to become more fluent/natural in it and lead other colleagues.
- Effective ways to communicate with others about these topics and how to incorporate these values into everything we do; the best first steps to take and how to continue the conversation
- I am very excited to learn about cultural humility and how I can apply it in my relationships both at work and outside of work.
- I am hoping I can learn tools to bring others on this journey with us, and make a true impact in the Bay program
- How to look for and recognize my implicit bias, how it is impacting my work, and some tools to undo that bias
- I'm hoping to learn more on this topic. It's my responsibility to understand more and am grateful for this opportunity.
- How to better understand and listen to people with different cultural backgrounds and experiences.
- How to approach changing others' minds regarding the importance of DEIJ
- Self awareness and improvement! Also a gentle way to talk about this with family and friends who don't understand.
- I would like to learn more about how to discuss and apply topics of DEIJ directly to our work. While in theory, I am strongly in favor of advancing DEIJ at the Bay Program, I am not sure how to do it in a productive way.

17

- More awareness of micro-aggressions and how best to manage these when they occur.
- This is not my area of expertise. I am participating as a CBP partnership member.
- Learn more about how I can help advance DEIJ in our work
- Diverse perspectives in a judgement-free environment. How to work toward a more inclusive future
- Better understanding of DEIJ concepts to help me better incorporate these concepts into my projects
- To understand what I can do to help fight racism and inequity in the workplace.
- unconscious bias
- To learn more about these concepts in depth and strategies on how to communicate and apply them in the workplace. While I'm comfortable discussing these topics, I'd like more information on applying these concepts
- How we change CBP policies/procedures/implicit cultural norms to be more inclusive

18

Post-Training Questions

4. I am likely to apply the following approaches and tools in my CBP workplace:
Key Takeaways
- *Likely to apply cultural humility, appropriate self-disclosure and feedback:* most respondents expressed that they are likely to apply cultural humility and appropriate self-disclosure as well as give or receive feedback:
    - o 95% of respondents believe they are likely to apply cultural humility at a personal level in their workplace.
    - o 89% of respondents believe they are likely to apply cultural humility at the institutional level in their workplace.
    - o 82% of respondents believe they are likely to apply appropriate self-disclosure in their workplace.
    - o 92% of respondents believe they are likely to apply giving and receiving feedback in their workplace.
- *Uncertainty around Jo-Hari's window:* respondents were less confident that they would apply Jo-Hari's window.
    - o 62% of respondents believe they are likely to apply Jo-Hari's window in their workplace.

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
Cultural humility (personal level)	38	3%	--	--	3%	29%	66%	95%
Cultural humility (institutional level)	38	3%	--	--	8%	53%	37%	89%
Jo-Hari's window	37	3%	--	8%	27%	43%	19%	62%
Appropriate self-disclosure	38	--	--	--	18%	53%	29%	82%
Giving and receiving feedback	38	3%	--	--	5%	47%	45%	92%

19

5. Please indicate your level of agreement with the following statements:
Key Takeaways
- *Support for CBP DEIJ Strategy:* Most participants supported the implementation of the DEIJ Strategy, understood how it related to their area of work and identified next steps to support strategy implementation:
    o 97% of respondents agreed or strongly agreed that they support implementation of the CBP DEIJ Strategy.
    o 95% of respondents agreed or strongly agreed that they understand how the DEIJ Strategy relates to their area of work within the Chesapeake Bay Program.
    o 95% of respondents agreed or strongly agreed that they identified some next steps to support implementation of the DEIJ Strategy within their area of work at CBP.

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
I support implementation of the CBP DEIJ Strategy.	38	--	--	--	3%	29%	68%	97%
I understand how the DEIJ Strategy relates to my area of work within the Chesapeake Bay Program.	38	--	--	3%	3%	39%	55%	95%
I have identified some next steps to support implementation of the DEIJ Strategy within my area of work at CBP.	38	--	--	--	5%	47%	47%	95%

20

6. Next steps I can take to advance DEIJ at CBP include (free response): (This may include personal steps as well as steps to support implementation of the DEIJ Strategy.)

Key Takeaways

- *Partnerships with organizations led by Black, Indigenous or People of Color*: Many respondents believe they could advance DEIJ through organizational partnerships. They could explore how DEIJ could be integrated into grantmaking or other funding decisions. One participant suggested that potentially including preference points in grant evaluations. Another participant said they could identify where grant-funded projects would overlap with and support the DEIJ Strategy.
- *Recruitment of staff from underrepresented groups*: Several respondents shared that they could advance DEIJ through recruitment of staff and interns. Respondents said they could evaluate the outreach, interviewing and selection processes for areas of change. They said they could better distribute job or internship opportunities to underrepresented groups and strengthen their relationships with Historically Black Colleges and Universities (HBCUs). One respondent suggested establishing new internship programs, specifically targeted to students of color.
- *Internal communications about DEIJ and the DEIJ Strategy*: Respondents said they would renew or continue conversations about DEIJ. They said they would share the DEIJ Strategy with their colleagues.
- *Incorporating DEIJ into workplans*: Many respondents said they would incorporate DEIJ into management strategies and actions included in individual and team workplans.

Verbatim responses

- I am going to continue to push the CAC to better represent communities in the watershed, and urge my colleagues to learn about and practice cultural humility. I am also going to explore how District government/DOEE might be able to give preference points to BIPOC-led nonprofits in grantmaking.
- Personal steps, taking what I've learned about cultural humility, giving/receiving feedback.
- -Assist Diversity Workgroup in convening affinity groups -Continue to recruit interns with diverse backgrounds and experiences in order to introduce them to CBP career opportunities -Build relationships with HBCUs to further collaborative relationships
- WOrk more closely wit tools given to hire more inclusive staff
- Work in tandem with the diversity workgroup and the 9 groups I staff as a Staffer for the WQGIT to integrate DEIJ into meetings, conversations, and presentations.
- Working within my advisory committee to implement a specific strategy and have continued conversations.
- Continue discussions with an appointed DEIJ strategy team. Raise support and awareness of DEIJ in our work.
- Incorporating DEIJ into my workgroup's logic and action plan (L&AP) Using a cultural humility frame/approach in implementation of our L&AP.
- Incorporate DEIJ in the WQGIT workplan.
- Schedule a work session with my GIT leadership to discuss how to engage underrepresented groups and organizations into our partnership efforts.
- Support /advocate for the inclusion of DEIJ-related actions when assisting with updates to Management Strategies and Workplans
- I will work with my workgroups to include work with relevant groups lead by people of color in to our workplans. I will help disseminate information to my networks related to the CBP DEIJ strategy.
- implementing specific strategies into my work plan and staff's work plans

21

- speaking with my fellow LGAC members and have a DEIJ presentation before us early 2021 so everyone can see how DEIJ will benefit all of CBP and not just certain communities as some would assume.
- Support the advancement of cultural humility and understanding at my place of work. A more diverse and culturally understanding workplace will foster an environment where historically underrepresented and diverse communities will feel more comfortable participating in the Bay's restoration work. A more diverse workforce will lead to more ideas and beliefs that can advance our restoration efforts in ways that we may not currently be doing or supporting.
- My work with CBP is limited but I have some ideas as to how I can help support the Strategy through my participation in a workgroup.
- Support new and different internship programs. Help improve recruiting and retention.
- Move my organization forward in explicitly defining our institutional values to include DEIJ principles. It is my hope that with this values defined, we can create a more open and inclusive workplace culture. I also work directly with hiring for one of our organizations programs. I am working to refine our processes to widen recruitment efforts, improve the equity of our interview process, and allow us the space to consider DEIJ considerations and goals when making final selections.
- Joining the DEI Action Team
- Proposing DEIJ as a part of my research proposal to ORD.
- Identify areas where BMP installation will create load reductions in the watershed that will also overlap with the DEIJ strategy, educate the identified community/stakeholders of the CBP goals, secure community buy in and project managers and install the BMPs and report accomplishments to the model and track two year milestone progress
- Exploring ideas for CAB Providing feedback to Action Team Reviewing how workgroups and GITs implementing strategy
- Assess next steps to support implementation of DEIJ within my area of work
- more open communication with my fellow workers
- Continue learning and having conversations
- Encourage all voices to help determine the path of DEIJ, not just the mono culture managers.
- Connect students of color that we work with to CBP as a potential post-graduation employer. Also, my Center at UMD is a trusted voice working at the community level throughout the watershed and could be a helpful conduit for connecting CBP with communities of color or for the delivery of technical assistance to these communities.
- As an appointee/volunteer, I can share my experience more broadly, outside my usual network, to help find interested individuals that are not currently represented within my group. I can look for new voices that would be good to add to our discussions. I can ensure our discussions within the group reflect cultural humility.

22

7. Additional supports I may need to advance DEIJ at CBP include (free response):

Key Takeaways

- *Work plans:* Strategies and one-on-one assistance for incorporating DEIJ into work plans and goal prioritization
- *Creating culture change:* Strategies for advocating for changing internal culture and/or building an inclusive and welcoming culture.
- *Educational resources:* Training and educational resources on cultural humility, DEIJ and systemic racism that can be used for continuing education and sharing with colleagues.
- *Engagement support:* Strategies for engaging with communities of color, environmental justice organizations and rural areas. Participants suggested potential points of contact and communication materials.
- *Funding:* Financial support for technical assistance dedicated to communities of color, environmental justice organizations and rural communities.
- *Youth outreach:* Mentorship for youth through Goal Implementation Teams.

Verbatim responses

- We can recruit people of diverse backgrounds to CAC but the existing environment is not welcoming, and it has become challenging and painful for new members. We need assistance in creating a welcoming space.
- Identify mentors for youth entering the field from across GITs
- I would like for this training to be offered again to my superiors
- I will be reaching out shortly once I have a moment to brainstorm ideas but if anyone has ideas on how to integrate this conversation in a relevant way into wastewater, agriculture, land use, water quality, or trading and offsets I would love to hear from you.
- Speakers and presentations for the advisory committee to learn more about the DEIJ strategy
- Funding
- One-on-one consult on incorporating DEIJ/Cultural Humility into L&AP
- WQGIT support.
- Contacts to reach out to, brainstorming engagement strategies; opportunities for inclusion
- Will probably need some help identifying actions that workgroups can take/put in their workplans related to DEIJ, as well as advice for how workgroups can get input/participation from more diverse organizations/communities
- Information on CBP's work that impact rural areas e.g., West Virginia, PA. Important to stress how the goal of equity reaches every community and can benefit them throughout Chesapeake Bay Watershed.
- It would be wonderful to have condensed versions of these trainings that could be shared with fellow staff and colleagues in shorter intervals (maybe 15-30 mins). These resources will be helpful in supporting these important efforts back where we work.
- I would love a library of recourses - books, videos, talks, seminars, articles, etc. so that we can continue to learn about DEIJ and systemic racism. So many great resources are being shared but it would be nice to have them in a central location, perhaps a resource section on the Diversity Workgroup's website?
- Joint support with DEIJ staff to facilitate and help with communication.
- Prioritization of goals. Implementing the DEIJ strategy is a large undertaking and we are required to meet two year milestones and bay pollution reduction goals.
- Enhancements to living classroom to further explain terms
- If technical assistance to communities of color is of interest, we would need financial support.

23

- Continued training and resources for me and for my fellow appointees/volunteers. Strategies for engaging new communities and networks.
- JEDI Training for all Advisory Committee members

8. Additional training topics I would like to see addressed at CBP include (free response):

Key Takeaways
- *Self-advocacy/care and bystander intervention in the workplace:* Several respondents would like additional training on how to respond in the case of prejudiced language or behavior at the workplace. Specific examples include:
    - Strategies for people of color at CBP to navigate white professional spaces and racial trauma, including communicating grievances.
    - Strategies to address white privilege and white supremacist work culture.
    - Strategies to intervene when witnessing microaggressions or other forms of bias, including role-playing scenarios and practicing responses.
- *Advancing DEIJ through hiring and recruitment:* Some respondents would like additional training on assessing and applying DEIJ to hiring and recruitment practices.
- *Advancing DEIJ through workplans:* Some respondents would like additional training on strategies and best practices for incorporating DEIJ into workplans.

Verbatim responses
- for POC, navigating white spaces and communicating grievances professionally   for POC, how to deal with racial trauma
- topics covered were thorough
- A book club around books that are designed to expand knowledge and open up conversation around DEIJ issues.
- White Privilege, Responding to Racism in our work, Decolonizing our white supremacist workculture
- Training on incorporating DEIJ/Cultural Humility into L&AP
- How to incorporate DEIJ in the work we do to restore the Bay.
- It would be helpful to learn some tips for how to "call out" micro-aggressions and non-inclusive or biased behavior from your colleagues or supervisors
- How to talk with someone about their attitude towards diversity, race, gender, etc
- communications trainings
- I think an opportunity to interact with and "work through" specific scenarios that could arise related to diversity and equity (either in the workplace or when working with external partners) could be helpful. Requiring trainees to workshop solutions could be helpful and give participants the confidence to address them or similar situations when they arise.
- It would be great to hear insights into challenges and successes as the CBP DEIJ strategy is implemented.
- I would like more training/information on developing an inclusive workplace - things to do and things to be on the lookout for. I would also like additional information/recommendations/training on how to assess demographics in the hiring and recruitment processes.
- How to advance DEIJ values within the Advisory Committees
- In the wake of the September 22nd EO, how do we continue to have these conversations as Federal Workers?

24

- More role playing work Training that helps one to assess how an organization is doing on DEIJ More training/examples specific to environmental field or suggested reading, like White Spaces Black Faces could help inform public access work
- Black Live Matter Nationalist
- Make trainings like these an annual effort. Perhaps identify a particular topic per year that the partnership can focus on. Not necessarily a multi day training but perhaps a smaller scale annual check in.
- Hiring, recruitment best practices and strategies.

25

9. Please indicate your level of agreement with the following statement:
Key Takeaways
- *Trainings were valuable to participants and other CBP staff:* 89% of respondents found the training valuable and would recommend it to other CBP staff.

	Total # Responses	Not sure	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree + Strongly Agree
This training course was valuable to me.	35	0%	0%	3%	6%	34%	54%	89%
I would recommend this training course to other CBP staff and leaders.	38	0%	0%	0%	8%	26%	63%	89%

10. Do you have any additional feedback on this course? (What did you find most valuable about this training? What improvements could be made?) (free response)
Key Takeaways
- *Breakout groups*: Many respondents said they felt more comfortable and likely to share their honest thoughts during the breakout groups. They appreciated hearing and learning from their peers. Respondents said some discussions felt rushed and suggested longer breakout groups.
- *Interactive discussions structured around example scenarios*: Respondents recommended that breakout groups react to example scenarios, especially to workshop ideas and share lessons learned from the past experiences of their peers.
- *More frequent, longer technology breaks*: Respondents emphasized the importance of breaks throughout the training. One respondent noted that honest conversations about racism may be stressful and traumatic for people of color and recommended mindfulness activities in the training to mitigate those burdens.

Verbatim responses
- My work and personal experiences are already immersed in diverse communities and I explore my role in these relationships on a regular basis. While the training is important for people who don't have that experience, whose eyes need to be opened, it didn't provide me with much additional insight or information.
- I think it was great! There were a lot of concepts/videos/materials I was already familiar with, but the facilitators were much more interactive than any I've participated in prior. I really enjoyed the breakout groups, and having more of them or more time would be great.
- The facilitators did a great job with helping me to feel comfortable and validated. I often feel a sense of anxiety knowing that trainings such as these put my colleagues and I under pressure to examine our cultural biases, and as a POC, to speak honestly about the effects of racism - traumatic in and of itself. I think we should begin the first class, then end each class with a mindfulness activity to mitigate some of those stressors.
- offered again. I think this training has motivated me to probably make more of an effort to build a relationship with others in the CBD Diversity workgroup.
- I found the breakout sessions helpful in engaging participation and feeling comfortable sharing perspectives.   The asking for/offering feedback session was a little bit confusing and in the future clarification around this or example scenarios for groups to use might be helpful.

- I enjoyed the breakout conversations and interactivity of the training. I would suggest incorporating more short breaks. I often had to step away on my own and missed a couple things!
- Group discussions were wonderful and provided a safe space for everyone. I would recommend more of these and more delving into white privilege.
- Needs more or longer breaks.   Need to explain assignments for breakout sessions better.
- This was an incredible and very helpful course. Thank you!!
- It would have been helpful to have a little more time in the breakout rooms, sometimes it felt rushed. But I think using the breakout rooms allowed for more comfortable and honest conversations, and I found that really valuable!
- The breakout groups felt a bit forced and awkward. It would have been valuable to have representation from Black people
- I felt that if you are teaching a course on DEIJ, it should not be a bunch of white people spearheading it. The same with the Diversity committee at CBP. They are all too white to make decisions and be in charge of it. Make it more diverse.
- I really didn't care for Mural and the breakout sessions were too short. Mural took a little extra time to adjust and did not allow for much note taking. So combined with short breakout sessions, you're juggling trying to get adjusted to a new program (mural) while trying to get through answering the questions in the discussion. This combined decreases the potential value of the breakout sessions.
- The facilitator was knowledgeable and did a great job leading the group in conversation. My one item for improvement would be to maintain and not eliminate breaks. Mental breaks are critical, especially for a training on a topic such as this.
- Loved that it was broken up into two days. This allowed time to critically think about the discussions and refresh. A few more breaks could maybe be helpful. I noticed we waited about 15 minutes each day to get started, maybe that could be cut down to include more breaks later on? Just a thought.
- I thought it was great. I appreciated the mix of presentation and breakout groups. Hearing from other participants during the breakouts, as well as the breakout report-outs, helped me learn great insights from my peers as well as feel more comfortable in that we are learning and trying together.
- The training was good but too long. We should not start at 12:30 and then wait 30 min to start. Other parts of the training could also be condensed. I thought the video of the nurses talking about cultural humility could have been better. While the point got across, it could have more directly related to conservation issues.
- It started a little slow for me on day 1.
- I would love to see some space for an open Q&A session or discussion on steps we can take to address bias/racism.   I learn so much from other's experiences it would be nice to incorporate some time for more open ended discussion of what people are facing, how they are addressing things, what worked and what did not.
- Levels of patience in engaging and understanding concepts
- I found the Jo-hari's window very valuable. I also really enjoyed the explanations on cultural humility and the pre-work videos on redlining.
- I really wanted to spend time hearing from the partnership about how we were going to align the CBP goals with the DEIJ strategy and it as 30 minutes at the very end leaving me feeling very overwhelmed and with out a clear path forward. I honestly left thinking "How in the world are we going to do this?"

27

- More time for role-playing Longer breakouts Start on time and more breakouts Facilitate convo by not just repeating what a speaker said, but facilitate discussion among participants
- I think you could have been more overt about the objectives related to some of the exercises rather than relying on me to reflect retroactively to figure out what all of the units were about.
- I enjoy the interchange with the people from the different departments/agencies. The course should be longer-- not enough time in the break away portion
- I feel like more time spent on the topics could have made it a little better but understand we were constrained with time.
- Great curation of videos and resources. Perhaps slightly fewer breakouts with a little more time for discussion. Great facilitation!
- More frequent and longer technology breaks

28