

2016

DIVERSITY, EQUITY & INCLUSION REPORT CARD





In January 2016, Earthjustice created a comprehensive diversity, equity and inclusion (DEI) plan that laid out our internal and external organizational goals for the calendar year. Included within the plan were tangible objectives and metrics for accountability. This document is a “report card” regarding the stated objectives of Earthjustice’s 2016 DEI Plan. More specifically, what appears in the subsequent pages is a review of the original objective, a summary of what was accomplished and a rating.

I would like to express my deep gratitude to the 61 staff members from across the organization who volunteered their time, talent and expertise. It was the hard work and amazing dedication of these 61 staff members that led to us accomplishing our objectives and goals. I would also like to express my gratitude to the overall organization who participated in multiple surveys and various activities that also directly contributed to the success of the plan.

In 2017, we will build on the accomplishments of the 2016 Plan, and establish new objectives. Earthjustice’s 2017 DEI Plan will enumerate these new objectives and accountability metrics.

With deep gratitude,

A handwritten signature in black ink that reads "Chas" in a cursive, flowing script.

Charles (Chas) J. Lopez
Vice President Diversity & Inclusion

RATING EXPLANATION

ACCOMPLISHED

Objective was met.

ONGOING

NOT MET

ACCOMPLISHED

Substantial work was completed on the objective and additional work is required to operationalize the recommendations as institutional practice.

ONGOING

NOT MET

ACCOMPLISHED

There was insufficient work accomplished to meet the stated objective.

ONGOING

NOT MET

GOAL 1: **HIRING**

Attract and hire diverse and multi-culturally sensitive staff.

ORIGINAL OBJECTIVE(S)

1. Create mandatory training on “Best practices for screening and evaluating candidates,” required of anyone serving on a hiring committee. Training will cover: a) Implicit bias and the ways to counteract it; b) Basics of employment law compliance; and c) Holistic assessment of candidates including assessment of Emotional Intelligence (EQ) and multicultural sensitivity.

ASSESSMENT

The group reviewed best practices on how to hire for hiring diverse and multi-culturally sensitive staff and designed a training that will include how to conduct a holistic review of the candidate, how to achieve consistency in all aspects of the hiring process, maintaining awareness of the implicit bias that can occur during the hiring process, and techniques for overcoming implicit bias. The training also highlights available tools and resources. Over the last year, prior to completion of the video being completed, Human Resources and the Vice President of Diversity & Inclusion provided “just in time” training to search committees regarding hiring best practices. The training video will be available in the first quarter of 2017.

RATING

ACCOMPLISHED
ONGOING
NOT MET

Earthjustice staff at the 2016 Annual Staff Meeting in Asilomar.



GOAL 1: HIRING

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
<p>2. Acquire an understanding of current hiring practices and establish a baseline for hiring practices across the organization: a) Create guidelines for hiring committee composition; b) Create sample interview questions to ensure effective assessment of Emotional Intelligence (EQ) and multicultural sensitivity; c) Provide recommendations for initial baseline screening practices across the organization; and d) Create neutral screening guidelines, starting with guidelines for associate attorney and clerk hiring, which involve multiple new hires each year.</p>	<p>Best practices for search committees were collected and reviewed for the purpose of offering additional resources to search committees: these new resources will include best practice guidelines for hiring committee composition; updated sample interview questions for effective evaluation of a candidate's emotional intelligence and cultural competence; initial screening best practices; interview best practices for full-time staff, and neutral screening criteria for Associate Attorneys. We decided to defer Clerk hiring best practices until 2017.</p>	<p>ACCOMPLISHED ONGOING NOT MET</p>
<p>3. Scope potential improvements in organization-wide recruitment practices.</p>	<p>The group agreed to focus on Earthjustice's core value of excellence and actively scope and prime further potential improvements in the hiring process for a subsequent year's objective.</p>	<p>ACCOMPLISHED ONGOING NOT MET</p>

GOAL 2: PROMOTIONS

Review current promotional pathways.

ORIGINAL OBJECTIVE(S)

1. Survey what employees would like in terms of high level training; for example, a high priority skills training roadshow, including specific training by position type.

ASSESSMENT

In order to fully understand the training needs of the organization, the group conducted a complete organization-wide survey of training needs. Based on this survey, the Senior Leadership Team recommended that each departmental manager and Human Resources, allocate funds to meet training needs and requests from their departments. The Human Resources Director of Talent Management (a new position) will oversee the training and development needs of the organization as a whole. This group will remain available to help assist and support the Human Resources Director of Talent Management in assessing these training and development needs.

RATING

ACCOMPLISHED
ONGOING
NOT MET

(From left to right) Board Liaison Kristina Lim, DEI Project Manager Romy LaMarche, Vice President of Policy and Legislation Marty Hayden and Legislative Counsel Raul Garcia enjoy a staff talent show.



GOAL 2: PROMOTIONS

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
2. Develop guidelines for mentors and mentees; implement program if desired organization-wide or provide guidance for office-based implementation.	The group created guidelines for a new mentorship program at Earthjustice, informed by the results of the organization-wide survey. The guidelines focus primarily on non-attorney positions based on the recent implementation of the Associate Attorney Mentorship Program. The Human Resources Director will be responsible for implementing the new mentorship program.	ACCOMPLISHED ONGOING NOT MET
3. Assess opportunities for growth for positions without currently defined job title progression.	The group developed a deeper understanding of how employees can continue to grow and develop under their existing job titles and identified specific recommendations on how that can be accomplished.	ACCOMPLISHED ONGOING NOT MET

GOAL 3: PARTNERS & CLIENTS

Increase partnerships that could lead to the representation of new clients.

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
1. Determine a baseline of current partners and develop a mechanism for tracking future partnerships.	The group created a baseline database of our current partners and clients in order to track progress towards specific goals of diversifying our partners and clients on a number of dimensions: issue area, geographic location, Earthjustice contact, etc. We also identified a platform by which we can track this progress digitally in the future.	ACCOMPLISHED ONGOING NOT MET
2. Work with each regional office to conduct a needs assessment.	We are conducting a needs assessment with every regional office to better understand the specific needs of and identify barriers to establishing diverse partnerships and clients.	ACCOMPLISHED ONGOING NOT MET

Staff Attorney Jan Hasselman stands with protesters against the Dakota Access Pipeline.



GOAL 3: PARTNERS & CLIENTS

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
3. Create a training series regarding working with disproportionately impacted communities.	We recommended the creation of a training series focused on how to effectively establish diverse partnerships that could lead to the representation of new clients. The first training workshop occurred at Earthjustice's All-Staff Meeting in September 2016. Future training will be provided quarterly or semi-annually.	ACCOMPLISHED ONGOING NOT MET
4. Work with Litigation, Policy & Legislation, Operations, Development, and Communications to identify a select number of partners for strategic and sustained organization-wide support.	The group will recommend choosing several partners to provide sustained organization-wide support. This support will be provided by our Communications, Development, and Policy & Legislation departments.	ACCOMPLISHED ONGOING NOT MET

GOAL 4: DONORS & FUNDERS

Develop a **21st-century donor constituency** and **expand portfolio of donors/funders** to make it possible to take on new partners and clients.

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
1. Determine the demographic data of the donors we want to monitor and establish a baseline of our current donor base.	The group established a baseline database of available demographic data on our current donors to track progress in the diversification (race, ethnicity, and age) of our donors.	ACCOMPLISHED ONGOING NOT MET
2. Review messaging of web, media, ads, e-mail, and funder proposals for appeal to diverse donor/funder constituency.	The group reviewed web, media and funder proposals for possible appeal to new constituencies of diverse donors/funders. We have forwarded a series of recommendations for possible implementation to the Vice President of Communications.	ACCOMPLISHED ONGOING NOT MET

(From left to right) Staff Attorney Angela Johnson Meszaros, Board Members Steve Daetz and Greg Serrurier, and Vice President of Development Mollie Fager discuss philanthropy at the 2016 All Staff Meeting.



GOAL 4: DONORS & FUNDERS

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
3. Research marketing and other sources for ideas on how to better communicate our case for support to new audiences and who should be communicating.	The group decided in September 2016, that they would focus on creating a toolkit on successful fundraising that could be shared with our partners, in lieu of researching marketing techniques on how to better communicate our case for support.	ACCOMPLISHED ONGOING NOT MET
4. Establish skills and best practices to reach diverse donors.	The group recommended establishing a training series focused on effectively identifying and establishing diverse partnerships for departments responsible for donor development and outreach. We have forwarded recommendations to the Vice President of Development.	ACCOMPLISHED ONGOING NOT MET

GOAL 5: CULTURE

Improve **employee satisfaction, engagement, culture of trust, support, respect and inclusion.**

ORIGINAL OBJECTIVE(S)

ASSESSMENT

RATING

1. Host one heritage celebration per month.

The group recommended a guest speaker program as a way to internally celebrate various heritage months and increase knowledge and recognition of different cultures among Earthjustice staff. We invited seven guest speakers in total to highlight these heritage months: (e.g., African American History Month, National Women’s History Month, Pride, National Disability Employment Awareness Month, etc.).

ACCOMPLISHED

ONGOING

NOT MET

Associate Attorneys Kylie Wager (left) and Summer Kupau-Odo walk past the Hawai’i Supreme Court.



GOAL 5: CULTURE

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
<p>2. Create a template or guide for establishing an affinity group and assess interest in additional affinity groups.</p>	<p>The group created guidelines on how additional affinity groups could be started at the organization as a means of increasing support and solidarity for individual employees from marginalized and oppressed groups. The guidelines were shared with all staff in November 2016.</p>	<p>ACCOMPLISHED ONGOING NOT MET</p>
<p>3. Implement a project referred to as “Building Understanding through Discussion and Sharing” (BUDS). BUDS is a project designed to help Earthjustice employees get to know each other, and the organization, better. Through a series of informal conversations guided by suggested topics with a partner from a different department, office, and/or level of seniority, staff members who wouldn’t normally have the chance to interact will have opportunities to expand their understanding of the work others do for the organization and create or deepen personal connections with others.</p>	<p>The group created a program to improve Earthjustice culture and help people learn about each other’s roles within the organization. This program, the Building Understanding through Discussion and Sharing (BUDS) Program was introduced to the organization in August 2016, with 70 people paired for conversations through the program.</p>	<p>ACCOMPLISHED ONGOING NOT MET</p>

GOAL 6: TRAINING

Expand life-long learning program for all employees.

ORIGINAL OBJECTIVE(S)

1. Establish list of training topics/guest speakers and prioritize list. Assess feasibility of providing trainings in a mode other than in-person.

ASSESSMENT

The group commissioned a foundational training for the entire organization on breaking the cycle of implicit bias, racial anxiety, and stereotype threat. Managers also received specific training on how to provide effective feedback to their respective staff. We also gathered feedback—via post-training surveys—to inform and guide future training and created a library of potential training topics for future consideration.

RATING

ACCOMPLISHED
ONGOING
NOT MET

(From left to right) Staff Attorneys Marianne Engelman Lado and Emma Cheuse join Lead Advocacy Press Secretary Keith Rushing and Advocacy Communications Manager Jessica Hodge at a panel on environmental justice.



GOAL 6: TRAINING

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
2. Determine if CLE credit is available for trainings.	The group explored the possibility of offering continuing legal education (CLE) credits with these training sessions whenever possible, and will continue to look for opportunities to obtain CLE credits with future training sessions.	ACCOMPLISHED ONGOING NOT MET

GOAL 7: EMPLOYEE ENGAGEMENT

Increase **employee engagement** and **recognition**.

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
1. Sponsor a quarterly outing for each regional office location.	Based on a series of conversations with office managers at various regional offices, the workgroup developed a program to encourage engagement and connection at the regional office level, by providing a listing of events happening within the specific region that the office could enjoy together and fund basic expenses. We will provide recommendations on outings for respective offices in the first quarter of 2017.	ACCOMPLISHED ONGOING NOT MET

Vice President of Communications Minna Jung (left) and Litigation Assistant/Office Manager Rikki Weber present staff recognition awards.



GOAL 7: EMPLOYEE ENGAGEMENT

(cont'd)

ORIGINAL OBJECTIVE(S)	ASSESSMENT	RATING
2. Implement a peer-to-peer recognition program in various categories with awards presented at the All Staff Meeting.	The group created and implemented an annual peer recognition program to give staff the opportunity to recognize their peers from across the organization for their outstanding efforts in seven different categories. The first round of peer recognition awards were presented during the Earthjustice All-Staff Meeting in September 2016. All individual nominations were printed and delivered in December 2016.	ACCOMPLISHED ONGOING NOT MET
3. Host a virtual meet-and-greet between regional offices and a departmental team (e.g., Communications, Development, or Finance) or a member of the SLT.	The group created an “open-mic” series of conversations between Senior Leadership Team representatives and Earthjustice staff, based on an expressed interest from staff to increase engagement with the members of the SLT. These conversations will be scheduled and organized on a quarterly or semi-annual basis with the inaugural conversation to happen in 2017.	ACCOMPLISHED ONGOING NOT MET

WORKING GROUPS

*SLT Lead

GOAL #1 - HIRING

Abbie Dillen*	VP Litigation, C&E, NY
Chas Lopez*	VP D&I, HQ
Matthew Baca	Associate Attorney, NW
Colin O'Brien	Staff Attorney, CA
Priya Kamath	Litigation Assistant, NW
Aurora Janke	Associate Attorney, MT
Deborah Goldberg	Managing Attorney, NY
Hemisha Morar	Sr. HR Associate, HQ
Stacy Dellinger	Recruiter/HR Generalist, HQ
Stephanie Tsosie	Associate Attorney, NW
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

GOAL #2 - PROMOTIONS

Drew Caputo*	VP Litigation, LWAO, HQ
Chas Lopez*	VP D&I, HQ
Albert Lin	Litigation Assistant, DC
Angela Johnson Meszaros	Staff Attorney, CA/LA
Elisa Tsang	Office Manager, HQ
Moneen Nasmith	Staff Attorney, NY
Christa Brothers	VP HR, HQ
Neil Gormley	Sr. Associate Atty., DC
Eric Jorgensen	Managing Attorney, AK/Jun.
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

GOAL #3 - PARTNERS & CLIENTS

Lisa Garcia*	VP Litigation, HC, NY
Marty Hayden*	VP PAL, DC
Chas Lopez*	VP D&I, HQ
Jessica Hodge	Advocacy Comm. Manager, DC
Emma Cheuse	Staff Attorney, DC
Bekah Olstad	Projects & Partnership Coord., HQ
Khushi Desai	Staff Attorney, DC
Joel Minor	Associate Attorney, CO
David Nunez	Development Officer, HQ
Bradley Marshall	Sr. Associate Atty., FL
Andrea Delgado	Sr. Legislative Rep., DC
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

GOAL #4 - DONORS & FUNDERS

Kristine Stratton*	Sr. VP OPS, HQ
Chas Lopez*	VP D&I, HQ
Felice Gomez-Spencer	DEVO Research Manager, HQ
Mary Ellen Mullaney	Direct Response Manager, HQ
Keith Rushing	Lead Advocacy Press Sec., DC
Raul Garcia	Assoc. Legislative Counsel, DC
Zarah Patriana	Online Advocacy Manager, HQ
Adrian Martinez	Staff Attorney, CA/LA
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

WORKING GROUPS

(cont'd)

*SLT Lead

GOAL #5 - CULTURE

Trip Van Noppen*	President, HQ
Chas Lopez*	VP D&I, HQ
Kristina Lim	Board Liaison/Project Mgr., HQ
Colleen Fitzgerrell	Litigation Assistant, DC
Peter Heisler	Assoc. Attorney, AK/Anch.
Jennifer Chavez	Staff Attorney, DC
Jason Vigil	Director of IT, HQ
Steve Mashuda	Managing Attorney, NW
Tim Schneider	Estates & PG Assoc., HQ
Coretta Anderson	Sr. Development Officer, CA/LA
Ray Wan	Creative Director, HQ
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

GOAL #6 - TRAINING

Chas Lopez*	VP D&I, HQ
Sarah Saunders	Litigation Assistant, AK/Anch.
Daveon Coleman	Media Associate, DC
Jose Mendez	Network System Admin., DC
David Henkin	Staff Attorney, HI
Franchesca Garagorri	HR Manager, HQ
Ali Williams	Major Gifts Coordinator, HQ
Patty Vesper	Office Manager, PA
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

GOAL #7 - EMPLOYEE ENGAGEMENT

Minna Jung*	VP COMMS, HQ
Chas Lopez*	VP D&I, HQ
Rikki Weber	Litigation Assistant, HQ
Mariana Lo	Litigation Assistant, NY
June Katzschner	Development Officer, HQ
Todd True	Managing Attorney, NW
Heather Ross	Associate Editor, HQ
Alaina Parness	Office Manager, HQ
Romy LaMarche	DEI Project Manager, HQ
Shavonne Saroyan	Assistant to the President, HQ
Mark Plummer	Exec. Admin. Assistant, HQ

In order to more fully accomplish our mission and live our values, we strive to make our commitment to diversity and inclusion evident in our organizational structure, policies, board of directors, staff, donors, goals, and vision. We welcome people of all backgrounds and seek to foster a culture of respect, openness, learning, integrity, honesty—and a sense of fun.

— Excerpt from our **Diversity Mission Statement**

