

CALIFORNIA COASTAL COMMISSION

45 FREMONT, SUITE 2000
SAN FRANCISCO, CA 94105-2219
VOICE (415) 904-5200
FAX (415) 904-5400
TDD (415) 597-5885

**W8d**

December 9, 2014

TO: Coastal Commission and Interested Parties

FROM: Charles Lester, Executive Director
Susan Hansch, Deputy Chief Director
Melanie Wong, Chief, Human ResourcesSUBJECT: **Briefing on Civil Service Hiring/Recruitment and Agency Diversity
For Commission Discussion**

SUMMARY

This briefing provides background information on the diversity of the Coastal Commission staff and its compliance with Equal Employment Opportunity laws, as well as highlighting actions identified in the Commission's adopted Strategic Plan.

BACKGROUND**I. Diversity in the Environmental Field**

Increasing and fostering diversity in the workplace is a goal shared by the California Coastal Commission (Coastal Commission) and agencies, organizations, and businesses across all sectors. A diverse workforce also enables organizational success by supporting a broad range of employee perspectives, skills, and ideas. Recruitment, hiring, and retention of a diverse workforce remains a challenge, particularly within environmental organizations, as highlighted in the July 2014 report, "[The State of Diversity in Environmental Organizations](#)". (See Attachment A - Executive Summary.)¹

The July 2014 report, which focuses on gender, racial, and class diversity, surveyed 191 environmental non-governmental organizations (NGOs), 74 government environmental agencies, and 28 environmental grant making foundations. The main findings show that while significant progress has been made on gender diversity, the state of racial diversity lags far behind. Ethnic minorities make up less than 16% of the staffs of each of the three types of institutions surveyed, and occupy less than 12% of the leadership positions (for comparison, ethnic minorities make up approximately 40% of the general American population). Within the government environmental agencies subcategory, ethnic minorities made up 12.4% of paid staff. The findings of the study also note that government environmental agencies are more likely than the other institutions surveyed to undertake diversity initiatives. This finding is likely a result of formalized responsibilities for fostering diversity, including, for example, affirmative action laws allowed in some states.

¹ Taylor, Dorceta E. "[The State of Diversity in Environmental Organizations](#)"

Promoting diversity is not solely a challenge for environmental organizations. For example, this is a challenge for even the nation's largest employer – the Federal Government. This difficulty is reflected in President Obama's August 2011 Executive Order 13583, "Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce" which states that "the Federal Government has a special obligation to lead by example...[and] continue to challenge itself to enhance its ability to recruit, hire, promote, and retain a more diverse workforce."² Recent data from the US Office of Personnel Management showed that for FY 2012, ethnic minorities made up 34.6% of the Federal workforce³. Demographic data collected through Annual Federal Employee Viewpoint Surveys for 2014 show that for National Oceanic and Atmospheric Administration (NOAA), Environmental Protection Agency (EPA), and the Department of the Interior, ethnic minorities made up roughly 16%⁴, 24%⁵, and 19%⁶ of the staffs, respectively. Data for the State of California are somewhat better, showing that, in 2012, ethnic minorities make up 50.2% of the State civil service workforce compared to the 56.1% ethnic minority composition of the general California workforce⁷.

Although recruiting, hiring, and retaining minority workers are challenges faced by many sectors, it is a challenge that is critical for environmental organizations in particular to overcome. There is a significant body of work showing that minority communities are burdened with proportionately more environmental risks than white communities and, similarly, will likely be impacted more acutely by climate change. Ensuring environmental justice includes efforts to incorporate members of minority communities into the staffs of environmental organizations. The "State of Diversity in Environmental Organizations" report suggests that further efforts to diversify environmental organizations will require the reduction of informal hiring practices, such as relying on networking to advertise job openings, and the improvement of career paths for recruiting ethnic minorities early in their academic and professional careers. These efforts must be conducted lawfully, consistent with equal employment opportunity laws, such as those enacted in the state of California.

II. Diversity of the California Coastal Commission Staff

Ethnic minorities currently make up approximately 29.5% of the Coastal Commission staff.⁸ Compiling the available data from the California Office of Civil Rights as of June 30, 2014 for all the agencies under the California Natural Resources Agency shows that ethnic minorities make up approximately 27.71% of the California Natural Resources Agency workforce. While the 2014 minority figure for State civil service is at 53.3%,⁹ this takes into account all classifications in State civil service while a larger percentage of positions in the California

² Executive Order 13583 of August 18, 2011

³ Federal Equal Opportunity Recruitment Program (FEORP) for Fiscal Year 2012, Report to Congress.

⁴ 2014 Federal Employee Viewpoint Survey Results (NOAA)

⁵ 2014 Federal Employee Viewpoint Survey Results (EPA)

⁶ 2014 Federal Employee Viewpoint Survey Results (DOI)

⁷ Annual Census of Employees in the State Civil Service, Report to the Governor and Legislature (2012)

⁸ Ethnic, Sex & Disability Profile of Employees by Department, Occupation Groups and Classification for the California Coastal Commission as of 06/30/14. (See page 11.)

⁹ Ethnic, Sex & Disability Profile of Employees by Department, Occupation Groups and Classification for Statewide Departments as of 06/30/14. (See page 329.)

Natural Resources Agencies are environmentally related. (See Attachment B - Chart showing Employees by Ethnicity.)

a. California's Equal Employment Opportunity Laws

The California Coastal Commission's Equal Employment Opportunity Program is in compliance with civil service laws and State Personnel Board rules. (See Attachment C – The State Personnel Board's Adoption of the Compliance Review Letter and Resolution, August 23, 2013.)

Civil Service Examination: In order to be considered for a civil service position, applicants must participate in a competitive civil service examination.¹⁰ State civil service jobs are filled through examinations processes which are open to all individuals. The State of California is an equal opportunity employer to all, regardless of political affiliation, race, color, sex, religious creed, national origin, ancestry, marital status, age, sexual orientation, disability, political or religious opinions, or non-job related factors.¹¹ California residency is not required and U.S. citizenship is only required for peace officer jobs. Examinations may be given by both the Department of California Human Resources (CalHR) or by individual State departments.

Job Specification: Each classification has a job specification that includes the definition of the job, typical tasks, minimum qualifications (education, experience, and/or other factors), knowledge and abilities, and special personal characteristics required. Acceptance into an examination is based solely on whether or not the applicant meets the minimum qualifications of the job as indicated on the job specification.

Job Application Process: The State Examination Employment Applications (STD 678) includes a page entitled "Equal Employment Opportunity" for applicants to voluntarily provide statistical information regarding age, race/ethnicity, disability status, and veteran status. However, this form is required to be separated from the application prior to the application review, examination and/or hiring process. It is unlawful for a hiring department to require or permit any notation or entry to be made on any application indicating or in any way suggesting or pertaining to any protected category such as race, color, or national origin.¹² Completion of the form is voluntary and completed forms are used solely to assist the State in research and statistical purposes in regards to ensuring Equal Employment Opportunities.¹³

Once an applicant is accepted into an examination and successfully participates, the applicant is placed on the eligible list for that classification.¹⁴ Hiring supervisors and managers are typically only forwarded the applications of those candidates who are in the top three ranks of an eligible list. Any application received with a voluntarily completed "Equal Employment Opportunity" page has this page removed prior to being forwarded to the hiring supervisor or manager.

¹⁰ California Constitution Article 7, Section 1(b)

¹¹ Government Code section 18500 (c)(5)

¹² Government Code section 19704

¹³ Government Code section 19705

¹⁴ An eligible (employment) list is a list of individuals with eligibility who can be considered for employment. Generally, the top three ranks (highest scores) are considered reachable and will be contacted first.

Supervisors and managers review applications with specified screening criteria. These screening criteria may differ from supervisor to supervisor as one classification may be used to fill a variety of different positions within State service. For example, the Coastal Program Analyst classification is utilized by the Statewide Planning, Permitting, and Enforcement divisions at the Coastal Commission. The screening criteria are used to evaluate the qualification of candidates who applied and select those who will be interviewed. The final selection is based on these interviews.

Upward Mobility: As part of the state's Equal Employment Opportunity (EEO) mandate, the Coastal Commission has an Upward Mobility plan whereby employees in low paying classifications can be given assistance in developing their qualifications in order to be competitive with non-state job applicants for entry technical, professional and administrative state jobs.¹⁵ Upward Mobility is the planned development and advancement of employees in low paying occupations to entry technical, professional and administrative positions in State departments. An upward mobility program is an important part of a department's overall employment program because it is an incentive to employees to develop their skills and be more valuable to the department as well as a tool for increasing departmental diversity in professional, technical and administrative jobs.

Upward mobility is the joint responsibility of the employee and the department for which the employee works. Upward mobility opportunities are publicized in accessible formats and the selection criteria are applied consistently without regard to disability, sex, age, race, color, national origin, ancestry, religion, medical condition, marital status or sexual orientation. No employee participating in upward mobility activities is guaranteed promotion and all employees are entitled to have a fair and equal opportunity to be considered for advancement.

At the Coastal Commission we have successfully developed many of our staff in the entry level clerical positions to be promoted to analyst level positions. Currently most of the Staff Services Analysts and Associate Governmental Program Analysts at the Commission began their employment at the Commission in clerical positions.

Disability Program: The California Coastal Commission participates in various programs to ensure that our employment practices are non-discriminatory to people with disabilities and that once hired disabled employees have access to any accommodations needed to perform their jobs. The Commission participates in the Limited Examination and Employment Process (LEAP) which provides an alternative path to employment for people with disabilities. The Commission has a Disability Advisory Committee, made up of employees at various levels with an interest in accessibility issues. The Commission has an annual goal of hiring a disabled person in each occupational group. In 2015, the Commission will conduct a survey of employees to ensure it has accurate statistics regarding the number of employees with disabilities working at the Commission.

b. Recruitment Efforts

In 1996, Proposition 209 amended the California Constitution to prohibit the State, local governments, districts, public universities, colleges, and schools from discriminating against or

¹⁵ Government Code section 19401

giving preferential treatment to any individual or group in public employment, public education, or public contracting on the basis of race, sex, color, ethnicity, or national origin.¹⁶

As such, the Coastal Commission must provide equal employment opportunities for all prospective and current state civil service employees and remain vigilant against any form of employment discrimination. In compliance with equal employment opportunity laws and SPB rules, the Coastal Commission has identified four key areas in its Strategic Plan to help recruit and hire a diverse group of its State's population in the environmental field.

1. Strategic Plan 7.6.1: Identify program areas where staffing needs are most critical; develop strategies to acquire necessary staff in core program areas.

The Coastal Commission meets the State requirement and posts all examination and job announcements on the State's jobs website (www.jobs.ca.gov). The Coastal Commission also posts these announcements to the Coastal Commission website. In addition, for the Coastal Program Analyst series, examination announcements are posted to the website for the San Francisco Bay Conservation and Development Commission as they also utilize this classification series. These examination announcements are also sent to colleges and universities that have planning and environmental management programs.

2. Strategic Plan 7.6.2: Identify opportunities and strategies for enhanced outreach to recruit a diverse and highly qualified applicant pool for needed positions.

The Coastal Commission staff is exploring available diversity job fairs and/or college job fairs in an effort to seek a more diverse workforce specifically in the Coastal Program Analyst series. Human Resources have obtained an updated list of minority group associations from the State's Office of Civil Rights to contact regarding our examination and job announcements. The Coastal Commission will continue reaching out to other State agencies and environmental organizations and educational institutions to collaborate on strategies for recruiting a diverse workforce.

3. Strategic Plan 7.6.3: Expand the Commission's Internship Program.

Managers and supervisors of the Coastal Commission have attended and will continue to attend various workshops and environmental talks at colleges and universities to personally connect with students. Additionally, the Coastal Commission is currently recruiting paid interns and advertising these positions similar to the Coastal Commission's job announcements. Internships are an excellent recruiting tool to reach-out to a diverse population of candidates. After completion of a Commission internship, individuals have important training and background to prepare for civil service examinations.

¹⁶ California Constitution Article 1, section 31. Proposition 209 and attendant Executive Orders W-124-95 and W-136-96 directed all state agencies and the State Personnel Board to reform and eliminate preferential hiring practices in state government.

4. Strategic Plan 7.6.4: Continue to take full advantage of fellowship opportunities offered by the NOAA Coastal Management Fellowship Program, California Sea Grant and others.

Coastal Commission managers and supervisors have also recruited Fellows and interns from the NOAA Fellow Program, the California Sea Grant Fellowship Program, and other college and university internship programs. The Fellowships recruit a diverse pool of candidates. The Fellowships are another excellent recruiting tool for future civil service positions at the Commission.

The Coastal Commission has been fostering equal employment opportunities for 40 years. In 2013, the State Personnel Board conducted a baseline compliance review of our agency. The Compliance Review Division found no deficiencies in the review of our agency's administration of the EEO program. (See Attachment C – The State Personnel Board's Adoption of the Compliance Review Letter and Resolution, August 23, 2013.) It continues to be the Coastal Commission's goal to promote equal employment opportunities in its hiring and employment practices.

III. Outreach

It is also the Coastal Commission's goal to reflect the rich diversity of the population it serves by conducting broad and inclusive outreach programs for attracting, promoting and retraining State employees. In addition to the Upward Mobility program discussed above, the Coastal Commission's public education program seeks to reach a diverse set of Californians, both young people and adults. The Whale Tail grants program especially emphasizes reaching underserved communities which are often quite diverse. The projects funded, while not specifically for job force training, sometimes do include high quality marine science education and activities that could certainly motivate and inspire young people to continue their studies and move on to related careers in the future. Some funded projects also specifically include a component whereby students meet professionals in the field and learn more about their jobs. The earlier young people become interested in coastal related careers, the more likelihood they will pursue educational paths to qualify for future employment.

The following list highlights Whale Tail supported programs that reach a diverse population:

- **Ocean Discovery Institute**, San Diego, for the Ocean Leaders Initiative helping underrepresented students' progress from secondary school through university to science and conservation careers.
- **Environmental Education Council of Marin** for teen reporters to research and produce news stories on current issues in coastal ecology.
- **Point Reyes National Seashore Association** for full-immersion, residential marine science education programs for underserved Bay Area students.
- **Monterey Bay Aquarium Foundation** for the year-long "WATCH" habitat conservation program for Watsonville area teens.

- **Farallones Marine Sanctuary Association** for the Limpets environmental monitoring and education program for Bay Area middle and high school students.
- **Millennial Tech Middle School** in San Diego for a series of marine science lessons, labs, research projects, guest lectures, and field trips.
- **Mayfair Middle School** to add hands-on labs and other educational activities to a marine science elective in Lakewood, Los Angeles County.
- **Mountains Recreation and Conservation Authority** for developing an oceans unit for the Junior Rangers Program for urban youth from the Los Angeles area.
- **San Diego Junior Lifeguard Foundation** for a summer program teaching ocean science to youth ages 10-14.
- **Los Angeles Conservation Corps** for corps-members to host inner-city students and train teachers to implement the SEA Lab “Key to the Sea” program.
- **Camp Sea Lab** is dedicated to helping children explore the wonders of the marine environment by providing quality marine oriented programs that promote Science, Education and Adventure for youth, families and teachers.

IV. Next Steps

Coastal Commission management is committed to recruit broadly for a diverse pool of candidates for staff positions at the California Coastal Commission. We are exploring a variety of ways to improve our effectiveness in building a more diverse workforce. The following are some of the initiatives we are taking now and in 2015:

- Convene an internal recruitment task-force to bring all interested Commission staff members together to generate new ideas on outreach. This would include identifying key speaking opportunities and high schools, colleges and universities to connect with students about the Commission’s work and the training needed to meet Coastal Commission job requirements.
- Continue to work with other State agencies to identify successful outreach programs that have been used by others.
- Identify job fairs that could be useful be useful for diversity recruitment.
- Work closely with Whale Tail grantees with educational grants to include a component of education about possible careers in State service. Getting a diverse pool of young people interested in coastal management early means that students can seek needed training in preparation for future job opportunities.
- Continue to speak at university classes and to do informational interviews of a diverse group of potential candidates that could compete in the civil service process after graduation.

- Continue to work closely with the Sea Grant Fellowship and NOAA Coastal Fellowship Programs to recruit diversity candidates for Fellowships at the Coastal Commission.
- Explore social media and website postings to universities, and organizations that can make a more diverse pool of applicants aware of job opportunities.

ATTACHMENTS

Attachment A: The State of Diversity in Environmental Organization Executive Summary, July 2014

Attachment B: State Employees Ethnicity Chart

Attachment C: State Personnel Board Adoption of the California Coastal Commission's Compliance Review Letter and Resolution, August 23, 2013

The State of Diversity in Environmental Organizations

Mainstream NGOs Foundations Government Agencies

Dorceta E. Taylor, Ph.D.

University of Michigan, School of
Natural Resources & Environment
Ann Arbor, Michigan

PREPARED FOR GREEN 2.0
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To all the organizations that collaborated with us and to everyone who helped with the project — thank you.

Green 2.0 Working Group

(Organizations listed for affiliation purposes only.)

Alaina Beverly (University of Chicago); Angela Park (Mission Critical); Don Chen (Ford Foundation); Donna Hope (Institute for Market Transformation); Felicia Davis (Building Green Initiative at Clark Atlanta University); Jalonne L. White-Newsome (WE ACT for Environmental Justice); Jenni LeBlanc (National Audubon Society); Kim Noble (Green for All); Leslie Fields (Sierra Club); Lisa Garcia (Earthjustice); Marcelo Bonta (Center for Diversity and the Environment); Mark Magaña (GreenLatinos); Michael Dorsey (Joint Center for Political And Economic Studies/Sierra Club); Mustafa Ali (U.S. Environmental Protection Agency); Patrice Simms (Howard University School of Law); Patrice Webb (The Webb and Flow Group); Quentin James (Vestige Strategies); Roger Rivera (National Hispanic Environmental Council); Shamar Bibbins (Independent Consultant); Stephanie Maddin (Earthjustice); Tracy Russ (Russ Communications); Vernice Miller-Travis (Maryland State Commission on Environmental Justice and Sustainable Communities); Robert Raben, Danielle Deane, Gabriela Domenzain, Karen Marangi, Larry Gonzalez, Brenda Arredondo, Beth Lynk, Corey Walker, Alex Przybelski (The Raben Group).

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Executive Summary

Environmental institutions have been working on diversity efforts for the better part of five decades. This report discusses the findings of a study of three types of environmental institutions: 191 conservation and preservation organizations, 74 government environmental agencies, and 28 environmental grantmaking foundations. It also reports the findings of interviews conducted with 21 environmental professionals who were asked to reflect on the state of diversity in environmental institutions. The study focuses primarily on gender, racial, and class diversity in these institutions as it pertains to the demographic characteristics of their boards and staff. It examines the recruitment and hiring of new workers as well as the types of diversity initiatives undertaken by the organizations. The report also discusses other kinds of diversities such as cultural, sexual orientation, inter-generational, and rural-urban.



The study found that:

1. ALL THREE TYPES OF ENVIRONMENTAL INSTITUTIONS HAVE MADE SIGNIFICANT PROGRESS ON GENDER DIVERSITY, BUT THE GAINS HAVE MOSTLY GONE TO WHITE WOMEN, AND MUCH REMAINS TO BE DONE.

- a. The percentage of females in leadership positions and on the staff of environmental organizations has increased over time.
- b. Women occupied more than half of the 1,714 leadership positions studied in conservation and preservation organizations.
- c. Women comprised more than 60% of the new hires and interns in conservation and preservation organizations.
- d. Women also dominate the executive director's position in environmental grantmaking foundations.
- e. Women have the greatest likelihood of becoming chair of the board in environmental grantmaking foundations.

2. HOWEVER, MEN ARE STILL MORE LIKELY THAN FEMALES TO OCCUPY THE MOST POWERFUL POSITIONS IN ENVIRONMENTAL ORGANIZATIONS.

- a. There is a significant gender gap as more than 70% of the presidents and chairs of the board of conservation/preservation organizations are male.
 - i. Size matters too. The presidents of the largest conservation and preservation organizations (budgets over \$1 million) are overwhelmingly male (90%).
- b. Men also dominate the executive director positions in government environmental agencies.
- c. Males are far more likely than females to be on the staff of government environmental agencies.
- d. Males occupy the majority of the top leadership positions in environmental grantmaking organizations.
 - i. 76.2% of the presidents are male.
 - ii. 55% of the chairs of the board are male.
- e. Males also dominate the board membership in all three kinds of institutions.
 - i. More than 56% of the board members of the environmental organizations studied are male.



3. THE CURRENT STATE OF RACIAL DIVERSITY IN ENVIRONMENTAL ORGANIZATIONS IS TROUBLING, AND LAGS FAR BEHIND GENDER DIVERSITY.

- a. The percentage of ethnic minorities working in environmental organizations has increased over time.
- b. Despite the growth in the ethnic minority population in the U.S., the percentage of minorities on the boards or general staff of environmental organizations does not exceed 16% in the three types of institutions studied.
- c. Once hired in environmental organizations, ethnic minorities are concentrated in the lower ranks. As a result, ethnic minorities occupy less than 12% of the leadership positions in the environmental organizations studied.
 - i. They rarely occupy the most powerful positions (such as president or chair of the board) in environmental organizations.
 - ii. Size also matters.
 - None of the largest conservation and preservation organizations (budget over \$1 million) has a president who is an ethnic minority.
 - Overall, the smaller conservation and preservation organizations were less racially diverse than the largest ones.
- d. Yet ethnic minorities and people of multi-racial backgrounds comprise about 38% of the U.S. population.
 - i. Ethnic minorities are severely underrepresented in the environmental workforce.
 - ii. Though ethnic minorities are also underrepresented in the science and engineering (S&E) workforce nationwide, they are employed in the S&E workforce to a much greater percentage than they are in the environmental workforce. Asians, Blacks, Hispanics, and Native Americans comprise 29% of the S&E workforce.
- e. The diversity manager's position is the only position that minorities are more likely to hold than Whites in environmental organizations.
 - i. However, relatively few of the organizations had such a position.

4. THE MEMBERS AND VOLUNTEERS OF ENVIRONMENTAL ORGANIZATIONS ARE PREDOMINANTLY WHITE. THE ORGANIZATIONS STUDIED REPORT A MEMBERSHIP OF ABOUT 3.2 MILLION PEOPLE.

- a. About 59% of these members are male.
- b. The volunteers are evenly split between males and females.
- c. Very few minorities are members or volunteers of the organizations studied.

5. ENVIRONMENTAL ORGANIZATIONS EXPRESS A DESIRE TO DIVERSIFY THEIR BOARDS AND STAFF.

- a. However, few have a diversity manager or have formed a diversity committee.



- b. Diversity managers were more commonly found in government environmental agencies than in conservation/preservation organizations.
- c. None of the grantmaking foundations studied had a diversity manager.

6. CROSS-RACE AND CROSS-CLASS COLLABORATIONS ARE STILL UNCOMMON IN ENVIRONMENTAL ORGANIZATIONS.

- a. Few of the organizations studied collaborate with ethnic minority or low-income institutions or groups.
 - i. Environmental organizations are less likely to collaborate with low-income organizations than with ethnic minority organizations.
- b. However, environmental organizations indicate that they collaborate frequently with other groups in their networks.

7. ENVIRONMENTAL JOBS ARE STILL BEING ADVERTISED AND ENVIRONMENTAL ORGANIZATIONS RECRUIT NEW EMPLOYEES IN WAYS THAT INTRODUCE UNCONSCIOUS BIASES AND FACILITATE THE REPLICATION OF THE CURRENT WORKFORCE.

- a. Recruitment for new staff frequently occurs through word-of-mouth and informal networks.
- b. This makes it difficult for ethnic minorities, the working class, or anyone outside of traditional environmental networks to find out about job openings and apply for those jobs.
- c. There is both a spatial and strategic mismatch in the recruiting strategies of environmental organizations when it comes to searching for minority workers.
 - i. Environmental organizations recruit from minority-serving institutions infrequently.
 - ii. Environmental organizations recruit from minority professional gatherings infrequently.
 - iii. This means environmental organizations are not recruiting from places where they are most likely to find new and talented ethnic minorities.
 - iv. Existing pipelines for finding minority environmental employees are currently underutilized by environmental organizations.

8. MOREOVER, ENVIRONMENTAL ORGANIZATIONS DO NOT USE THE INTERNSHIP PIPELINE EFFECTIVELY TO FIND ETHNIC MINORITY WORKERS.

- a. Though environmental organizations host ethnic minorities as interns, they have been very reluctant to hire these talented students onto their staff.
- b. In effect, this creates a ruptured pipeline in which talent flows into the organizations but is allowed to dissipate out instead of being nurtured through the entire organization.



9. ENVIRONMENTAL ORGANIZATIONS SAY THAT THE BIGGEST BARRIERS TO HIRING MINORITIES IN THEIR ORGANIZATIONS ARE FEW JOB OPENINGS AND LACK OF MINORITY APPLICANTS.

- a. The organizations do not recognize that their advertising and recruitment strategies could be barriers to minority and low-income applicants.
- b. Despite the claim of few job openings, most of the organizations in the study reported that they hired staff in the last three years. A low percentage hired minorities in that same time period.
 - i. Of the 493 staff hired by conservation/preservation organizations in the last three years, only 63 (or 12.8%) were ethnic minorities.
 - ii. Of the 683 staff hired in government environmental agencies in the last three years, only 80 (or 11.7%) were ethnic minorities.
 - iii. Of the 35 staff hired in environmental grantmaking foundations in the last three years, only 6 (17.1%) were ethnic minorities.

10. THE MOST POPULAR DIVERSITY INITIATIVE BEING UNDERTAKEN IN ENVIRONMENTAL ORGANIZATIONS IS THE PROMOTION OF WOMEN ALREADY WORKING IN AN ORGANIZATION TO LEADERSHIP POSITIONS.

- a. Environmental organizations are much less likely to promote ethnic minorities already working in an organization to leadership positions.
- b. Promotions go primarily to White females. Women of color are still on the outside looking in, along with their male counterparts.
- c. This results in a narrowing of the gender gap while perpetuating the already wide racial gap in the leadership of environmental organizations.

11. ORGANIZATIONS WERE POLLED TO FIND OUT WHAT KIND OF DIVERSITY ACTIVITIES SHOULD BE UNDERTAKEN IN THEIR REGION AND WHETHER THEY WOULD SUPPORT SUCH ACTIVITIES IF THEY WERE DEVELOPED.

- a. Despite the professed interest in increasing diversity in environmental organizations, there is a gap between the desire to see diversity initiatives developed and actually supporting such activities once they are in place.
- b. In many instances organizational representatives were significantly more likely to say diversity activities should be undertaken in their region than they were to say that their organization was likely or very likely to support in the activities once they were put in place. For instance,
 - i. More than 70% of all three type of organizations indicated that pipeline for greater inclusion of minority and low-income participants in the environmental workforce and on the boards, yet only 40% of government agencies and 50% environmental NGOs and foundation indicated they would be likely or very likely to support the activity if it were developed.



- ii. Similarly, more than two thirds of the organizations indicated that training programs for minority and low-income residents should be developed, but less than 45% of the organizations would support such training programs.

12. THE ENVIRONMENTAL PROFESSIONALS INTERVIEWED FELT THAT:

- a. In general, diversity in environmental organizations has improved over time, but significant work has to be done to make the workplace more inclusive and welcoming to a broader range of people.
 - i. The dominant culture of the organizations is alienating to ethnic minorities, the poor, the LGBTQ community, and others outside the mainstream.
 - ii. Diversity, equity, and inclusion should be core values that are included in the mission statements of environmental organizations.
- b. Ethnic minorities are grossly underrepresented in the leadership of environmental organizations. Increasing racial diversity in the organizations should be a high priority.
- c. A significant number of talented ethnic minorities are willing and able to work in environmental organizations, but discriminatory hiring practices prevent them from obtaining jobs in such organizations.
- d. The environmental discourse has to be broadened to include a wider range of people and the issues they are concerned with.
- e. Greater effort should be made to facilitate the emergence of the next generation of leaders. This group should be more multicultural than the current cadre of senior environmental leaders.
- f. Diversity data should be collected and tracked in environmental organizations. This is particularly true of nongovernmental organizations.

A Note about Terminology

Several terms are used to describe non-European residents of the United States in the scholarly and popular literature as well as in the social and political realms. This report uses the terms “ethnic minority” and “people of color” interchangeably to describe non-European Americans and White to describe Euro-Americans. At times the report makes specific references to specific racial or ethnic groups such as Blacks, Hispanics (Latinos, Chicanos, etc.), Asians, Native Americans, and Arabs.

“AS THE NATION CONTINUES TO DIVERSIFY, THE ENVIRONMENTAL MOVEMENT IS LEFT WITH ONE OF THE GREATEST CHALLENGES IT WILL FACE THIS CENTURY. IN ORDER TO BECOME AN INFLUENTIAL AND SUSTAINABLE MOVEMENT FOR GENERATIONS TO COME, IT NEEDS TO SUCCESSFULLY ADDRESS ITS DIVERSITY CRISIS.”

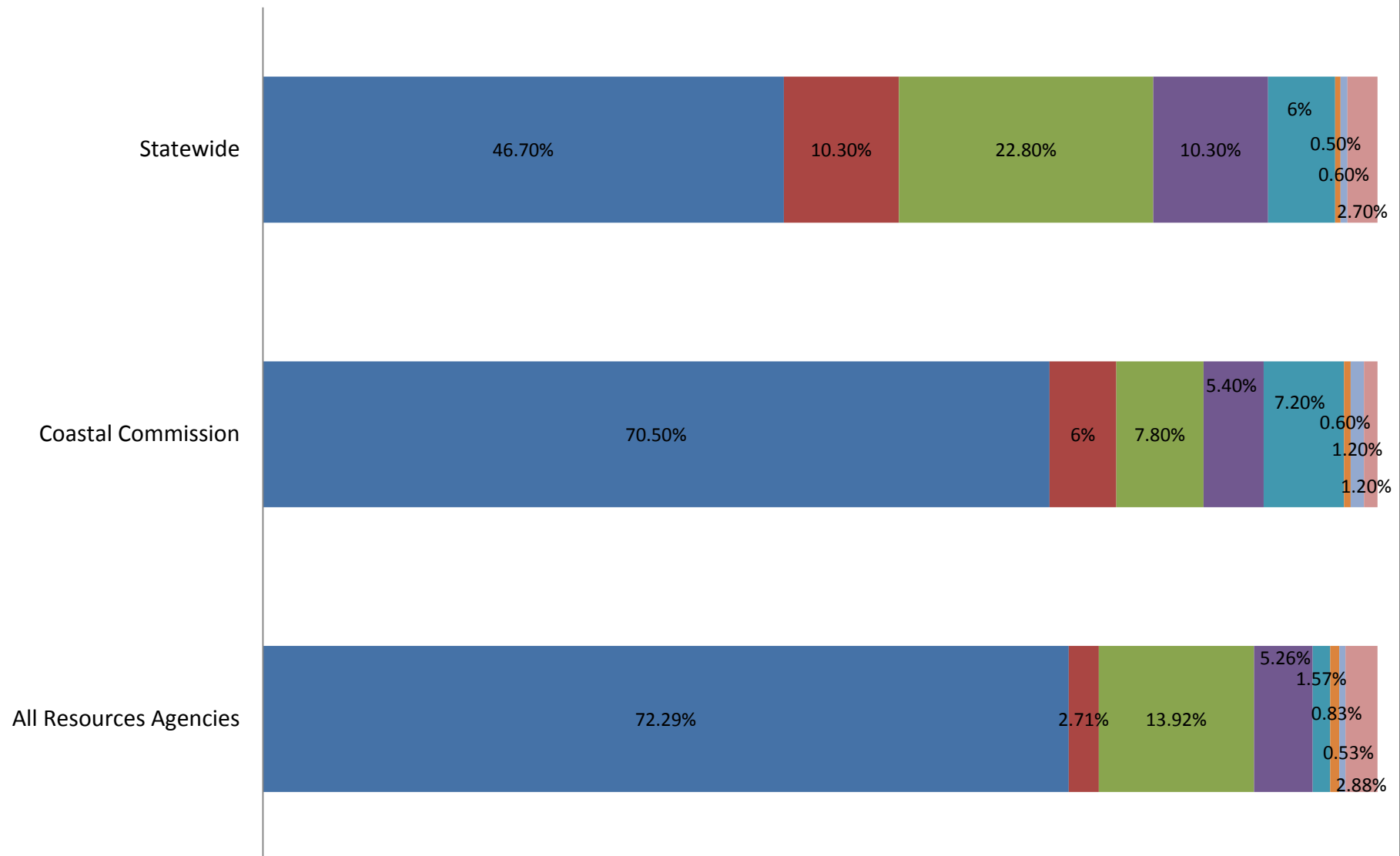
Marcelo Bonta, Director, Center for Diversity & the Environment, 2007

Charles Jordan, Chair of the Board, The Conservation Fund, 2007

Source: Bonta & Jordan, 2007: 13.

Employees by Ethnicity

■ White
 ■ African Am/Black
 ■ Hispanic
 ■ Asian
 ■ Filipino
 ■ American Indian
 ■ Pacific Islander
 ■ Other



ATTACHMENT C



801 Capitol Mall Sacramento, CA 95814 | www.spb.ca.gov

Governor Edmund G. Brown Jr.

BOARD RESOLUTION ADOPTING THE COMPLIANCE REVIEW REPORT AND FINDINGS BY THE SPB COMPLIANCE REVIEW DIVISION OF THE CALIFORNIA COASTAL COMMISSION

WHEREAS, the State Personnel Board (SPB or Board) at its duly noticed meeting of September 5, 2013, carefully reviewed and considered the attached Compliance Review Report of the California Coastal Commission submitted by SPB's Compliance Review Division.

WHEREAS, the Report was prepared following a baseline review of the California Coastal Commission's personnel practices and details the background, scope, and methodology of the review, and the findings and recommendations.

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby adopts the Report, including all findings and recommendations contained therein. A true copy of the Report shall be attached to this Board Resolution and the adoption of the Board Resolution shall be reflected in the record of the meeting and the Board's minutes.



SUZANNE M. AMBROSE
Executive Officer



August 23, 2013

Melanie Wong, Chief
Human Resources
California Coastal Commission
45 Fremont Street, Suite 2000
San Francisco, CA 94105

RE: Compliance Review Report

Dear Melanie Wong:

The State Personnel Board (Board or SPB) conducted a baseline compliance review of the California Coastal Commission (CCC)'s examinations, appointments, EEO program, and personal services contracts during the period of May 1, 2011 through October 31, 2012. The primary objective of the review was to determine if CCC's personnel practices, policies, and procedures complied with state civil service laws and board regulations, and to recommend corrective action where deficiencies were identified.

CCC provided the documents that SPB requested. A cross-section of CCC's examinations, appointments, and personal services contracts were selected for review to ensure that samples of various examinations and appointment types, classifications, and levels were analyzed. The review of the EEO program included examining written policies and procedures, the EEO officer's role and duties, and the internal discrimination complaint process. The SPB also interviewed appropriate CCC staff.

The Compliance Review Division (CRD) has found no deficiencies in the review of CCC's administration of examinations, appointments, EEO program, or personal services contracts. The CRD will submit its findings to the five member State Personnel Board and recommend adoption. The Board will issue a resolution either adopting these findings or issuing its own findings and order. In either event, you will be notified of the Board's action. The final Board action will be posted on the SPB's website.

Melanie Wong
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We greatly appreciated the cooperation and assistance provided by CCC personnel. If you have questions, please contact me at (916) 651-0924.

Sincerely,

A handwritten signature in blue ink, appearing to read "James L. Murray", with a long horizontal flourish extending to the right.

James L. Murray, Chief
Compliance Review Division
State Personnel Board