

Executive Summary:

Sierra Club Multi-Year Diversity, Equity And Inclusion Plan

In May 2013, the Board of Directors (BoD) adopted a vision for the Sierra Club to become a multicultural organization and directed the Diversity Steering Committee (DSC) to develop a multi-year plan that included benchmarks and outlined a path forward. A fully realized multicultural organization actively includes a diversity of people representing different groups' styles and perspectives. A multicultural organization continuously learns and acts to make the systemic changes required to welcome, respect, support, and value any individual or group to fully participate.

This Multi-Year Diversity, Equity and Inclusion Organizational Plan, which the BoD approved in May 2015, offers a road map toward our goal of becoming a multicultural organization – a Sierra Club with the capacity throughout the organization to engage, value and learn from diverse cultures and people. Multicultural transformation is an evolving and ongoing process, not an end result. This change process is complex and requires intentional effort – at all levels and in all aspects of the organization.

YOU are an integral part of shaping this change. There will be cycles of learning and growth, re-learning, and more growth. The recommendations of the plan are intended to increase individual, team and organizational awareness, understanding and skills for building, deepening and expanding the relationships that are inextricably linked to achieving our mission. To strengthen and maximize our impact, it is an organizational imperative that the Sierra Club engages the full spectrum of society to address issues of universal concern to all living beings.

This executive summary documents the plan's rationale, goals, 2018 outcomes and recommendations. Please visit the [Diversity, Equity and Inclusion Resource page](#) to download the full report and engage with us on Sierra Club's DEI goals and outcomes.

The Rationale For Change

*"To explore, enjoy, and protect the wild places of the earth; To practice and promote the responsible use of the earth's ecosystems and resources; **To educate and enlist humanity to protect and restore the quality of the natural and human environment; and to use all lawful means to carry out these objectives**" - Sierra Club Mission Statement, approved 6/20/1981*

The expanse of Sierra Club's mission is both far reaching in the issues we address—"the wild places of the earth," "the earth's ecosystems and resources," and "the natural and human environment"—and whom we aim to engage—"humanity." To actualize such an ambitious, all-encompassing mission, it is an organizational imperative that the Club engages the full spectrum of society to address issues of universal concern to all living beings.

Our skills and resources are being called upon with unprecedented urgency to solve the climate and extinction crises, restore our democracy and redress extreme economic and racial disparities and injustices. We must foster an inclusive culture in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. Given the relevance of our mission, the disparities embedded in the issues on which we work, the severity of the challenge and the scale of our opposition, we cannot afford to postpone or deny our need to change.



Goals

Organizational Culture & Inclusion:

Sierra Club fosters an inclusive organizational and workplace culture--- a culture that nurtures and retains diverse, engaged teams of staff and volunteers. Sierra Club is reported as a welcoming and inclusive place to work, volunteer and enjoy the planet.

Ongoing Education, Learning, Training, and Skills Development:

DEI competency is an ongoing, welcoming learning cycle across all organizational work. Staff and volunteers consistently develop and apply DEI competency to how we engage and operate.

Foundation of Justice and Equity:

Our programmatic outcomes reflect our commitment to justice and equity. Leadership development and strategic partnerships are core strategies for long-term, sustained success in building Sierra Club and the movement.

2018 Outcomes

Outcomes define the impact we expect to have on the path to meeting our three goals.

1. Staff and volunteer leaders report increased confidence, in self and colleagues, to integrate and apply DEI and anti-oppression values to work.
2. Staff and volunteers report Sierra Club as a welcoming and respectful place to work and volunteer, and that values their contribution and talent.
3. Community partners report Sierra Club as a respectful and reciprocal partner for justice and a vibrant element of the movement for a more equitable and sustainable world.
4. External outcomes demonstrate broader commitment to justice and equity.
5. Demographics of staff, volunteer leaders, members and champions more closely reflect the communities we serve, particularly at the decision-making, leadership level.

Recommendations

I. Organizational Culture & Inclusion

Recommendation 1: Define Sierra Club DEI Competencies to provide clear guidance on the skills and/or behaviors expected of staff and volunteers in performance of their roles and how they achieve intended results.

Recommendation 2: Ensure robust, intentional and uniform orientation (“onboarding”) is the expected first step for creating a welcoming, inclusive culture and providing a foundation of support and mentoring for new volunteer leaders’ and staff’s contributions.

Recommendation 3: Establish anti-harassment policy and related training at comparable level of attention given to sexual harassment. Clarify expectations, norms, policies, and accountability. Include education and learning on microaggressions and implicit bias that lead to inequity.

Recommendation 4: Hire Ombudsperson to provide a “safe” place for staff and volunteers to seek advice and assistance to pursue a resolution of any matter through a neutral party. Ombuds services should be distinct and separate from the official grievance process.

Recommendation 5: Ensure that robust outreach, recruitment, inclusive hiring, and retention practices are consistently operationalized across the organization.

Recommendation 6: Hire DEI Senior Level Staff to: 1) guide implementation of Multi-Year DEI Plan implementation with volunteer co-lead; 2) facilitate annual DEI assessment; 3) Identify trends and promote SC DEI best practices; 4) manage budget and prioritize resources; and 5) fundraise.

Recommendation 7: Establish accountability mechanisms for volunteers that are comparable to those for staff.

Recommendation 8: Sierra Club consistently articulates a clear, compelling rationale for the importance and centrality of diversity, equity, and inclusion to the vision and mission.

II. Ongoing Education, Learning, Training, and Skills Development

Recommendation 9: Build a robust, strategic spectrum of educational and training activities, guided by DEI competencies. Clarify which professional development opportunities are mandatory or optional at specific levels for staff, volunteers, and leaders. Leaders should be held to a higher level of engagement, participation, skills and actions.

Recommendation 10: Expand internal DEI Training and Facilitation Team of skilled staff and volunteers, who are assigned a portion of their job or volunteer role to provide DEI training, mentoring, coaching and facilitation to individuals, departments, teams and chapters across the organization.

Recommendation 11: Create and maintain a learning hub for staff and volunteers to facilitate engagement and growth along the DEI learning spectrum.

Recommendation 12: Conduct Annual Assessment.

III. Foundation of Justice and Equity

Recommendation 13: In Sierra Club’s programmatic goals and outcomes, reflect our commitment to justice and equity, or the guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Formalize the commitments through campaign plans, fundraising proposals and communications strategies. Build on the foundation of the organization’s stated commitment to the Jemez Principles for Democratic Organizing and the Sierra Club Environmental Justice Principles.

Recommendation 14: Sierra Club staff and volunteers engage in strategic campaign partnerships, both internally and externally, with intentionality and integrity and in a way that is mutually supportive. Prioritize working with workers and communities disproportionately affected by environmental degradation and pollution as well as consumer and justice advocates