

Project Prosperity

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Prosperity [eastern i o w a]

The Petal Project

- “Green” business certification program
- **Impetus for evaluation:**
 - Return on investment assessment
 - Loss of grants
 - Participation rates



Evaluation Framework

Stakeholder
Engagement

PEI Board
Strategic
Planning
Priorities

Interviews
with Experts

Former and
Current
Participant
Survey

Comparative
Analysis and
Research

Regional
Economic
Development
Assessment

Sustainability
Framework &
Criteria
Comparison

Program
Structure &
Practices
Comparison

Interviews: Overview



Survey: Overview

\$89

...was the median suggested annual membership fee



1/3 disagree the program saves money



95% of respondents are satisfied or very satisfied



75% said Energy Conservation was most beneficial



31% said there were too many criteria

Survey: Key Findings

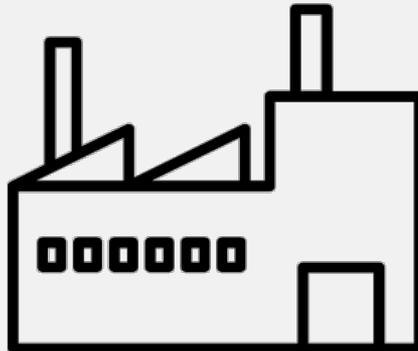
“Change”

- Flexibility based on business size
- More alternatives to criteria
- Free or funding



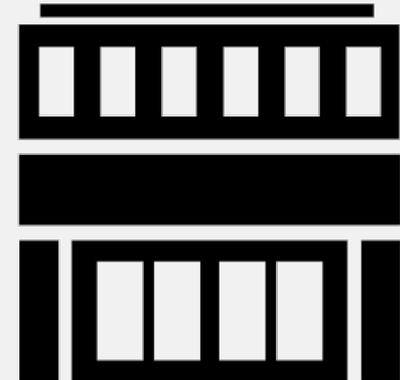
“Keep”

- Self-assessment
- Practicality
- Educational opportunities

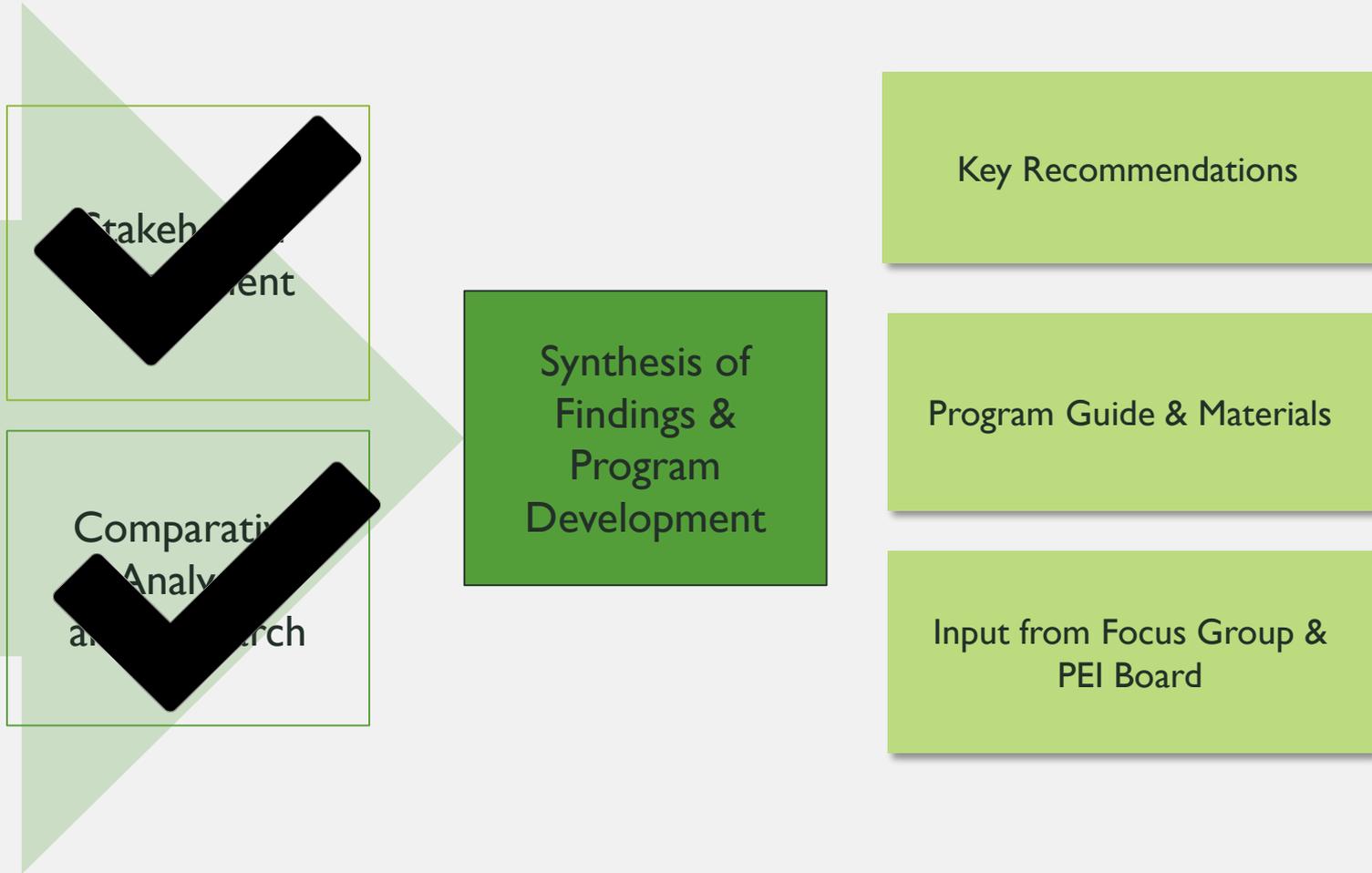


We Value Highly:

- Reduced costs
- Quality workers
- Reputation/brand
- Marketing ability
- Funding resources



Program Development



Emergent Themes



Workers



Make Business Case



Flexibility



Build Capacity



Track Cost Savings



Funding Mechanisms

Level of Consensus	HIGH	HIGH	MEDIUM	MEDIUM	LOW	LOW
Theme	Workers	Business Case	Flexibility	Capacity	Tracking	Funding Mechanisms

Recommendation 1: Expand program framework

1A: Integrate strategies to improve workplace culture and retain/develop workforce	⌋	⌋			⌋	
1B: Update environmental and operations criteria		⌋	⌋		⌋	

Recommendation 2: Build administrative capacity

2A: Develop partnerships for technical and communications support	⌋	⌋		⌋		⌋
2B: Leverage knowledge and experience of participating businesses		⌋	⌋	⌋		

Recommendation 3: Attract businesses at various levels of sustainability engagement

3A: Implement tiered certification structure			⌋			
3B: Preparation for national or international certification	⌋	⌋			⌋	

Recommendation 4: Build-in desired program incentives

4A: Expand educational/technical support & align with business goals		⌋		⌋		
4B: Promote business accomplishments and help internal communications efforts	⌋	⌋			⌋	
4C: Host on-boarding and recognition event		⌋				
4D: Scale benefits by certification tier		⌋	⌋			⌋
4E: Make business case clear in program materials		⌋				

Recommendation 5: Adopt sustainable funding models

5A: Three Fee Scenarios						⌋
5D: Sponsorships				⌋		⌋

Expand Framework



Deliverables: Toolkits

Toolkit: Diversity & Inclusion



Your organization has chosen to focus on building a diverse and inclusive workplace. Congratulations! This toolkit will help your team make the business case and point you to practical steps toward improvement.

Why Diverse, Inclusive Workplaces Matter

According to the Society of Human Resource Management, striving to build and maintain a diverse workforce gives businesses access to a larger pool of candidates, thus improving the odds of hiring the best people. Employers who put people first, regardless of their race, religion, gender, age, or physical disability have an advantage over competitors.¹ Workplaces promoting multiculturalism may see better retention rates and employee investment² and be better poised to mitigate risk and identify opportunities for innovation by drawing on the skills of people from different backgrounds and life experiences.

Yet many companies have room to improve, for the good of their workers and their business. In a national survey in 2016 of nearly 450,000 employees, Black, Hispanic, and Asian respondents were less likely to report fair treatment regardless of race at work and were less likely to report that people care about each other in the workplace.³ At the local level, a 2015 survey by Inclusive Dubuque found over 1 in 4 respondents had experienced bias, discrimination, or exclusion related to employment or financial services.⁴ Businesses can lead the way in making an inclusive economy by making diversity and inclusion something they prioritize, measure, and proactively manage in their workplace, supply chains, and investments.⁵

Reflect & Assess

Does your organization have data on current demographics? Consider gaining perspective on your own performance by comparing data to the diversity of the communities and neighborhoods in which you do business, your customer/user base, and your industry/sector.

Be Inspired

Before you build your own strategy, here are some creative ideas being implemented in company's across the nation to help you brainstorm ideas for policies and programs that will be effective with your organization.

Boston Consulting Group

Practice: Provides unconscious bias training for management and HR staff and refine onboarding and mentorship practices for employees from underrepresented groups.

Payoff: Maximize skills and productivity in the company by ensuring talent is identified and developed for all groups in the workforce.

Tim's Cascade Snacks

Practice: Provides ESL program on-site and cohort-style through partnership with World Vision. Program was provided for 4 hours during the workday.

Payoff: Valued members of workforce learn life skills and maximize their contribution to the company. On-site program created deep team bond.

Rivanna Natural Designs

Practice: Consulted regional International Rescue Committee office to understand workplace needs of refugees and developed opportunities with flexible hours, training for non-English speakers, and living wages.

Payoff: Excluded group gains meaningful employment; Rivanna becomes more attractive workplace.

Build a Strategy

Look over these suggested strategies. Choose at least one you and your team can commit to for the next year. How will you mobilize time and resources for good in the next year?

Strategies for a diverse, inclusive workplace:

- Provide training on cultural sensitivity and recognizing unconscious bias for employees, and especially HR and management staff.
- Improve diversity in recruiting practices and the talent pipelines.
-  **Be explicit about your commitment to inclusivity on job descriptions and advertise on platforms targeting underrepresented groups.**
Partner with organizations that support job training and placement for underrepresented groups. Local Spotlight: Participate in the Opportunity Dubuque network.
- Create or encourage Employee Resource Groups representative of your workplace to hold regular events and advocate diversity awareness. Establish a direct line of communication for ERGs to report concerns and ask for input to make your workplace more inclusive.
- Encourage a multicultural workplace by celebrating cultural holidays, foods, or foreign languages.
-  **Send out a short survey to identify important holidays and create a calendar. Use your Green Team to help coordinate periodic celebrations with food and description of each holiday's significance.**
Host a potluck where coworkers bring food significant to their family or culture.
- Offer subsidized or on-site childcare to reduce barriers to gainful employment and upward mobility.
- Identify and act on opportunities to diversify your company's management and share leadership with people from underrepresented groups.
- Provide ESL/ELL services on-site or help coordinate access to language services for employees.
- Partner with local organizations to learn more about barriers to success for different groups in your local community and develop a practice or policy not listed above that addresses a local need.
-  **Local Spotlight: Inclusive Dubuque has research and strategies to draw from with input from business leaders.**
- Use suppliers that have proven their commitment to diversity and inclusion.

Maximize your impact by advancing inclusion in other strategic ways:

Implementing other practices can foster an inclusive workplace by addressing the needs and resources of all workers and creating multiple pathways for upward mobility. Have you considered:

- Adding flexible job options (see **Employee Health & Wellness?**)
- Providing financial education and services (see **Leave & other Benefits?**)
- Expanding professional development (see **Employee Engagement & Advancement?**)
- Expanding benefits for part-time workers (see **Leave & other Benefits?**) or
- Developing a community involvement strategy to invest in underrepresented groups or initiatives led by women or people of color (see **Community Involvement?**)

Deliverables: Toolkits

Resources

To dive deeper into a particular strategy or to get help from a group working in your area, check out the following resources.

On-Site Childcare

Five companies who are making it work and seeing it pay off: ["Working Mother" Blog](#)

Benefits, costs to on-site care and alternatives to support parent workers: [here](#).

Inclusive Hiring Practices

In-depth guide on crafting inclusive job descriptions and partnering with organizations to diversity recruitment, plus ideas for companies who are not currently hiring: [download here](#).

Also includes guidance on starting successful mentorship programs!

Local Spotlight: Inclusive Dubuque

Inclusive Dubuque has monthly meetings dedicated to the research and promotion of economic well-being in the Dubuque area, in addition to other focused efforts on issues of equity. In 2015, the group conducted a survey to gather data on workplace equity and potential barriers to economic opportunities. Connect with a Sector Group leader or read the **survey results** to identify ways your business can be a good neighbor and expand economic prosperity to all.

[Inclusive Dubuque Working Groups](#)

"Inclusive Dubuque is a local network of leaders from faith, labor, education, business, nonprofit and government dedicated to advancing justice and social equity in our community."

Local Spotlight: Opportunity Dubuque

Become a partner business and attend career events, help get workers career ready, and be at the forefront of talent development in an increasingly diverse workforce. Learn what it takes to have a workplace ready for the up-and-coming workforce and make your own business and this program more effective for the region.

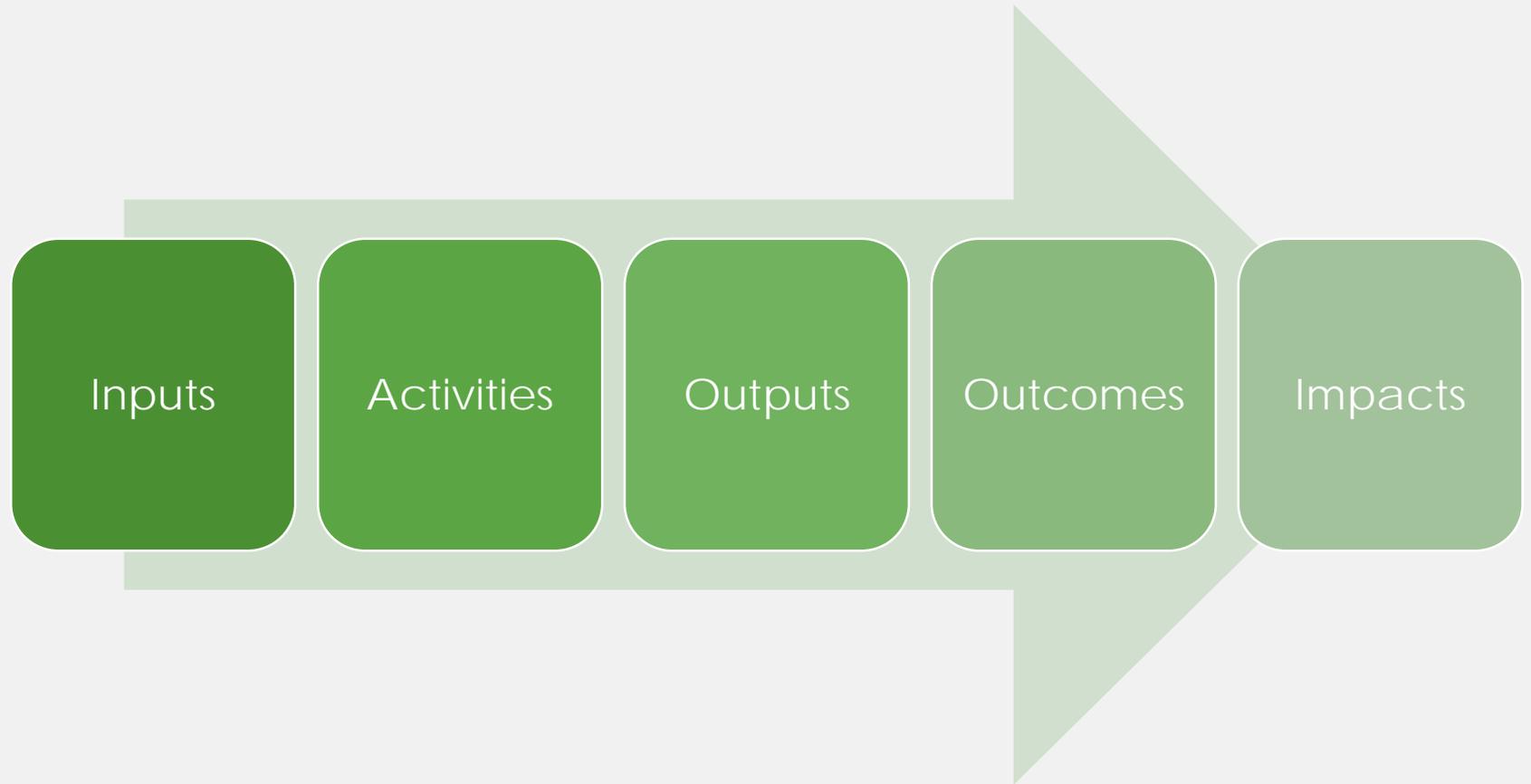
[Opportunity Dubuque](#)

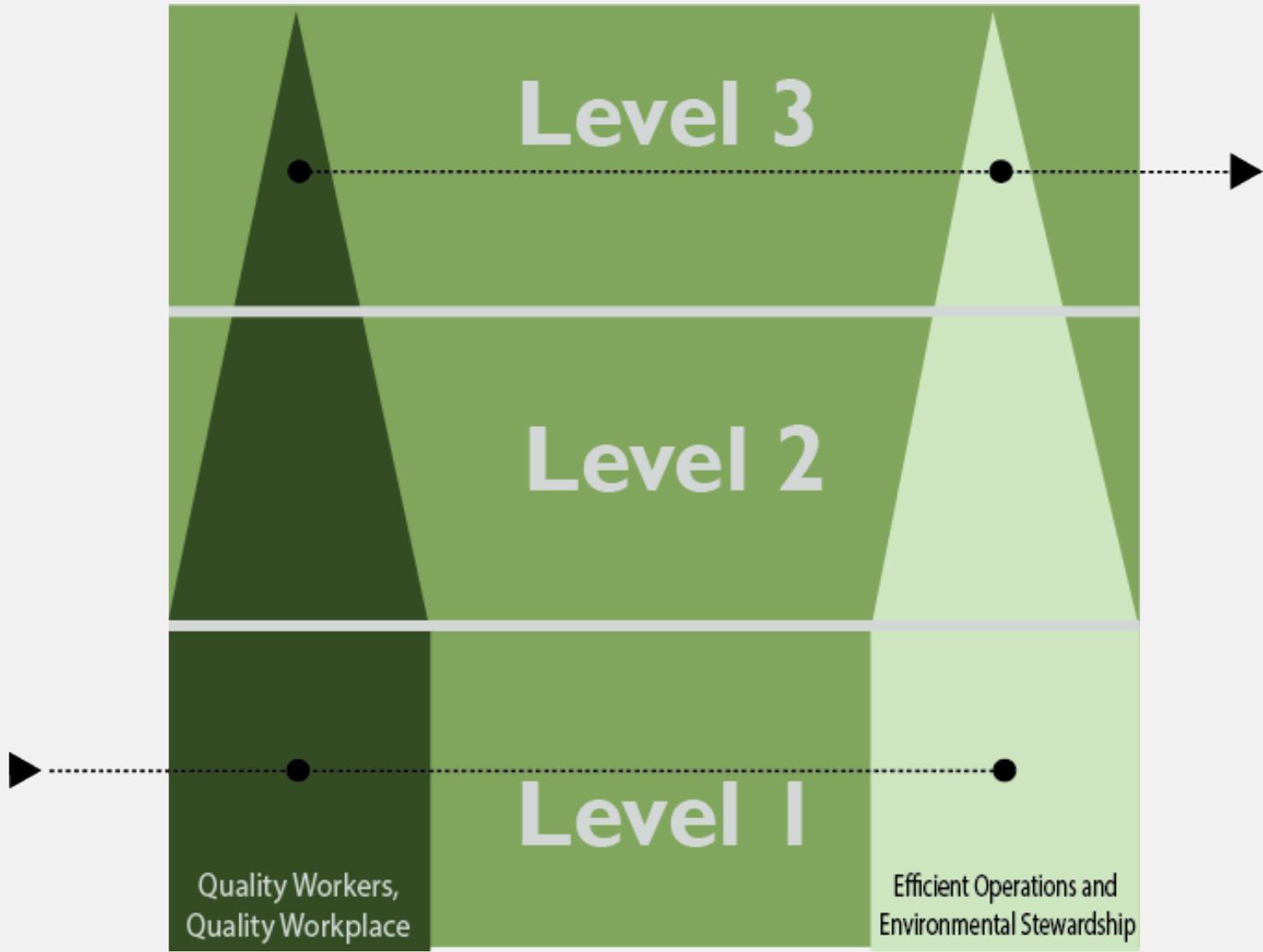
"A win-win for students and employers, Opportunity Dubuque builds career pathways for students to enter the workforce and continue their education and training, while filling employers' demand for talent in high-wage, high-demand careers."

Back to "Getting Started" Sheet

1. Society for Human Resource Management. (2013, April). The Business Case for Diversity. Retrieved from Presentations: <https://www.shrm.org/resourcesandtools/lookup-and-samples/presentations/pages/the-business-case-for-diversity.aspx>.
2. Plant, V., Thomas, K., & Gooren, M. (2009, April). Is multiculturalism or color blindness better for minorities? 20(4), 444-446. Summarized based on Iowa Public Radio (2009, March 31). Celebrating Diversity Can Enhance the Workplace. Retrieved March 20, 2017, from Iowa Public Radio: <http://www.iopr.org/templates/story/story.php?storyId=10926592>.
3. Great Place to Work. (2016). The Best Workplaces for Diversity: Pursuing the potential of all employees. Great Place to Work.
4. Survey results retrieved from Inclusive Dubuque: <http://inclusivedubuque.org/working-groups/economic-wellbeing/>. Click Economic Wellbeing Sector Group > Data > Local > Survey. For write-in comments, select "Community feedback from survey" after "Local".
5. B Lab. (2016, September 25). We Need an Inclusive Economy. Retrieved February 10, 2017, from B Lab: <https://medium.com/b-the-change/>.

Deliverables: Logic Model





Thank you!

Questions?

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