

Request for Proposals

Diversity, Equity, and Inclusion Consultant

About the Pacific Institute

The mission of the Pacific Institute is to create and advance solutions to the world's most pressing water challenges. Since 1987, the Pacific Institute has played a lead role in analyzing and communicating the connections between water, energy, and climate change, locally and globally. Our work is grounded in research and sound science, drawing on disciplines ranging from climatology to environmental engineering and hydrology. Collaborative partnerships with a range of stakeholders –from Fortune 500 companies and United Nations agencies to disenfranchised communities – are core to our approach and allow us to focus on science-based solutions that achieve shared goals. In addition, since 2008, the Pacific Institute has served as the Co-Secretariat of the United Nations Global Compact CEO Water Mandate, a partnership with the UN, governments, civil society, and business leaders to address corporate water stewardship.

Status of Current DEI Work

The Pacific Institute initiated an intentional, organization-wide effort to address systemic racism and advance its stance on Diversity, Equity, and Inclusion (DEI) in June 2020. Our first meeting on the topic began with a staff-wide conversation on race and inequality in the U.S., including reflection on the social unrest across the country and internationally. One outcome of this conversation was our recognition that we need a facilitator to help lead the examination of our own institutional operations, programmatic work, and opportunities to reform. In Fall 2020, the Pacific Institute contracted a consultant for help in this process. Through educational sessions, staff assessments, and individual conversations, the consultant provided a comprehensive list of operational and programmatic anti-oppression issues at the Pacific Institute, as well as some early-stage recommendations for approaches to advance our own internal communication and processes around the identified issues.

Building on this initial assessment, we have started to formalize our DEI work, including the formation of an interim DEI Committee (the Committee). The Committee has two main responsibilities. First, the Committee is responsible for developing a Scope of Work (this document), identifying, hiring, and coordinating with a consultant or facilitator to help staff work through the identified anti-oppression recommendations, set up internal processes for continuing to address these issues, and formulate a path for ensuring longevity of this effort. Second, the Committee will serve as the interim-DEI Committee to address DEI-related issues and questions within the Pacific Institute, on an ad-hoc basis.

Concurrent to this process, the Pacific Institute has also hired an HR Consultant to assess and recommend improvements to its current HR systems, policies, and strategies, following a period of significant organizational growth. We anticipate that there may be overlaps in addressing DEI issues between these two consulting processes, and would therefore like some communication and coordination between them.

Scope of Work

We are seeking an experienced DEI facilitator to help us through three stages of DEI-related work at the Pacific Institute. The table below details our desired outcomes and deliverables associated with each stage.

Category	Desired Outcomes	Deliverables
Issues to address directly (content)	<ul style="list-style-type: none"> - Gain shared understanding as an organization of the issues raised by the first DEI consultant and others - Group/prioritize a list of issues to address (consider how facilitator expertise and feasibility plays a role in prioritization) 	<ul style="list-style-type: none"> - 3-4 facilitated discussions with full Pacific Institute staff on current organizational issues - Support Pacific Institute staff in reaching consensus on a list of prioritized issues - Provide staff with the tools and skills to address prioritized issues over time
Greater inclusivity, accountability, and transparency (internal processes)	<ul style="list-style-type: none"> - Work culture and community building (how we relate to each other) - Internal decision-making processes (how we function) (process) 	<ul style="list-style-type: none"> - Suggested tools and skills for staff to resolve conflicts and navigate future difficult/sensitive conversations (e.g., through workshops and trainings) - Suggested ways of working and engaging with one another to build community
Path forward (institutionalization)	<ul style="list-style-type: none"> - Develop internal systems for ensuring lasting commitment to DEI - Put in place a structured and coordinated approach with HR, as it relates to DEI work going forward 	<ul style="list-style-type: none"> - Recommendations for top priorities to address in 2022 - Recommendations for permanent body/processes for continuing to address issues, including for example, how to: <ul style="list-style-type: none"> • Develop a standing DEI committee; • Identify roles and responsibilities for DEI committee to support identified issues; • Prioritize remaining issues; • Develop metrics to measure progress in improving DEI efforts; and • Determine when external help is warranted. - Recommendation for incorporating the DEI process into our external messaging and communications

Timeline and Tasks

Timeline

We are aiming to start this follow-up DEI effort as soon as possible, and have the work completed within 10-12 weeks. Submitted proposals can include modifications to tasks and timeline, as appropriate.

Tasks

1. Collaborate with Pacific Institute staff to finalize scope and metrics, including coordination with current HR Consultant.
2. Support development of a list of prioritized issues, with staff consensus, through at least two all-staff discussions.
3. Support Pacific Institute staff by providing tools and recommendations on how to address prioritized issues.
4. Work with staff to identify tools and teach skills for staff-led conflict resolution and improved navigation of sensitive topics.
5. Develop recommendations for next steps in addressing issues and creating a long-term plan for the Pacific Institute, including:
 - a. Process for instating a permanent DEI committee,
 - b. Prioritization of any remaining issues from original list, and
 - c. Process for the Pacific Institute staff to self-determine when external support is needed for future DEI work.
6. Develop recommendations for integrating the DEI process into our internal and external communications, through work with the Director of Communications.

Budget

Pacific Institute has budgeted \$15,000 - \$25,000 for these tasks. We welcome feedback and suggestions for utilizing the total budgeted amount differently. Please also provide us with your daily or hourly rate(s) for ongoing advice and support as described in the timeline and milestones.

Selection Criteria

We are seeking a DEI Consultant with experience in assisting organizations looking to improve internal processes around diversity, equity, and inclusion (DEI). The criteria below will be used as minimum requirements to assess proposals and to build a pool of appropriate candidates. In addition to availability and cost, the successful consultant has experience or relevant qualifications in:

- A demonstrated focus in the non-profit sector, and preferably with small or medium sized environmental organizations
- An understanding of the complexities of working with U.S. and international staff
- Experience with leading and facilitating discussion about race, inequality, and discrimination in multicultural organizations
- Preferably has POC staff at their organization
- Experience in working to create and implement organizational change

Application Process

Please limit proposals to no more than five pages and include the following:

- Cost proposal. If the proposed costs in the response deviate from the draft budget, please include some brief explanatory comments outlining the rationale for the modifications;
- Description of how the consultant plans to undertake the described scope of work (please briefly describe the products that will be developed for the tasks);
- Description of the consultant's qualifications to undertake the described scope of work and examples of similar projects or clients for which the consultant has worked;
- Description of the consultant's personal and/or organizational commitment and approach to advancing anti-racism, diversity, equity, and inclusion;
- Description of how the consultant would avoid any conflict of interest in undertaking the described scope of work; and
- Resumes/CVs of the consultant's team, if applicable, may be attached to the proposal and will not count toward the proposal page limit (each resume/CV is not to exceed two pages).

Note: All proposals and documents submitted to the Pacific Institute will be kept confidential. Please submit all documents to jobs@pacinst.org by close of business on **July 30, 2021**. Please use the subject "DEI Consultant" in the subject line of your email. We will schedule a call with the top candidate(s).