

Developing Multicultural Organizations*

Level 1: The Club

Stage 1: The Exclusionary Organization

- * Deliberately restricts membership
- * Intentionally designed to maintain dominance of one group over others
- * Monoculture organization

Stage 2: The Club

- * maintains privileges of those who have traditionally held power and influence
- * Monoculture norms of dominant culture viewed as the only "right" way: "business as usual"
- * Norms institutionalized in policies, procedures, services, etc.
- * Limited number of "token" members from other groups allowed in IF they have the "right" credentials, attitudes, behaviors, etc.

Level 2: Affirmative Action

Stage 3: Compliance

- * committed to removing some of the discrimination inherent in the Club organization
- * provides some access for members of other groups
- * No change in organizational culture or structure
- * Efforts to change profile of workforce
- * Token placements in staff positions
- * All must be "team players" and "qualified"
 - must assimilate into organizational culture
 - must not challenge system or "rock the boat"
 - must not raise issues of sexism, racism, etc.

Stage 4: Affirmative Action Organization

- * Actively recruits and hires members of groups that have been historically denied access and opportunity
- * provides support and career development opportunities
- * Employees encouraged to be non-oppressive
- * Employees must assimilate to organizational culture

Level 3: Multicultural Organizations

Stage 5: Redefining Organization

- * In transition
- * moving beyond being just "anti-racist" and "anti-sexist"
- * committed to creating environment where all members can contribute fully and freely
- * Questions limitations of organizational culture: mission, policies, structures, management practices, morale, social climate, etc.
- * Actively works towards developing a multicultural organization
- * Searches for ways to implement values of inclusion, participation, and empowerment for all employees

Stage 6: Multicultural Organization

- * values contributions of all members as full participants
- * committed to eliminating all forms of oppression within organization
- * committed to broader societal and environmental responsibilities

A multicultural organization:

1. Values the contributions and interests of all employees and volunteers.
2. Employees and volunteers reflect diverse social and cultural groups throughout all levels of the organization
3. acts on commitment to eliminate all forms of oppression within the organization based on race, ethnicity, gender identity and gender expression, sexual orientation, age, hierarchical level, nationality, 1st language, economic class, educational level, religion, ability/disability, marital/parental status, size/appearance, etc.
4. Includes all employees and volunteers as full participants in decisions that shape the organization.
5. Follows through on broader social and environmental responsibilities

*Adapted from Jackson, B. J. and Holvino, E. V. (1988, April), "Developing Multicultural Organizations," Journal of Applied Behavioral Science and Religion, P. 14-19.

Steps to Strategic Planning

Phase 1: Assess the Current Dynamics

- 1a. Develop a deep understanding of the dynamics of diversity in your organization and in society.
- 1b. Identify the Vision Statement and Goals for an Inclusive, Multicultural Organization.
- 1c. “Map out” and assess the current organization dynamics, climate, and structures.
- 1d. Identify the “Best Practices” used by other like organizations. (www.diversityweb.org)

Phase 2: Identify Gaps and Priorities

- 2a. Identify the “gaps” between the vision/goals and the current reality
- 2b. Prioritize issues and dynamics to be addressed

Phase 3: Develop a Strategic Plan

- 3a. Identify clear outcomes for each priority
- 3b. Establish time frames for implementation and completion
- 3c. Identify required resources: personnel, financial, etc.
- 3d. Identify responsible parties

Phase 4: Implementation

Phase 5: Evaluation

- 5a. Assess progress regularly
- 5b. Revise plan as needed

Assessing Multicultural Organizations

Directions: Reflect and note what is currently in place in each of these areas in your organization:

- a. values diversity and creates an inclusive, multicultural organization.
- b. creates obstacles to valuing diversity and undermines the creation of an inclusive, multicultural organization.

1. Mission statement, vision, values and goal statements on diversity.
2. Top leaders' support for a organization-wide commitment to diversity.
3. Behavioral expectations and policies regarding nondiscrimination and diversity.
4. Demographics at all levels of the division: administrators, staff and student assistants or interns.
5. Organization-wide communication about the goals of diversity.
6. Knowledge and competency level among all levels of staff. To include:
 - Understand and appreciate differences
 - Communicate effectively across differences
 - Work effectively in diverse groups
 - Use leadership and teaching styles that serve the needs of diverse populations.
 - Recognize and interrupt harassment and oppressive incidents
 - Mediate conflict across differences
 - Create organizational change
7. Training and educational opportunities for all staff, interns and volunteers.
8. Support systems for staff and volunteers to communicate diversity issues or challenges.
9. Recruitment and sourcing practices
10. Hiring practices: include a clear commitment to diverse needs of

communities served and office vision and mission.

11. Job requirements related to diversity for staff and administrators.

12. Retention programs: reward and promotion practices.

13. Career development and mentoring programs for staff.

14. Performance review processes for staff and volunteers with a diversity lens.

15. Responses systems for harassment and bias incidents

16. Assessment structures to measure and report current campus climate and diversity dynamics: surveys, focus groups, exit interviews, etc.

17. Current structures to address issues in the organization:
Human Resources, EEO/AA, Compliance, Ombudsman, etc.

18. Explicit and implicit norms: what does it take to succeed? Be viewed as a key contributor?

19. Decision-making processes throughout the organization: degree of inclusiveness of all staff, students, and administrators

20. History of efforts towards inclusion and multiculturalism.

21. Orientation, programming, social activities, leadership development opportunities.

Kathy Obear, Alliance for Change, 1993 (413) 283-2502. Based on materials from New Perspectives, Inc., Bailey W. Jackson and Rita Hardiman, Amherst, MA (413) 549-4141

Assessing Multicultural Organizations: Worksheet

Directions: Use the following prompts to develop a **rough draft** of an assessment of your area of responsibility. **Note:** It may be very helpful to invite some of the volunteers and or interns that are employed in or who interact with your area of responsibility to contribute their thoughts and ideas to this assessment.

1. Use the previous handout, Assessing Multicultural Organizations, to identify the following:

- a. What are the core services, programs and processes in your area of responsibility?
- b. What programs, services, processes, etc., are already established that advance the vision of creating an inclusive, multicultural community?
- c. What are the specific programs, services, processes, etc., that could be improved?
- d. What specific ideas and strategies might help your area advance the goal of creating an inclusive multicultural organization?

2. What are the ways you gather information about:

- **the needs and issues of the community that you serve?**
- How do you already solicit feedback with respect to how effectively your area meets the needs of the diverse community and advances the vision of building an inclusive community?
- How else could you gather more specific data and feedback?

3. What, if any, obstacles or barriers do you perceive that might impact your ability to create changes in your programs, services, processes, etc.?

4. How might your area work collaboratively with other departments to advance this vision?