

3

HUMAN RESOURCES

Another key component of cultural competence in the workplace is reflected in human resources activities. This component has a clear impact on staff. It also has an impact on consumers of services through the capacity of an organization to deliver services that are culturally sensitive to the populations served. The human resources component

includes the full range of procedures associated with employing, training, retaining, and compensating staff. It also includes the value system that underlies procedures, opportunities, and decision-making with respect to employees. Aspects of human resources addressed in the assessment include workforce diversity, staff training and level of cultural competence, compensation and benefits, personnel policies and procedures, and staff development and retention strategies. For each item listed in the left column, circle the statement in that row that best describes the organization's human resources activities.

	STAGE 1 Cultural oppression: Discriminates against other cultures and groups, sees other cultures as inferior	STAGE 2 Cultural incapacity: Adopts paternalistic posture toward so-called inferior people	STAGE 3 Cultural indifference: Seeks to assimilate differences, ignore strengths	STAGE 4 Cultural incompetence: Realizes weakness and makes effort to improve	STAGE 5 Cultural competence: Interacts effectively with members of diverse cultures and groups, recognizes need for continuing education	STAGE 6 Cultural advocacy: Actively promotes cultural competence throughout the community
Workforce diversity	Utilizes recruitment strategies that exclude certain populations	Sees diversity as meeting quotas	Does not recognize or compensate for bilingual skills; does not address cultural competence during interview process	Routinely assesses ethnic diversity of staff to determine if it appropriately reflects diversity of community	Encourages staff to value differences by providing ongoing diversity training	Provides consultation to other organizations on workforce diversity and recruitment
Staff training and level of cultural competence	Opposes cross-cultural awareness, knowledge, behavior, skills in staffing pattern, service provision, program design, etc.; devalues training	Does not accept multiple perspectives as valid; there is one "right" or "best" way; does not offer or support training	Makes no effort to recruit, retain, or train staff in cultural competence; ignores diverse perspectives on issues	Supports basic cultural competence training for staff—provides free training and allows staff to attend during working hours	Provides ongoing cultural competence training and employs diverse staff to meet needs of populations served; demonstrates ability to work with differing points of view	Offers cultural competence training and/or materials to other community organizations
Compensation and benefits	Utilizes discriminatory compensation and benefit strategies (e.g., lower pay based on gender or ethnicity)	Lowers performance expectations for certain ethnic groups when evaluating employees for raises or merit pay	Implements benefit strategies that ignore alternative family structures	Solicits input from employees on fairness of benefits and compensation	Implements culturally competent benefit package and evaluates periodically for effectiveness	Promotes culturally competent compensation plans to other agencies (e.g., partner benefits, paternity leave)
Personnel policies and procedures	Adopts culturally incompetent policies and procedures (e.g., "English only" policies)	Adopts paternalistic policies regarding employees with disabilities (e.g., lower attendance standard)	Adopts policies and procedures that minimize and discount differences (e.g., does not offer flexible hours for working parents)	Recognizes need for policies and procedures to be culturally competent and makes plans to review them	Regularly assesses policies and procedures for cultural competence and revises as needed	Shares policies and procedures with other agencies
Staff development and retention strategies	Disciplines non-English speakers; redirects people of color to low-paying jobs	Provides token advancement and/or training	Minimizes value of differing cultural perspectives in team activities	Encourages diverse staff to attend leadership training	Implements culturally competent strategies (e.g., salary differential for bilingual staff) and evaluates for effectiveness	Shares successful strategies with other agencies