



~~ORGANIZATIONAL ENVIRONMENT~~

A key component of cultural competence in the workplace is organizational environment. Organizational environment has a direct impact on both employees and consumers of services. Many concrete and subtle features of the workplace contribute to organizational environment. An example is the message conveyed by works of art and photographs

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

Visual representation

Displays overtly sexist artwork, calendars, cards, etc.

Depicts older adults as service recipients, never as caregivers

Selects artwork that does not reflect ethnic diversity of community

General feeling of inclusive nature

Does not provide TTY phones for hearing impaired; lacks access for persons with physical disabilities

Requires diverse populations to identify themselves as in need of "special assistance"

Targets oral and written communication at one population only

Vision and mission

Adopts mission/vision statements that promote discrimination or utilize prejudicial language

Frames diverse populations as inferior in vision/mission statements

Ignores importance of cultural diversity in vision/mission statements

Location/accessibility

Refuses to serve low-income or ethnic minority populations

Meets minimum accessibility requirements only because of federal compliance mandates

Disregards diverse religious/cultural holidays and practices when scheduling days/hours of operation

Language ability

Permits use only of predominant language in work setting; does not hire bilingual staff to meet needs of population served

Regards some languages or dialects as inadequate or incorrect (e.g., Black English)

Lacks awareness of language needs of population served

displayed. Does the artwork convey authentic images of diverse people and their act? Another example is accessibility to public transportation. Aspects of organizational environment addressed in the assessment include visual representation, general feeling of inclusive nature, vision and mission, location/accessibility of the facility, and language ability. For each item listed in the left column, circle the statement in that row that best describes the existing organizational environment.

STAGE 4

Cultural precompetence:
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

Exhibits limited visual representation of diverse populations as active and valued community members

Displays visual representations (throughout the organization) that illustrate diverse populations engaged in meaningful activity

Provides consultation to other community organizations regarding authentic representation of diverse populations, traditions, etc.

Reviews policies and procedures for evidence of bias and revises accordingly

Provides regular staff training in cultural competence on a variety of topics

Shares inclusion policy statement with clients and community-at-large

Develops vision/mission statements that reflect cultural competence

Assesses agency operations for adherence to culturally competent vision/mission statements

Stresses culturally competent vision/mission statements in recruitment, orientation, and community presentations

Exhibits emerging awareness of accessibility issues as barriers; makes commitment to evaluate problems and design for inclusion

Takes steps to increase accessibility (hours, days, accommodations, etc.); demonstrates flexibility in meeting changing population needs

Shares information in local and regional workshops or public service publications

Offers limited language training (e.g., sign language, Spanish) to meet needs of populations served

Values multilingual ability among staff (e.g., pay differential for language skills); provides services in languages that meet the needs of population served

Advertises as bilingual/bicultural organization in recruitment and community relations materials