

VIDEO CONFERENCE

**Thursday, April 6, 1995
2:00 - 4:00 p.m. Eastern Time**

***“I Know It’s A Good Thing...
But What Is Diversity All About?”***

**Part One of a Two-Part
Series**

**Sponsored by:
The Points of Light Foundation
in Partnership with
the Association for Volunteer
Administration**



AVA Membership

The Association for Volunteer Administration (AVA) is the international, multidisciplinary membership organization for professionals in the field of volunteer administration. AVA's mission is to promote professionalism and strengthen leadership in volunteerism.

AVA is *your* professional association. Our members are people like you—salaried and nonsalaried professionals from around the world working in public, nonprofit, and for-profit organizations.

As a member, you will receive:

- AVA's quarterly publication, *The Journal of Volunteer Administration*
- *Update*, AVA's bimonthly newsletter
- Discounts on registration for AVA's annual International Conference on Volunteer Administration
- Discounts on Certified in Volunteer Management (CVA), the oldest and most recognized professional credential within the field
- An annual membership directory, voting rights, and product discounts
- The opportunity to participate in regional events, such as conferences, satellite broadcasts, and issues roundtables

And you can join at a level that fits your needs.

Individual

Active: Persons currently active in volunteer administration. Benefits include voting rights, all AVA publications, a 20% discount on conference registration, AVA product discounts, and reduced fees for certification. Dues: \$100 per year.

Associate: Students and retired leaders. Benefits include all AVA publications and product discounts. Dues: \$55 per year.

Partners

Level A: Benefits include a designated individual for a complimentary membership with voting rights, one additional copy of all AVA publications, a 10% discount on conference registration for all members of the organization, special networking opportunities at the international conference. Dues: \$200 per year.

Level B: Benefits include a designated individual for complimentary membership with voting rights, two additional copies of all AVA publications, one free conference registration, and a 10% discount for all other members of your organization, a 20% discount on ad space in *Update* and *The Journal of Volunteer Administration*, free conference exhibit table. Dues: \$500 per year.

For more information and a membership application, please call the AVA office at (303) 541-0238.

Diversity

**. THE STATE OF BEING
DIVERSE**

. VARIETY

. MULTIFORMITY

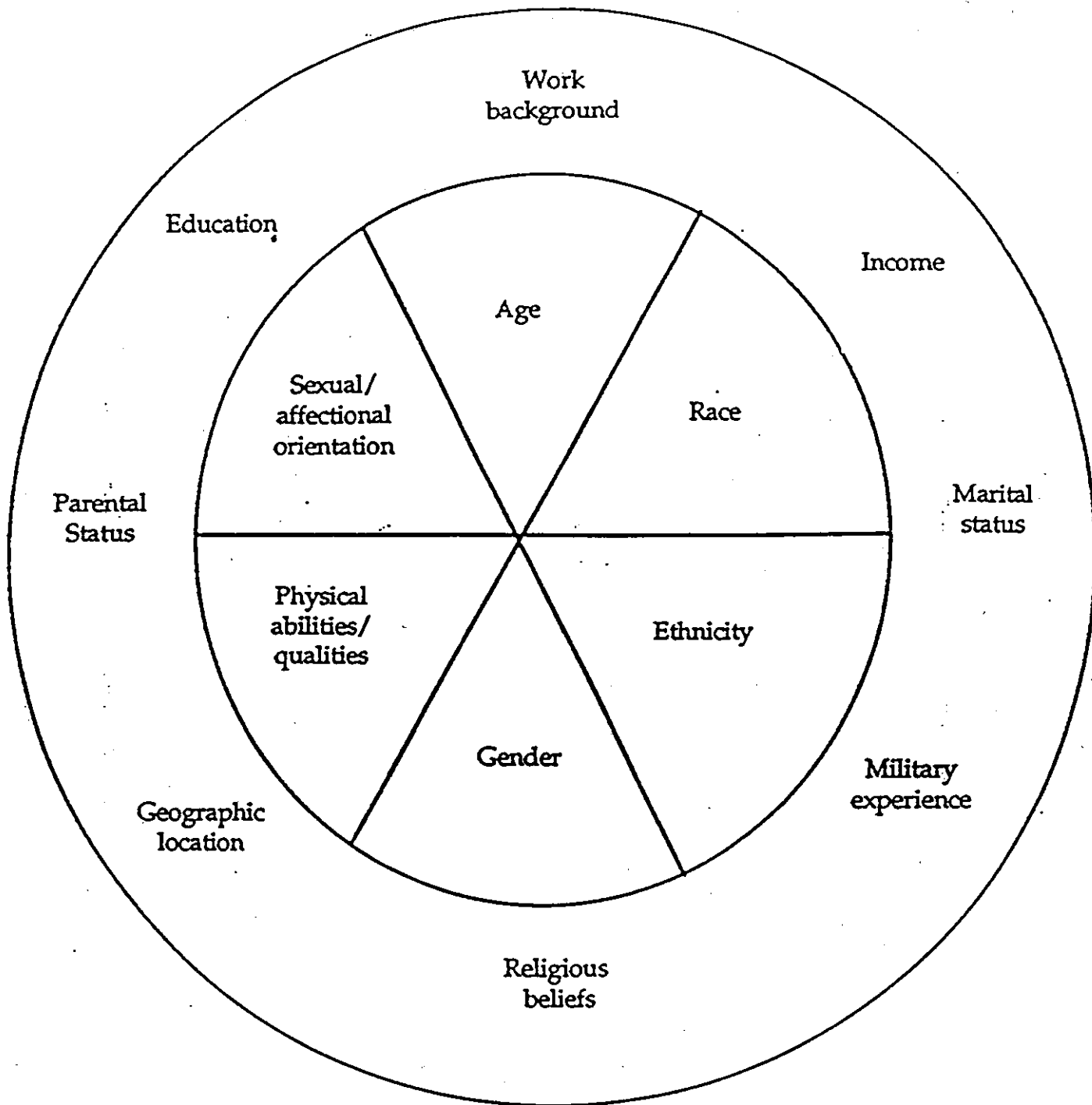
. A POINT OF DIFFERENCE

**All people have multidimensions
of diversity.**

**Diversity is a part of pluralism,
but the presence of diversity is
not a guarantee of
institutionalized pluralism.**

DIVERSITY IS NOT:

- ♦ A substitute or “Buzz” word for minorities, people of color, non-white, and other terms.
- ♦ A word that implies action.
- ♦ A process
- ♦ Synonymous with inclusiveness.
- ♦ Limited to dimensions of race and ethnicity.



DIMENSIONS OF DIVERSITY

THE PREJUDICE WHEEL



EXAMPLES OF VALUING DIVERSITY



- * Using language that does not stereotype, generalize, or disrespect others.
- * Doing things with the point of view of others in mind.
- * Finding out the facts rather than acting on assumptions.
- * Involving everyone when gathering information, resolving problems, and making decisions.
- * Initiating the sharing of information with others.
- * Giving consistent support and supervision to everyone.
- * Extending opportunities to others to participate in leadership roles.
- * Applying ground-rules and standards consistently and fairly to everyone.
- * Being flexible and adaptable to meet a variety of needs.
- * Valuing the opinions of others and respecting cultural values other than one's own.

MANAGING DIVERSITY

1. Develop a Plan:
2. Elimination of Barriers:
3. Education for Self-
Management/Management:
5. Reward System:
6. Leadership Development:
7. Benefits of Inclusion:

INSTITUTIONALIZED PLURALISM

**A SYSTEM/PROCESS
ESTABLISHED AND
MAINTAINED TO:**

- ◆ VALUE, INVOLVE AND REFLECT FULL DIVERSITY**
- ◆ REMOVE BARRIERS TO ALL RESOURCES AND POWER**
- ◆ INITIATE EFFECTIVE & MUTUALLY BENEFICIAL INTERACTIONS WITH DIVERSE GROUPS**

Continuum for Institutionalizing Pluralism

Exclusive Club

Conflict

Stagnation

**Steeped in Rules and
Hierarchy**

No Outside Influences

Crisis Management

Continuum for Institutionalizing Pluralism

Inclusive Team

Dynamic

Innovative

Visionary

Collaborative

Responsive

Continuum for Institutionalizing Pluralism

Passive Club

Status Quo

Sporadic, Scattered Efforts

Tentative, Unrewarding Plan

**Not Much Initiative or
Response Except to Pressure**

EXAMPLE: IF THE BOARD IN YOUR ORGANIZATION

If the Board of your organization is at the Exclusive Club State:

- *Diversity goals not specifically expressed, pluralism not discussed.
- *Nominating committee and annual slate does not represent diversity.
- *Board meetings have closed, rubber stamp agendas.
- *Community trends ignored, self-contained, no collaboration.
- *No action taken to insure equal access for all.

If the board is at the Passive Group State:

- ☞ Main focus on membership/staff/volunteer increases rather than retention.
- ☞ Board members only accepted if they assimilate. Criticism or dissension is discounted or rejected.
- ☞ New Ideas given initial attention but no planning for support or implementation.
- ☞ Policies and practices reflect only legal "quotas", Affirmative Action (AA) "have to's," and stop at minimum.
- ☞ No board action to ensure equal access.

If the board is at the Inclusive Team State:

- ☞ Board buys in with supportive policies, goals, and public statements.
- ☞ Change processes are institutionalized for responsive, supportive, and flexible ways of work.
- ☞ Board reflects full diversity of organization, and community.
- ☞ Diversity is visible and pluralistic action is evident all down the line.
- ☞ Board constantly seeks input from a diversity of groups.
- ☞ Pluralism is fundamentally linked to the organization's business, mission, values and purpose.
- ☞ Board welcomes training and development, and embraces long-term planning.
- ☞ Nominating committee seeks and acts on referrals from all areas.

How is your organization doing??



What practices, procedures, and behaviors exist in your organization that are blocks to participation by diverse groups?

How might these practices, procedures, and behaviors be changed in order to create a more inclusive organization?

What makes you feel valued In the workplace? What do you think would make others feel valued?

Who might be helpful to include in a discussion on making organizational changes.

What do you fear most about change?

Toward Pluralism: A skills analysis

1=Low 5=High

TO WHAT DEGREE AM I ABLE TO:

	1	2	3	4	5
1. <u>Discuss</u> differences-whether related to ethnicity physical ability, social class.					
2. <u>Participate</u> productively in diverse work groups?					
3. <u>Examine</u> how my comments or behavior sustains/combats racism and other forms of exclusiveness?					
4. <u>Confront</u> family, friends and co-workers and examine how their comments or behavior sustains/combats racism and other forms of exclusiveness?					
5. <u>Articulate</u> the needs of people I work with who are different racially/ethnically/physically/economically?					
6. <u>Initiate</u> both the sharing of information with and the involvement of others who are different from me?					
7. <u>Distinguish</u> between the goals and the objectives of a program and its outcome as experienced in different racial/ethnic communities?					
8. <u>Initiate</u> an examination of how a policy, procedure, program activity or event could be sustaining exclusion, by offering my comments observations or experience?					

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Part One of a Two-Part Series

April 6, 1995

QUESTION & ANSWER

Note to discussion leaders: this is only a guide for your use

1. What are the most critical issues in the nonprofit community today and what impact do they have on diversity?
2. With the growing diversity on the American work force, how can we accommodate cultural differences among paid and volunteer staff?
3. From what you heard today, which concept/idea seems to add most value to your program if you implement it?
4. What is the most relevant issue you took out of today’s broadcast?
5. What do you think your organization has done to commit itself to the goal of cultural diversity?
6. How would you integrate what you’ve learned from this point into your volunteer program?

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Satellite Broadcast Evaluation

VideoConference Site: _____

Name : _____

Organization's Name: _____

Address : _____

Phone : _____

OVERALL PROGRAM

Poor <===== > Excellent

- | | | | | | |
|--|---|---|---|---|---|
| 1. How would you rate the overall quality of the videoconference? | 1 | 2 | 3 | 4 | 5 |
| 2. To what extent did the videoconference meet your needs and expectations? | 1 | 2 | 3 | 4 | 5 |
| 3. How would you rate the speakers? | 1 | 2 | 3 | 4 | 5 |
| 4. Were the print materials helpful? | 1 | 2 | 3 | 4 | 5 |
| 5. How would you rate the graphics, music and general set up of the videoconference? | 1 | 2 | 3 | 4 | 5 |

6. What were the most useful topics/issues discussed during the videoconference?

7. Would you consider participating in our future videoconferences? If so, what topics would you recommend?

8. Do you have any additional comments that would help us improve our future broadcast ?

Please return this form to:

The Points of Light Foundation
1737 H Street, N.W. Washington, DC 20006
Attn: Communications Department
Fax(202) 223-9186

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Volunteer Diversity Resources

- Contact Ms. Unyong Kim for the ff:
 - * Workshop and training of trainers for your organization.
 - * Training of trainer institute in Washington, DC that will be held in April and August (at the National Coalition Building Institute)
 - * Videos, publications and T-shirts with a logo “All for One and One for All”
- Contact The Points of Light Foundation for information on these products:
 - * Edited by McCurley, Steve and Vineyard, Sue. Managing Volunteer Diversity: A Rainbow of Opportunities. 1992/108pp/paper
 - * Silver, Nora. At the Heart: The New Volunteer Challenge to Community Agencies. 1988/178pp/paper
 - * Ellis, Susan J. The Volunteer Recruitment Book. 1994/144 pp/paper
 - * Conrad, Dan and Hedin, Diane. Youth Service: A Guidebook for Developing and Operating Effective Programs. 1987/71pp/paper
 - * Ellis, Susan J., Noyes, Katherine H. and Weisbord, Anne. Children As Volunteers. 1991 Edition/68pp/paper
 - * Fisher, Lucy Rose and Schaffer, Kay Banister. Older Volunteers: A Guide to Research and Practice. 1993/249pp/paper
 - * Odendahl, Teresa and O’Neill, Michael. Women and Power in the Nonprofit Sector. 1994/329pp/hardcover
 - * Seita, Trudy. Leadership Skills for the New Age of Non Profits: Keeping Volunteers Happy in a Changing World. 1990/154pp/paper

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ASSOCIATION FOR VOLUNTEER ADMINISTRATION

TOOLS FOR THE PROFESSION

VOLUNTEER ADMINISTRATION: PORTRAIT OF A PROFESSION: This booklet offers a snapshot of everything that anyone would want to know about this profession, including educational opportunities and professional ethics and standards. Also featured are a brief history of the Association for Volunteer Administration and information about its structure, activities and membership benefits. A valuable addition to your professional library, this booklet is available for purchase: \$3.00 each for AVA members, \$5.00 for nonmembers (includes postage and handling).

ASSOCIATION CLIP 'N' COPY: Produce first-class newsletters, notices and certificates that make people take notice. CLIP 'N' COPY is clip art organized in a five-chapter series:

Chapter 1 - The Starter Kit: A good general collection of clip art for notes, dues notices, deadlines, volunteer recruitment, team building, invitations and other miscellaneous messages and artwork.

Chapter 2 - Recognition & Borders: Includes many different ways to show appreciation with cards, certificates, awards, etc., as well as borders of all kinds for newsletters, notecards, etc.

Chapter 3 - Holidays & Seasons: Everything you need for special days throughout the year as well as seasonal and monthly themes.

Chapter 4 - Volunteers in Action & Fundraising Themes: Includes clip art for volunteer recruitment, funds solicitation, calendar markers for events and activities and other miscellaneous art for newsletters and notices.

Chapter 5 - The Survival Kit, Providing the Missing Pieces: Similar to Chapter 1, a collection with many different themes and activities included. Holidays, seasons, volunteer recruitment, activities and borders are all in this chapter.

CLIP 'N' COPY is \$10.00 per chapter plus postage and handling (\$2.00 for first chapter sent to each address, \$1.00 for each additional chapter to the same address).

NAME: _____ TELEPHONE: _____

ORGANIZATION NAME: _____

ADDRESS: _____

CITY: _____ ST/PROV: _____ ZIP/POSTAL: _____

QUANTITY	PRODUCT DESCRIPTION	PRICE	TOTAL
_____	PORTRAIT OF A PROFESSION	\$3.00/\$5.00	_____
_____	ASSOCIATION CLIP 'N' COPY:		
_____	CLIP 'N' COPY CHAPTER 1	\$10.00	_____
_____	CLIP 'N' COPY CHAPTER 2	\$10.00	_____
_____	CLIP 'N' COPY CHAPTER 3	\$10.00	_____
_____	CLIP 'N' COPY CHAPTER 4	\$10.00	_____
_____	CLIP 'N' COPY CHAPTER 5	\$10.00	_____
	SHIPPING/HANDLING:		
	(\$2.00 FIRST CHAPTER,		
	\$1.00 ADDT'L CHAPTER)		_____
	TOTAL COST OF ORDER		_____

Send order form and check (in U. S. funds) to AVA, P. O. Box 4584, Boulder, CO 80306. Allow three weeks for delivery. Call the AVA office with any questions (303) 541-0238.



ASSOCIATION FOR VOLUNTEER ADMINISTRATION

AVA TOOLS FOR THE PROFESSION

The Association for Volunteer Administration and the Points of Light Foundation present videotape recordings of their satellite broadcast series. These presentations are aimed at bringing the latest information on contemporary issues in volunteer management to leaders in the field.

LEGAL ISSUES, INSURANCE, AND RISK MANAGEMENT, Parts I & II, presented by Chuck Tremper, executive director of the Nonprofit Risk Management Center. This video explores legal and insurance issues and responsible risk management for volunteer program leaders. Information and guidance is provided regarding volunteer protection laws, lawsuits against board members, the applicability of employment laws to volunteers, potential liability for inadequate screening of volunteers, etc., as well as strategies for preventing negative incidents from ruining good organizations. These presentations are continuing sessions and are available, with handouts, for rent or purchase for the following prices: \$40.00 rental charge, per video, for a ten-day period; \$100.00 purchase price.

YOUTH COMMUNITY SERVICE: THE FUTURE IS NOW, presented by Cynthia Scherer, director of youth and education outreach, Points of Light Foundation; Karen Delaney, executive director, Volunteer Center of Santa Cruz County; Gustav Chiarello, regional director, Best Buddies International; Sam Singh, director of volunteer programs/volunteer centers of Michigan for the Nonprofit Forum; and Ruby Anderson, senior program officer for Learn and Serve America, part of the Corporation for National Service. This presentation provides a comprehensive overview of national, state, and local issues, trends, and resources in the area of youth community service. This presentation is available, with handouts, for rent or purchase at the following prices: \$50.00 rental charge for ten-day period, \$100.00 purchase price (discounted prices available to downlink sites).

TOTAL QUALITY AND VOLUNTEER PROGRAM MANAGEMENT: UNDERSTANDING AND MAKING THE LINK HAPPEN, presented by Sue Waechter, partner of Cornerstone Consulting, and Kerry Kenn Allen, senior consultant for program development at the Point of Light Foundation. This presentation explores the principles of Total Quality Management (TQM) and its relevance for volunteer programs. The presentation focuses on: the philosophical foundation of TQM, strategies and tools for implementing TQM in a volunteer program, and examples of volunteer programs in which TQM has been used successfully. This presentation is available, with handouts, for rent or purchase at the following prices: \$50.00 rental charge for ten-day period, \$100.00 purchase price (discounted prices available to downlink sites).

VOLUNTEERS=RESULTS: USING OUTCOME BASED EVALUATION METHODS TO SHOW VOLUNTEER IMPACT, presented by Michael Q. Patton, Ph.D., founder and director of Utilization-Focused Information and Training. This presentation serves as an introduction to the basic concepts of outcome-based evaluation and explores how the technique can be used with volunteers. The program introduces the concepts of results and outcomes measurement and how they relate to quality management processes; explains the rationale for incorporating outcome measures into volunteer activities; provides examples of how to determine whether your desired outcomes have been achieved. This presentation is available, with handouts, for rent or purchase at the following prices: \$50.00 rental charge for ten-day period, \$100.00 purchase price (discounted prices available to downlink sites).

ORDER FORM

NAME: _____ TELEPHONE: _____

ORGANIZATION NAME: _____

ADDRESS: _____

CITY: _____ ST/PROV: _____ ZIP/POSTAL: _____

VIDEOS ORDERED:

<u>QUANTITY</u>	<u>VIDEO DESCRIPTION</u>	<u>PRICE</u>	<u>TOTAL</u>
	<i>Legal Issues, Part I</i>		
_____	Rental	\$ 40.00	_____
_____	Purchase	\$100.00	_____
	<i>Legal Issues, Part II</i>		
_____	Rental	\$ 40.00	_____
_____	Purchase	\$100.00	_____
	<i>Youth Community Service</i>		
_____	Rental	\$ 50.00	_____
_____	Purchase	\$100.00	_____
	<i>Total Quality Management</i>		
_____	Rental	\$ 50.00	_____
_____	Purchase	\$100.00	_____
	<i>Volunteers=Results</i>		
_____	Rental	\$ 50.00	_____
_____	Purchase	\$100.00	_____
	Total Cost of Order		_____

Send order form and check (in U. S. funds) to AVA, P. O. Box 4584, Boulder, CO 80306. Allow three weeks for delivery. Call the AVA office with any questions at (303) 541-0238.

*Volunteerism and Diversity:
The Fit of and Steps to
Implementing Diversity in
Your Volunteer Program*
(part two of a two-part series)

Thursday, June 1, 1995
2:00-4:30 p.m. (Eastern Time)

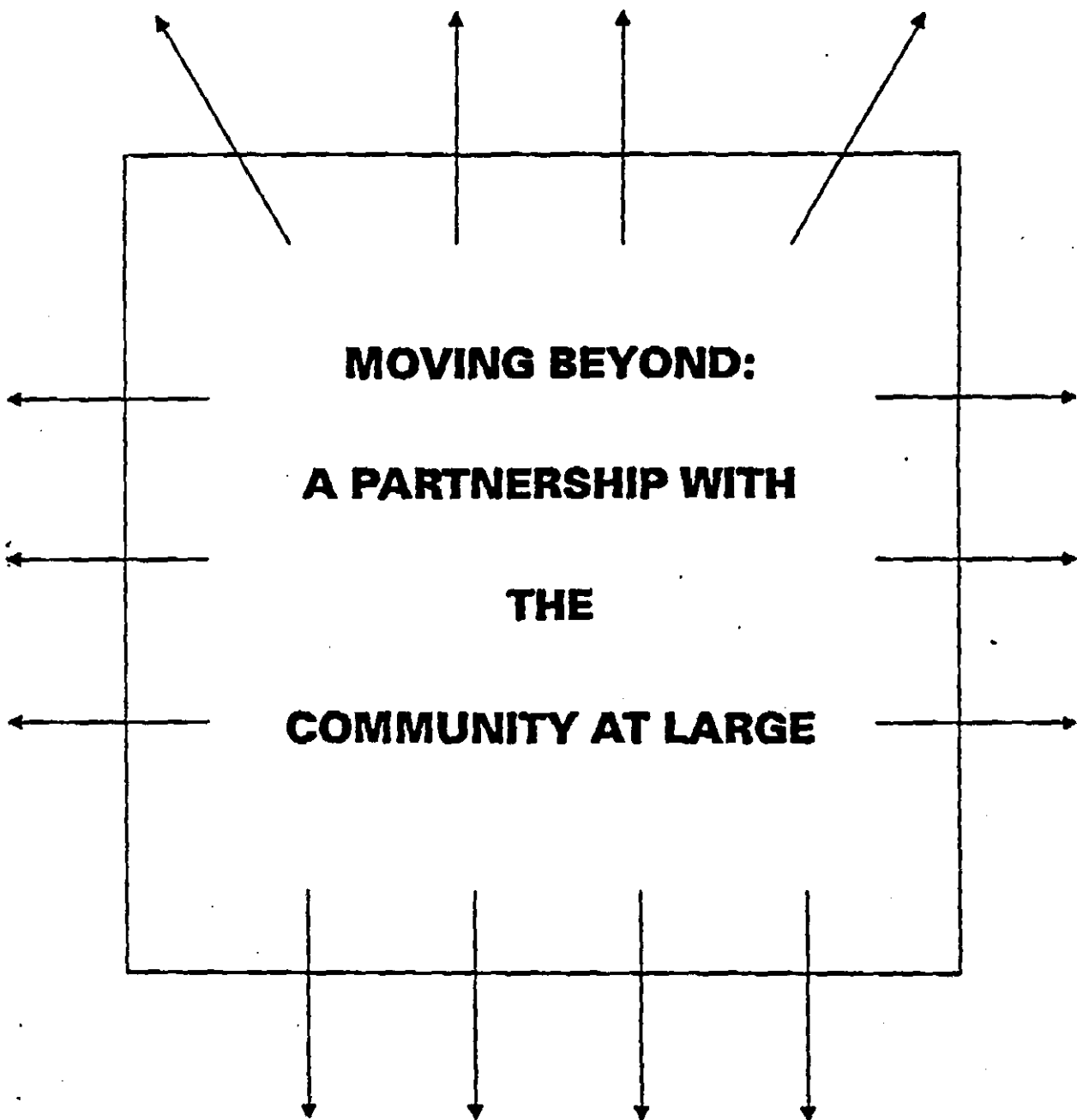
*Satellite Program Sponsored by:
Association for Volunteer Administration and the
Points of Light Foundation*

ABOUT TODAY'S PRESENTERS

DIN LADAK is the Coordinator of Volunteer Services at William Roper Hull Child and Family Services in Calgary, Alberta. He is an instructor at the University of Calgary and an accomplished trainer in several topic areas. Din presently serves on a number of boards including the Canadian Cancer Society, Volunteer Centre of Calgary, and several committees of the United Way of Calgary. He is a past board member of the Association for Volunteer Association and presently sits on AVA's Diversity Task Force.

SAM WHITING is the Volunteer Service Manager of the Northwest AIDS Foundation in Seattle, Washington. He oversees a large volunteer program of 1,200 volunteers who provide education, fundraising, advocacy, and support services to the Greater Seattle community. Prior to his present position, Sam worked for many years as a presenter/trainer in the arts. A member of the AVA Diversity Task Force, Sam has presented at numerous national conferences.

GLADYS ACOSTA, the moderator of this broadcast, is the Pluralism Strategy Consultant for the Girl Scouts of the USA at their national headquarters in New York City. She is an accomplished consultant and trainer on the topic of diversity. Gladys currently chairs the AVA Diversity Task Force.



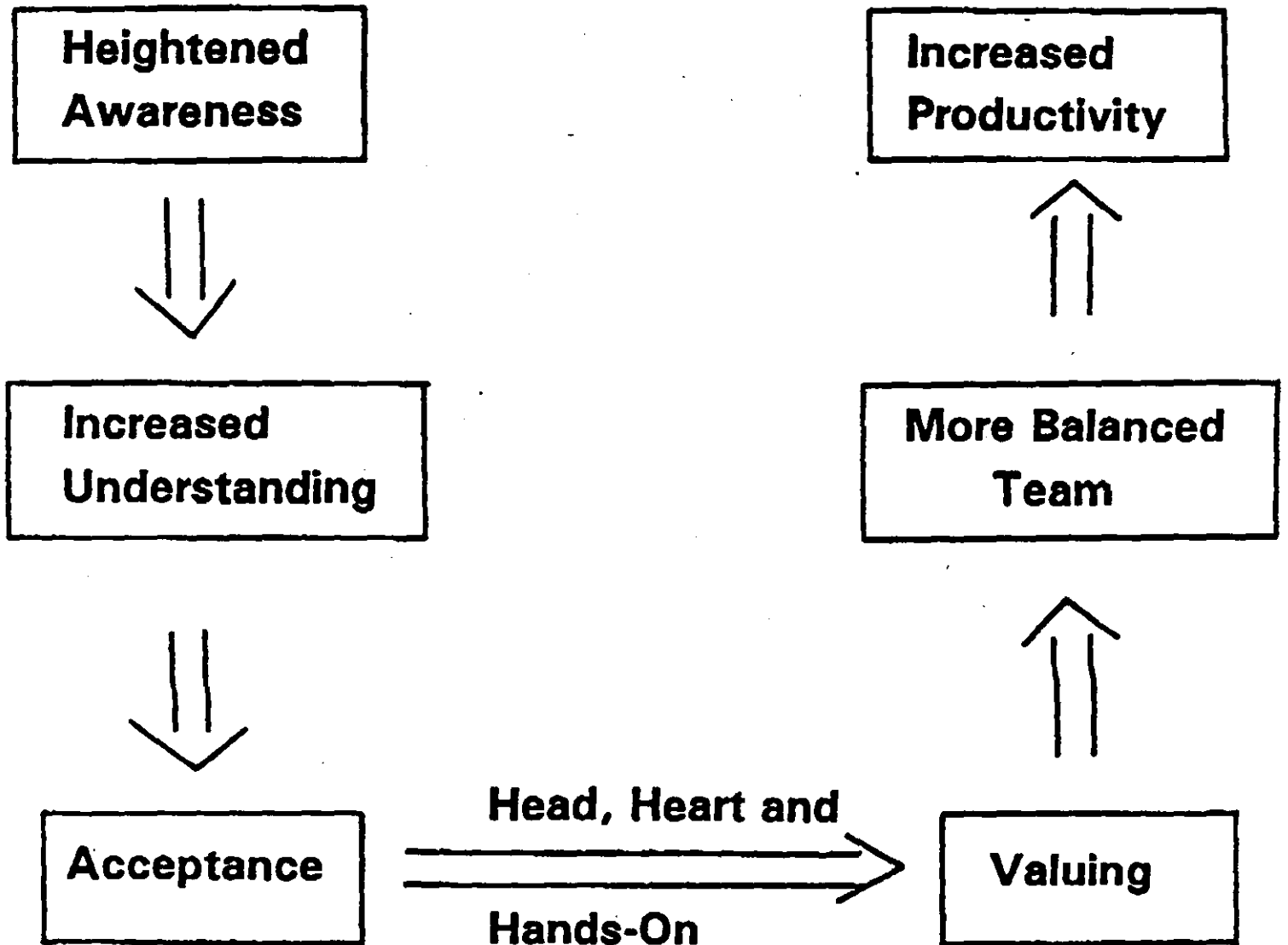
"IT IS NOT THE STIMULUS ITSELF THAT PRODUCES SPECIFIC HUMAN REACTIONS AND/OR ACTIONS BUT RATHER HOW THE STIMULUS IS PERCEIVED BY THE INDIVIDUAL THAT MATTERS MOST FOR HUMAN BEHAVIOUR. IT IS PERHAPS THE MOST BASIC LAW OF HUMAN BEHAVIOUR THAT PEOPLE ACT OR REACT ON THE BASIS OF THE WAY IN WHICH THEY PERCEIVE THE EXTERNAL WORLD."

SINGER (1987)

WHY DIVERSITY?

- 1. Why Not?**
- 2. Demographic Changes**
- 3. More Diverse Volunteer Pool**
- 4. Diversity Leads To Increased Innovation And Productivity**
- 5. Increasing Competition For Volunteers**
- 6. Quality Management Matters**
- 7. Fairness In Volunteer Management Practices**
- 8. Increased Skills, Knowledge and Experience**
- 9. Good Community Building**
- 10. Increased Community Support**
- 11. The Right Thing To Do**
- 12. To Reach ALL People**

WHY DIVERSITY?



CULTURAL INVENTORY

THE FOLLOWING IS PROPOSED AS A CHECK-LIST FOR AGENCIES IN ASSESSING THEIR INDIVIDUAL PROGRESS ALONG THE ARC TOWARDS CULTURAL DEMOCRACY.

GOVERNING STRUCTURE

1. ESTABLISH A PROPORTIONAL REPRESENTATION ON THE BOARD OF DIRECTORS OF INDIVIDUALS WHO HAVE DEFINITIVE TIES INTO THEIR COMMUNITIES AND ARE PERCEIVED BY THOSE COMMUNITIES AS AUTHENTIC CHANNELS OF CREDIBILITY.
2. ESTABLISH A PROPORTIONAL REPRESENTATION ON THE SENIOR MANAGEMENT TEAM OF INDIVIDUALS WHO ARE EMPOWERED BY THEIR JOB DESCRIPTIONS TO HAVE AUTHORITY EQUAL TO THAT OF MAINSTREAM CULTURE MEMBERS.
3. ESTABLISH PROPORTIONAL REPRESENTATION ON PROGRAM MANAGEMENT TEAMS WHICH DIRECT SERVICES AND COMMUNICATIONS TO CLIENT POPULATIONS AND THE MEDIA.

GOVERNING DOCUMENTS

1. INCORPORATE INTO THE MISSION STATEMENT PRINCIPLES OF EQUITY, INCLUSION, PARITY, AND MULTICULTURAL PARTNERSHIP.
2. INCLUDE A STATEMENT OF PRINCIPLE ON DIVERSITY IN THE AGENCY'S BY-LAWS, ARTICLES OF INCORPORATION, AND CASE STATEMENT TO FUNDING SOURCES.

3. WRITE INTO ALL JOB DESCRIPTIONS THE RESPONSIBILITY FOR ENFORCING AND MAINTAINING AFFIRMATIVE ACTION STANDARDS, EXHIBITING CULTURAL AND LINGUISTIC RESPONSIVENESS, AND REVIEWING ALL MATERIALS, SERVICES, AND PROCESSES FOR CULTURAL COMPETENCY.

4. EVALUATE EMPLOYEES BY MEASURING PERFORMANCE AGAINST DIVERSITY GOALS AND STANDARDS.

5. ESTABLISH MULTICULTURAL DISCOURSE AS THE GROUND RULE FOR INTERACTION, RATHER THAN A FORMAT SUCH AS ROBERT'S RULES OF ORDER, TO FACILITATE STAKEHOLDER OWNERSHIP AND TO MAINTAIN THE HIGHEST STANDARDS OF FAIRNESS AND INTERPLAY.

FUNDRAISING AND DEVELOPMENT

1. TARGET COMMUNITIES OF COLOR FOR FUND RAISING. THESE COMMUNITIES REQUIRE CULTURALLY COMPETENT FUND RAISERS WHO KNOW THEIR MARKETS. THESE COMMUNITIES ARE PARTICULARLY SPECIAL EVENTS RESPONSIVE.

SIGNAGE

1. CREATE A WORKPLACE ENVIRONMENT WHICH REFLECTS A SENSITIVITY TO THE LANGUAGE NEEDS OF YOUR CLIENT POPULATIONS. RESTROOM SIGNS, EXIT SIGNS, EMERGENCY EVACUATION INSTRUCTIONS AND GEOGRAPHIC INSTRUCTIONS ARE PRINTED IN APPROPRIATE LANGUAGES OR ARE ILLUSTRATED WITH UNIVERSAL PICTOGRAPHS.

2. ENSURE THAT POSTERS, LEAFLETS, BROCHURES, AND VIDEOS THAT ARE AVAILABLE IN WAITING ROOMS ARE CULTURALLY AND LINGUISTICALLY APPROPRIATE.

3. SURVEY OFFICE BUILDINGS, PARKING LOTS, AND ANSWERING SERVICE CAPABILITIES TO ASSESS CULTURAL AND LINGUISTIC CAPABILITIES.

PROGRAMS

1. ENLIST MEMBERS OF TARGET POPULATIONS TO ACT AS THE AUTHORS AND DESIGNERS OF PREVENTION INTERVENTION AND SERVICE PROGRAMS.

2. IMPLEMENT FOCUS GROUPS AT THE FRONT END OF PROGRAM DESIGN SESSIONS, RATHER THAN RESPONSE GROUPS WHO ARE EXPECTED TO RUBBER-STAMP PRECONCEIVED PRODUCT OR SERVICE IDEAS.

3. FORMAT CLIENT SATISFACTION FORMS, SURVEYS, AND EVALUATION TOOLS WITH CULTURAL AND LINGUISTIC SENSITIVITY TO SECURE INPUT FROM DIVERSE COMMUNITIES.

4. DESIGN BUSINESS CARDS, STATIONARY, COMPANY SLOGANS, MOTTOS, AND SYMBOLS WITH A MULTICULTURAL COMMUNITY PERSPECTIVE.

5. FORMULATE PROGRAMS WITH SENSITIVITY TO DISABILITY CULTURAL COMMUNITIES

- HEARING CHALLENGED**
- VISUALLY CHALLENGED**
- DEVELOPMENTALLY DISABLED**
- DIFFERENTLY ABLED**
- MENTALLY CHALLENGED**

MEDIA

1. UTILIZE ETHNIC COMMUNITY NEWSPAPERS, COMMUNITY BASED ORGANIZATIONS, AND OTHER MEDIUMS TO MAXIMIZE EMPLOYEE AND CLIENT RECRUITMENT AND PARTICIPATION.
2. TRAIN INFORMATION AND REFERRAL PERSONNEL TO MAKE USE OF MULTICULTURAL AND MULTILINGUAL TOOLS TO RESPOND TO DIVERSE COMMUNITY NEEDS.
3. DEVELOP AND IMPLEMENT LISTS OF MEDIA CONTACTS FROM DIVERSE COMMUNITIES, INCLUDING TELEVISION, PRINT, RADIO, NEWSLETTER, AND FREELANCE JOURNALISTS OF COMMUNITIES OF COLOR.

SPECIAL EVENTS

1. RESPECT DIVERSITY IN FOOD PREPARATION, ENTERTAINMENT, AND PROMOTION WHEN PLANNING CELEBRATIONS, COMMUNITY EVENTS, AND MEETINGS.
2. BESTOW ANNUAL AWARDS, SPECIAL HONORS, AND RECOMMENDATIONS FOR COMMUNITY-WIDE RECOGNITIONS WITH SENSITIVITY TO COMMUNITIES OF COLOR.
3. OBSERVE APPROPRIATE RITUALS FOR OPENING SPECIAL EVENTS AND FOR TIMES OF BEREAVEMENT WHICH RESPECT THE SPIRITUAL TRADITIONS AND DIVERSITY OF ALL COMMUNITIES.
4. FACILITATE, DESIGN, AND IMPLEMENT WORKPLACE RETREATS, WORKSHOPS, AND COMMUNITY EVENTS WITH A MULTICULTURAL APPROACH. THE MESSAGE AND THE MESSENGER SHOULD EXPRESS A RESPECT FOR DIVERSITY.

5. INFUSE ALL FORMS OF PUBLIC OR PRIVATE ENTERTAINMENT AND INTERACTION, INCLUDING MUSIC, POETRY, DANCE, ART, RITUALS OF PASSAGE, AND SYMBOLS WITH A RAINBOW CONSCIOUSNESS TO BUILD RESONANCE, OWNERSHIP, AND SUPPORT FROM ALL SEGMENTS OF THE COMMUNITY.

MISCELLANEOUS

1. PURSUE MEMBERSHIP IN LOCAL, REGIONAL, STATE, NATIONAL, AND INTERNATIONAL BODIES WHICH FOCUS ON SERVING DIVERSE MULTICULTURAL COMMUNITIES AS A MEANS OF TAPPING INTO RESOURCE NETWORKS.

2. UTILIZE EPI-SURVEILLANCE DATA FROM THE COUNTRIES OF ORIGIN OF TARGET POPULATIONS TO DEVELOP A LOCAL- GLOBAL PERSPECTIVE, PARTICULARLY FOR HIGHLY MOBILE POPULATIONS WITH CLEAR CONNECTIONS TO THEIR HOMELANDS.

3. MAKE USE OF MULTICULTURAL RESEARCH AND RESEARCHERS FROM ETHNIC-RACIAL COMMUNITIES TO GAIN A SPECIALIZED INSIDER'S PERSPECTIVE ON DIVERSE COMMUNITIES.

4. INTEGRATE DIVERSITY UPDATES AND TRAININGS AS A COMPONENT OF ONGOING PROFESSIONAL DEVELOPMENT FOR ALL AGENCY EMPLOYEES, MANAGEMENT, AND VOLUNTEERS.

5. INCLUDE ON MAILING LISTS UNIVERSITIES, STATE COLLEGES, AND COMMUNITY COLLEGES WHOSE MULTICULTURAL PROGRAMS OFFER UNIQUE RESOURCES FOR DIVERSE COMMUNITIES.

CHRIS SANDOVAL, DIRECTOR
MULTICULTURAL AIDS RESOURCE CENTER OF CALIFORNIA (MARCC)

ANALYZING THE COMMUNITY

In analyzing the community, one needs to ask four questions:

- 1. WHAT ARE THE RESOURCES THAT ARE ALREADY AVAILABLE WITHIN THE ORGANIZATIONS?**
- 2. WHAT DOES THE COMMUNITY HAVE TO OFFER?**
- 3. WHAT KIND OF COALITION WORK CAN THE ORGANIZATION DO WITH OTHER AGENCIES?**
- 4. HOW CAN AN ORGANIZATION INVOLVE COMMUNITY LEADERS IN THIS INITIATIVE?**

1. WHAT ARE THE RESOURCES THAT ARE ALREADY AVAILABLE WITHIN THE ORGANIZATION?

- **Internal Scanning**
- **Announce the Initiative**
- **Provide Definition of Diversity**
- **Provide Vehicle for Input**

2. WHAT DOES THE COMMUNITY HAVE TO OFFER?

- **What do you have?**
- **What do you need?**
- **Who has what you need?**
- **How can you get what you need?**
- **External environment scanning**
- **Identify existing successful Programs**
- **Create dialogue and partnerships**

3. WHAT KIND OF COALITION WORK CAN THE ORGANIZATION DO WITH OTHER AGENCIES?

- **Take inventory**
- **Identify contacts**
- **Begin and maintain dialogue**
- **Hold meeting and identify who can do what**

4. HOW CAN AN ORGANIZATION INVOLVE COMMUNITY LEADERS IN THIS INITIATIVE?

- **Identify community leaders**
- **Begin and maintain relationship**
- **Meet with community leaders on their turf and identify your initiative**

- **Allow the thrust for your action to come from the community leaders**
- **Build in evaluative measures**

STEPS IN PRE-PLANNING A DIVERSITY INITIATIVE

- 1. Confront the present reality**
- 2. Focus on your contexts**
- 3. Create a momentum for change**
- 4. Set your parameters for change**
- 5. Involve the customers, stakeholders and top management**
- 6. Inform and communicate**
- 7. Identify realistic measures of change**
- 8. Think global**
- 9. Create a plan**
- 10. Integrate your initiative into every program**
- 11. Evaluate**

EXAMINING YOUR PROCESSES

Everything an organization says and does is a message about the organization. The series of steps that volunteers go through in arriving at their goal become part of this process:

- 1. STRATEGIC PLAN - should reflect an organization's commitment to diversity. This includes the vision, mission, goals, objectives and strategies.**
- 2. OPERATIONAL PLAN - which includes the way things are done - the policies and procedures.**
- 3. COMMUNICATION PLAN - this means brochures, reports, marketing and public relations documents, pictures, advertising for volunteer and Board recruitment, as well as all internal communications.**
- 4. ACCESS - does access to the Volunteer Program pose any barriers? Elimination of these barriers should be a primary goal.**
- 5. TRAINING AND DEVELOPMENT PLAN - all materials should be free of language bias, gender bias, be in large print and also reflect a commitment to varying styles of learning.**

Percentage in Agreement

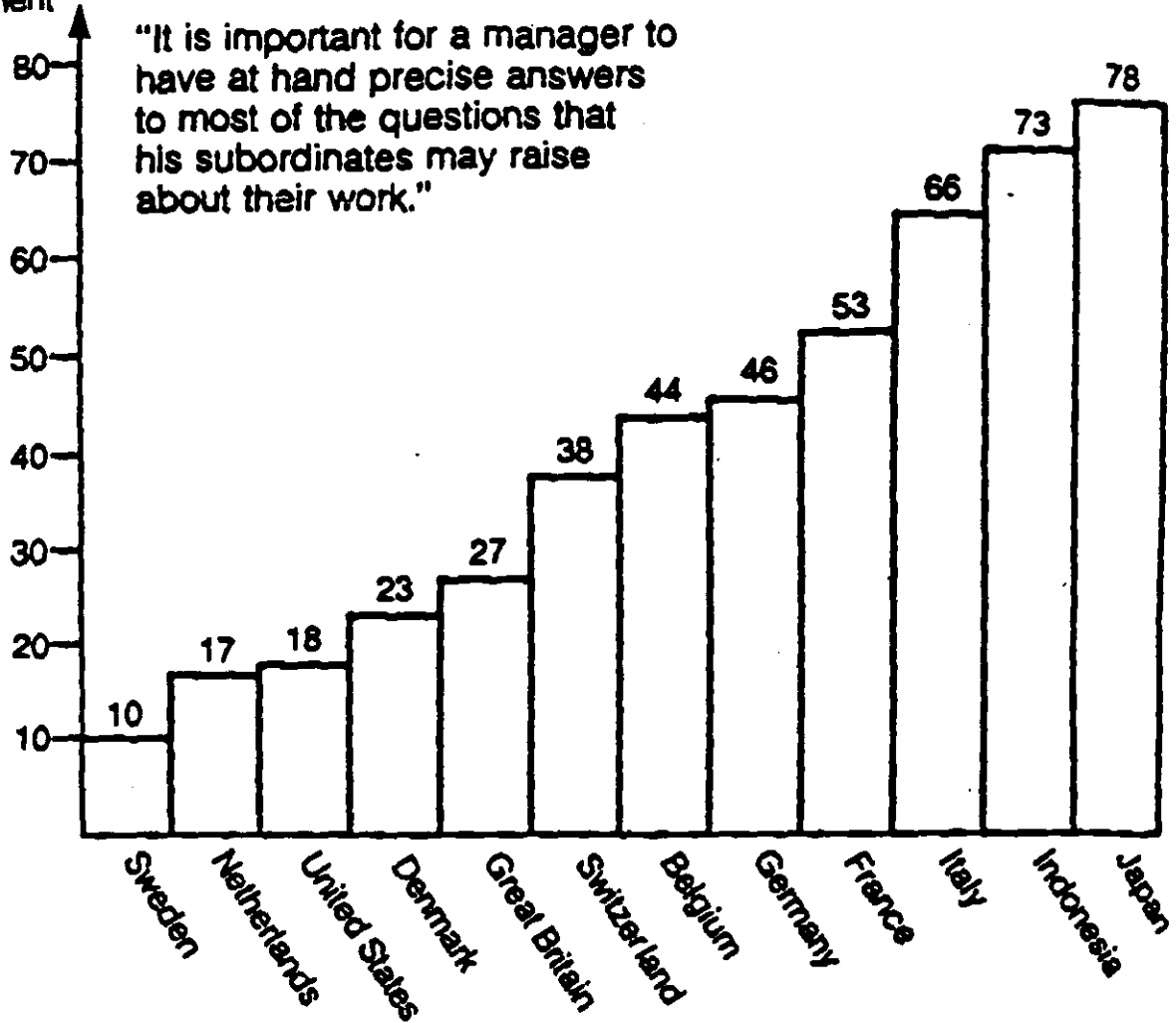


FIGURE 2.2

SOURCE: Based on André Laurent, “The Cultural Diversity of Western Conceptions of Management,” *International Studies of Management and Organization*, vol. XIII, no. 1-2 (Spring-Summer 1983), pp. 75-96. Reprinted by permission of publisher, M. E. Sharpe, Inc., Armonk, N.Y.

TRAINING/SUPERVISION/ EVALUATION/RECOGNITION

- **Accept and value different ways of approaching the task**
- **Acknowledge and integrate varying work ethics**
- **Identify barriers due to implicit rules within the organization**
- **Understand different value orientations: being vs. doing**
- **Aim to integrate ways of management e.g., individualism vs. group/clan**
- **Recognize that time orientations vary across cultures**
- **Do not take it for granted that you are communicating effectively**

- **Allow for different learning styles**
- **Make sure that the breakout groups are well-balanced**
- **Create a clear understanding of what supervision means**
- **Offer training at varying times**
- **Recognize holidays and special celebrations of the diverse community**
- **Make your volunteers your best sources of information but not your only sources of information**

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