Organizational Climate Assessment

Stage 1: "Excluding"	Stage 2: "The Club"	Stage 3: "Compliance"	Stage 4: "Affirming"	Stage 5: "Redefining"	Stage 6: "Inclusive"
Characteristics: • Openly maintains the dominant group's power and privilege • Deliberately restricts membership • Intentionally designed to maintain dominance of one group over others • Overt discriminatory, exclusionary, and harassing actions go unaddressed • Unsafe and dangerous environment for minoritized group members • Monocultural organization	**Characteristics:** • Maintains privilege of those who have traditionally held power and influence • Monocultural norms, policies, and procedures of dominant culture viewed as the only "right" way or "business as usual" • Dominant culture institutionalized in policies, procedures, services, etc. • Limited number of "token" members from other social identity groups allowed in IF they have the "right" credentials, attitudes, behaviors, etc. • Engages issues of diversity, equity, and inclusion only on "club" member's terms and within their comfort zone	**Characteristics:** • Committed to removing some of the bias inherent in the "Club organization" • Provides some access to some members of previously excluded groups • No change in organizational culture, mission, or structure • Focus: Do not make waves, or offend/challenge dominant group members • Efforts to change profile of workforce (at bottom of organization) • "Token placements" must be "team players" and must assimilate into organizational culture, must not rock the boat, must not raise issues of sexism, racism, ableism, classism, heterosexism…	**Characteristics:** • Committed to eliminating historically biased practices and naturalized system advantages • Actively recruits and promotes members of groups that have been historically denied access and opportunity • Provides support and career development opportunities to increase success and mobility • Employees are encouraged to be culturally aware and responsive • Employees must assimilate to organizational culture	**Characteristics:** • In transition • Moving beyond non-discrimination and first level awareness • Working to create environment that "values and leverages diversity" • Working to ensure full inclusion of multicultural workforce to enhance growth and success of organization • Begins to question limitations of organizational culture: mission, policies, structures, operations, services, management practices, climate, etc. • Actively works towards developing a multicultural organization • Committed to redesigning and implementing policies and practices to redistribute power, and ensure the inclusion, participation, and empowerment of all members	**Characteristics:** • Mission, values, operations, and services reflect the contributions and interests of the wide diversity of cultural and social identity groups • Leaders and members act on the organizational commitment to eradicate all forms injustice and bias within the organization • Members across all identity groups are full participants in decision-making • Actively works in larger communities to eliminate all forms of injustice and to create inclusive excellence

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Strategies for moving to Stage 2: • Assess current state and build shared understanding of current practices and negative impact on community and reputation of organization • Decrease exclusionary and biased practices • Identify self-interests of leaders and actors to make changes to the status quo • Increase visibility of leaders reinforcing their commitment to a safe and inclusive environment • Identify and communicate clear expectations for the boundaries of appropriate behavior and clear responses for inappropriate behaviors • Gather best practices and benchmarks from peers • Develop relationships with change agents across identity groups within the organization • Continually monitor and report on efforts and outcomes to create greater safety for all groups	**Strategies for moving to Stage 3:** • Secure top leader support to begin formal organizational change process • From shared understanding, begin to build infrastructure to implement inclusive change strategies • Conduct a comprehensive audit (including all constituencies) covering cultural climate, data on recruitment, retention, promotion, development, tenure, co-curricular activities etc. • Review audit with top leaders, diagnose results, and discus amelioration • Accelerate skill and group development through retreats, in-depth diversity/inclusion training and authentic dialogue	**Strategies for moving to Stage 4:** • Build and implement an evidence-based strategic plan • Continue to collect, analyze, and compare comprehensive data on climate, recruitment, retention, costs of status quo, etc. • Deepen community's intercultural competencies • Create opportunities for meaningful dialogue among leaders and members of minoritized groups (i.e. inclusion committees) • Identify core cultural competencies expected of all administrators, staff, and faculty • Revise performance system to hold people accountable for demonstrating competencies • Create meaningful opportunities for intercultural community building • Engage in developmental activities to examine privilege, dominant culture, and change behaviors	**Strategies for moving to Stage 5:** • Increase attention to access and strategies to ensure success for all constituencies • Establish "champion" awards for those in area that contribute to inclusion goals • Educate leaders and managers on "discretionary points" in polices, practices, and "unwritten" rules to mitigate implicit bias • Develop internal coaches/facilitators to promote intercultural awareness and skills • Development for employees at all levels to integrate equity and inclusion into their day-to-day activities • Create structures that reward faculty and managers that integrate intercultural competencies into the learning and working environment	**Strategies for moving to Stage 6:** • New norms of inclusive organization are communicated widely • Norms and expectations are included in on-boarding and all development opportunities • Annual process to review and revise internal policies, practices, and procedures with equity lens • Equity lens is engaged in all planning and decision-making processes • Enhance community outreach efforts and partnership initiatives • Continue to rigorously assess cultural climate, recruitment, hiring, admissions, support, development, promotion, etc. • Assess impact of strategies from prior stages and continually innovate and redesign programs, policies, and practices as needed	**Strategies for preserving stage attainment:** • Implement continuous improvement strategies • Engage in regional efforts to share best practices and collaborate to build cross-organizational partnerships advancing equity and inclusion broadly for the profession/discipline/academe • Stay current on efforts of peer institutions and other organizations • Conduct regular, comprehensive audits • Continue to demonstrate commitment and success of inclusive environment • Continue learning opportunities that aid all individuals in building intercultural competencies that are integral to day-to-day activities

Adapted from: Wall, V. & Obear, K. (2008). *Multicultural organizational development: Exploring best practices to create socially just, inclusive campus communities*. AAC&U Conference.