

Organizational Assessment

In searching for a good organizational self-assessment, we wanted to find a tool that was comprehensive and adaptable for HDC's numerous member organizations. Ultimately, we chose this self-assessment for our toolkit as we felt that it was a helpful way for members to identify key areas of opportunity for applying a racial equity lens in their organizations.

We adapted this tool from the **Coalition of Communities of Color** through the Eliminating Disparities in Child and Youth Success Collaborative, developed in January 2014. The multifarious and data-tested tool is designed to help you, as an organizational leader, gather a holistic snapshot of your organizations' practices and policies as they relate to racial equity.

This tool allows our organizations to have a mixed method approach of quantitative and qualitative measures. Organizations can use the quantitative sections (Steps 1-3) to collect in-house data that will allow organizations to measure progress throughout their racial equity work. The qualitative sections (Steps 4 and 5) allow organizations to have internal discussions about where they can improve and to dig deeper into these issues.

This assessment is flexible and adaptable. The process is designed for organizations both large and small, including nonprofits, corporations, foundations, and others. The process will unfold differently in different organizations. It's important to note that there are no right or wrong answers. The information you provide will help you apply a racial equity lens in the future.

Overview

- This tool will help organizations gather baseline data and information in order to self-identify areas for organizational change and improvement. It includes specific actions and targets that will lead to improved outcomes for the community.
- It will help spur transformative dialogue within organizations, leading to a greater understanding of racial equity issues and how to address them.
- It will help facilitate the sharing of information, resources, mutual support, and improvement tools.
- Finally, it will build shared accountability across different organizations.

Instructions

- The Assessment is divided into 5 sections: Organizational Readiness Reflection, The First 20 Questions, General Questions, Short Answer Questions, Narratives.
- These sections can be completed in any order you choose. Each section is independent.
- The Assessment Tool is comprised of a series of questions organized by subject

area.

- Call upon champions within HDC member organizations with any questions or needed support throughout the process.
- Complete one-page summary of results of tool with strengths, challenges, and 3-5 action areas.
- **Please share feedback with one of HDC's racial equity coordinators! This could include sharing the responses to the assessment questions, sending us the summary page, or just telling us how your organization plans to use this assessment in your future racial equity work. HDC would love to be able to track progress of this document and ensure that member organizations have the support that they need.**
- For additional support or questions, contact HDC at:
- HDC@housingconsortium.org or 206.682.9541
- <http://www.housingconsortium.org/member-programs/racial-equity-project/>

Who Should Complete the Tool Within an organization?

HDC recommends that this tool involve everyone in an organization, harkening to the primary idea of this toolkit: to apply a widespread racial equity lens to your organization's everyday practices. We recommend that the organization's chief executive and senior management team take the lead responsibility for completing the Tool, however, we believe that involving a cross section of the frontline staffers will be prudent to achieve effective results. Teams can be appointed (preferably by staffers) to support the process. Once more, it is important to stress that the team should include a cross section of the staffers as well as higher level officials. The chief executive should inform and engage the organization's board leadership as appropriate before, during, and/or after completion of the Tool.

Step 1: Organizational Readiness Reflection

Directions

Fill in the blanks with the letter that best describes where your organization is in relation to the organizational characteristics and workforce competencies listed below. Then look at the reflections section for recommendations about next steps.

Where is your organization in terms of this aspect of racial equity work?

- A) This is part of our routine, and we model it for others
- B) This is in place and we have evidence of its use
- C) Plans exists to use in planning and implementation
- D) Have not started work in this area yet
- E) Not applicable to my organization

Organizational Characteristics

1. ___ Institutional commitment to addressing/eliminating racial and ethnic inequities
2. ___ Hiring to address racial and ethnic inequities, addressing the hiring of employees who represent communities of color, immigrant and refugees within the confines of current law
3. ___ Structure that supports authentic community partnerships that are empowering and respectful of local context with engagement and input
4. ___ Supporting staff to address racial and ethnic inequities
5. ___ Inclusive and culturally-responsive internal communications
6. ___ Institutional support for innovation to better meet the organization's mission
- 7 ___ Data gathering and planning practices that are accessible to and, as appropriate, driven by community stakeholders, incorporating community narratives and experience.

Workforce Competencies

1. ___ Understanding of the social, environmental and structural determinants of racial and ethnic inequities
2. ___ Knowledge of affected community (can be developed by building and maintaining authentic relationships with communities of color, analysis of community-driven data, etc.)
3. ___ Courageous leadership that is consistent in applying a racial equity lens and understanding of power and privilege
4. ___ Cultural responsiveness and humility

Reflections

If you notice that your answers tend toward the C and D range, we recommend that you only complete the next Step 2: The First 20 Questions. If you notice that your answers tend toward the A and B range, we recommend that you next complete the entire Organizational Self-Assessment Tool.

Step 2: The First 20 Questions

Directions

Please answer the questions below. Put a “Y,” “N” “?” or “N/A” in the blank to indicate Yes, No, Unknown, or Not Applicable

Organizational Commitment, Leadership & Governance

1. ____ Has your organization made a public and displayed commitment to racial equity?
2. ____ Does your organization have a vision, mission, or values statement that incorporates racial equity?
3. ____ Does your organization have an internal structure whose goal is to address issues of racial equity (e.g. an equity committee, human resources, or professional development focus) ?
4. ____ Is your Board of Directors representative of the community you serve?

Racial Equity Policies & Implementation Practices

5. ____ Does your organization have a racial equity policy?
6. ____ Does your organization have a written racial equity plan with clear actions, timelines, people responsible for each action, indicators of progress and processes for monitoring and evaluation?

Organizational Climate, Culture & Communications

7. ____ Does your organization visibly post materials in appropriate and relevant languages other than English?
8. ____ Does your organization allow ideas and initiatives to derive from all facets, including but not limited to residents, frontline staff, and leadership? (Not only from executive staff)

Service-Based Equity

9. ____ Do you collect racial, ethnic and linguistic data on your clients or constituents?
10. ____ Do you have a plan for how you will use this data?
11. ____ Do you provide language interpreter/translator services for people who speak languages other than English?

Service-User Voice & Influence

12. ___ Do you collect data on service-user or constituent satisfaction with your organization regarding racial equity?

13. ___ Do you have a plan for how you will use this data?

Workforce Composition & Quality

14. ___ Do you assess the racial, ethnic and linguistic makeup of your workforce?

15. ___ Does your organization have intentional procedures to increase the recruitment, retention and promotion of people of color?

16. ___ Are racial equity and cultural competency training made available to your workforce?

Community Collaboration

17. ___ Does your organization have a formal practice regarding the collection of race and ethnicity data?

18. ___ Is there a policy regulating the use of race and ethnicity data?

19. ___ Does your organization meet with leaders from communities of color to get feedback about your organization?

20. ___ Does your organization meet regularly with leaders from communities of color specifically to design and focus your organization's work in the greater King County region?

Step 3: General Questions

Directions

Please answer the questions below. Put a “Y,” “N,” “?”, or “N/A” in the blank to indicate Yes, No, Unknown, or Not Applicable

Organizational Commitment, Leadership & Governance

1. ___ Is advocacy on behalf of racial equity or social justice seen as part of the organization's work?
2. ___ Does the organization have any formal review of racial equity?

Racial Equity Policies & Implementation Practices

3. ___ If you have developed, or are developing, a written racial equity policy and/or plan, were representatives, or are representatives, from communities of color participants in development?

Organizational Climate, Culture & Communications

4. ___ Are there visible signs of your organization's commitment to racial equity in your primary physical location, e.g. signage that states your commitment and/or physical representation of diverse communities?
5. ___ Do you encourage or support difficult conversations about race in a safe, confidential, private space?
6. ___ Are organizational materials assessed for racial bias and reviewed to ensure reflection of your community's diversity?

Service-Based Equity

7. ___ Do you collect race and ethnicity data on each of the following:
___ those who request service
___ those who receive service
___ those referred for specific interventions
___ those who succeed and those who don't in your programs/services?
8. ___ When you make evidence-based decisions regarding communities of color (either collectively or as individual communities) do you review the decision with the impacted community?

Service-User Voice & Influence

9. ___ If you collect data on service-user or constituent satisfaction with your organization regarding racial equity, do you share the findings with communities of color?

Workforce Composition & Quality

10. ___ Are racial justice knowledge, skills and practices incorporated into performance objectives (such as job descriptions and work plans) and appraisals/evaluations for staff?

11. ___ Do you have voluntary and/or mandatory racial equity and cultural competency training?

12. ___ Are there effective formal and informal complaint procedures for staff regarding workplace complaints?

13. ___ Do performance appraisals/evaluations include progress on racial equity and cultural competency goals?

Community Responsiveness

14. ___ Do you have a method in place to assess the overall satisfaction of communities of color with your organization?

Resource Allocation & Contracting Practices

15. ___ If your organization has equity practices and policies, do you require your vendors and contractors to adhere to the same practices and policies?

Data, Metrics & Continuous Quality Improvement

16. ___ If you collect race and ethnicity data (either workforce or constituency), are you able to disaggregate your data into separate ethnic identities (For example: African (immigrant/refugee), African American/Black American, Asian (Cambodian, Chinese, Japanese, Korean, Indian, Indonesian, Vietnamese) Pacific Islander, Latino/Hispanic, American Indian/Alaskan Native, other, multiracial, or any other relevant ethnic identities)?

17. ___ If you collect race and ethnicity data, are individuals able to self-identify their race and ethnicity?

18. ___ If you collect race and ethnicity data, are individuals allowed to designate multiple races and/or ethnicities?

19. ___ Do you reveal race and ethnicity data in a way that is accessible to your staff?

20. ___ Do you reveal race and ethnicity data in a way that is accessible to the public?

Step 4: Short Answer Questions

Organizational Commitment, Leadership & Governance

1. If your organization has made a public commitment to racial equity, please describe how the commitment was made and who made it.
2. If your organization has an internal structure, e.g. an equity committee responsible to addressing racial equity, please describe the structure including its scope of work and composition.

Racial Equity Policies & Implementation Practices

3. If you have a written racial equity policy and/or plan, how are communities of color incorporated into ongoing implementation efforts?

Organizational Climate, Culture & Communications

4. Describe your organization's primary physical space and what it may communicate to diverse stakeholders. Is it welcoming and accessible? Consider the use of height, open spaces, natural or artificial light, art, signage and visual representations.
5. Describe whether, and how, the organization's entrance area is welcoming and supportive of diverse individuals and families (e.g. is there comfortable seating and supports for those with children?).
6. Please provide a couple of examples of how your organizational meetings are conducted in a manner that supports equity and inclusion, and values diverse ways of speaking, thinking, debating, reflecting and making decisions.
7. What practices or structures does the organization have in place to support employees of color, e.g. mentoring, employee support groups, comprehensive orientations? Are there supports for employees of color to move into positions with low diversity?
8. How does your organization market, brand and/or message your equity initiatives?

Service-Based Equity

9. Please provide a couple of examples of how race and ethnicity service-user

data has informed your service delivery practices and decision-making regarding services.

10. How do you ensure that language services (translation/interpretation) are adequately aligned with community needs?

Service User Voice & Influence

11. Please list organizational structures that ensure service-user participation by communities of color (e.g. service delivery, evaluation, quality improvement, hiring practices, performance appraisals, service-user satisfaction).

Workforce Composition & Quality

12. Please list your organization's key priorities related to cultural and linguistic competencies for staff and leadership.

Community Collaboration

13. In what ways are communities of color formally recognized as key stakeholders in organizational decision-making?

14. How do you ensure that your community engagement practices with communities of color are culturally-appropriate for particular communities of color? Please include some specific practices.

Resource Allocation & Contracting Practices

15. Please provide a couple of examples of how racial justice values influence your organization's investments.

Data, Metrics & Continuous Quality Improvement

16. Please provide a couple of examples of how race and ethnicity data from within your organization has affected your services, investments or employment practices.

Step 5: Questions (Narratives)

Organizational Commitment, Leadership & Governance

1. Do the senior leaders of your organizations act consistently around racial equity by, e.g., allocating sufficient resources for equity initiatives, making racial justice a standing agenda item at key meetings, and ensuring people of color are decision makers? Provide 2-3 specific examples.

Racial Equity Policies & Implementation Practices

2. If you have a written racial equity policy and/or plan, how does the governing body monitor progress?

Organizational Climate, Culture & Communications

3. How is your organization's internal culture of inclusion and equity communicated? (Practices may include noticing barriers to participation, planning that incorporates participation supports, public appreciation of "out loud" interrupting or naming of inequities, and encouragement when difficult topics are surfaced.)

4. Please describe how the organization actively builds a culture of inclusion and equity.

5. What processes and practices intentionally include or exclude community members?

6. How does the organization support an authentic and early process for noticing, naming and addressing dynamics of racism within the organization?

Service-Based Equity

7. How do you incorporate goals of service equity and culturally-appropriate service delivery? Provide a couple of examples of how this is codified in policy or implemented in practice.

8. Please describe how your organization evaluates the quality and effectiveness of interpretation and translation services it either contracts for or provides.

Stakeholder Voice & Influence

9. Please provide a couple of examples of how client and stakeholder input has influenced your organization.

Workforce Composition & Quality

10. If your organization has an internal structure responsible for workforce diversity (e.g. an officer or office of diversity), please briefly describe the structure or role, and the scope of work.

11. How do racial justice and cultural competency goals inform the organization's investments in training and professional development?

12. How do you evaluate the effectiveness of racial equity and cultural competency trainings available for staff and leadership?

Community Collaboration

13. How do you ensure that your organization is responsive to current and emerging issues in communities of color?

14. How does your organization formally collaborate with community-based organizations of color to determine and address your organization's responsiveness to the needs of communities of color?

Resource Allocation & Contracting Practices

15. In what ways are your organization's budget allocations aligned with racial equity goals, plans, policies and/or values?

Data, Metrics & Continuous Quality Improvement

16. Please describe how your programs are evaluated in terms of their impact on communities of color and racial equity goals? You may include internal and external evaluation processes.

Assessment & Accountability Tool Summary

This one-page summary should be completed after an organization completes the Assessment.

Organizational Overview (Please provide a 5-10 sentence description of your organization):

Strengths (Based on the results of the Tool)

Opportunities for Growth (Based on the results of the Tool)

Possible Action Areas (Based on the results of the Tool these are three actions that we will take in the next 12 months)

Reflections (Based on your use of the tool provide feedback that can help improve the tool's usability)

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