Task 2: Build a strong foundation for the initiative by assessing the existing landscape

Identifying Organizational Readiness Checklist

Directions: On a Likert scale of 1 to 5, rate your organization on each of these components:

1 = Not at all
2 = Have in name only
3 = In the beginning stages of development
4 = Developed but not yet implemented fully
5 = Completely developed

Diversity Initiative Component	1	2	3	4	5
Solid Foundation and Framework					
Understanding concepts of organizational change, diversity, and cultural competence	☐	☐	☐	☐	☐
Organizational definition of diversity	☐	☐	☐	☐	☐
Diversity vision	☐	☐	☐	☐	☐
Diversity mission	☐	☐	☐	☐	☐
Principles of cultural competence	☐	☐	☐	☐	☐
Leadership Support and Commitment					
Formal and informal leaders included in process	☐	☐	☐	☐	☐
Diversity officer selected	☐	☐	☐	☐	☐
Role model diversity champion behavior	☐	☐	☐	☐	☐
Can articulate the importance of diversity initiative to stakeholders	☐	☐	☐	☐	☐
Communicate commitment and support regularly	☐	☐	☐	☐	☐
Regularly participate in learning activities to build personal knowledge and skills	☐	☐	☐	☐	☐
Executive coaching for cultural competence	☐	☐	☐	☐	☐
Accountable for success of initiative	☐	☐	☐	☐	☐
Diversity Council					
Selection of members	☐	☐	☐	☐	☐
Council training	☐	☐	☐	☐	☐
Regular meetings scheduled	☐	☐	☐	☐	☐
Strategic task committees	☐	☐	☐	☐	☐
Council has a direct link to leadership	☐	☐	☐	☐	☐
Council progress monitored and communicated to stakeholders	☐	☐	☐	☐	☐
Strategic Plan					
Background and purpose of initiative	☐	☐	☐	☐	☐
Alignment with organizational strategic plan	☐	☐	☐	☐	☐
Diversity goals linked to diversity vision and mission	☐	☐	☐	☐	☐
Long-term goals and short-term objectives identified	☐	☐	☐	☐	☐
Outline of key tasks and action steps to achieve goals	☐	☐	☐	☐	☐
Timeline for implementation	☐	☐	☐	☐	☐
Plan for addressing challenge	☐	☐	☐	☐	☐

Diversity Initiative Component	1	2	3	4	5
Organizational Buy-In					
Case for diversity and inclusion	☐	☐	☐	☐	☐
All stakeholders included	☐	☐	☐	☐	☐
360 degree communication	☐	☐	☐	☐	☐
Assessment and Evaluation					
Baseline needs assessment	☐	☐	☐	☐	☐
Interim assessment	☐	☐	☐	☐	☐
Pre-training and post-training evaluations	☐	☐	☐	☐	☐
Measuring organizational performance	☐	☐	☐	☐	☐
Measuring individual performance	☐	☐	☐	☐	☐
Organizational Policies and Practices					
EEO, discrimination, and harassment policies	☐	☐	☐	☐	☐
Supplier diversity policies and practices	☐	☐	☐	☐	☐
Recruitment and hiring practices	☐	☐	☐	☐	☐
Retention practices	☐	☐	☐	☐	☐
Professional development practices	☐	☐	☐	☐	☐
Training and Learning Support					
Training for leadership	☐	☐	☐	☐	☐
Staff-wide training in basic diversity awareness	☐	☐	☐	☐	☐
Management training	☐	☐	☐	☐	☐
Ongoing skill-building and application activities	☐	☐	☐	☐	☐
Specialized training for frontline or customer service staff	☐	☐	☐	☐	☐
Culture-specific training	☐	☐	☐	☐	☐
External Outreach					
Culturally appropriate products/services	☐	☐	☐	☐	☐
Culturally and linguistically appropriate promotional materials	☐	☐	☐	☐	☐
Presence in diverse communities	☐	☐	☐	☐	☐
Participation in diversity related events (conferences, seminars, publications)	☐	☐	☐	☐	☐
Sustainability					
Continuous learning	☐	☐	☐	☐	☐
Aligned visions	☐	☐	☐	☐	☐
Sufficient resources	☐	☐	☐	☐	☐
Regular assessment and measurement	☐	☐	☐	☐	☐
Strong communication	☐	☐	☐	☐	☐
Cultural ally networks	☐	☐	☐	☐	☐
Celebrating success	☐	☐	☐	☐	☐

Source: National Multicultural Institute (NMCI). 2009. *Designing and Implementing a Diversity Initiative*, chap. 1. Washington, DC: NMCI. Reproduced with permission.

Identifying Organizational Readiness: Measuring Your Checklist Results	
1	If most of your responses were in the 1 range, it is of dire importance to begin building your case for diversity and inclusion to gain organizational buy-in. You will need to assess the organizational climate for diversity and inclusion to identify the major challenges that must be made a priority in your planning. Gathering data that clearly shows the need for the diversity and inclusion initiative will win leadership support, as well.
2	If most of your responses were in the 2 range, it signifies that there has been or is currently some attempt to support diversity in the organization, yet the leadership and/or the majority of the organization are not yet fully grasping the significance of diversity and inclusion to the organization's success or are not truly "walking the walk" and modeling a commitment to diversity and inclusion. This may mean that diversity programming is more superficial and needs to focus more closely on the needs of the staff and the clients or communities served. Utilizing a diversity council to engage multiple individuals and departments across the organization can be instrumental in creating a more comprehensive initiative.
3	If most of your responses fell into the 3 range, you are most likely in the beginning phases of a potentially strong diversity initiative. It will be crucial to develop a strong and sustainable diversity plan aligned with the organization's strategic goals, and build a diversity council that has the strength and commitment to implement that plan.
4	If most of your responses fell into the 4 range, you probably have several strategies and processes in place that support diversity and inclusion. However, your organization may have hit a snag, or there may be a lack of momentum that is prohibiting progression to the next phase of growth. It will be important to reassess your processes, identify what promising practices have worked well and what challenges continue to hinder the organization. You may need to refresh your diversity council or provide some new learning opportunities.
5	If most of your responses fell in the 5 range, you are well on the way to a successful and sustainable diversity and inclusion initiative. It will be of utmost importance to maintain the momentum of this initiative and ensure that the individuals leading these efforts have the support they need to fully embed diversity and inclusion into the organizational culture.

Source: National Multicultural Institute (NMCI). 2009. Designing and Implementing a Diversity Initiative, 32. Washington, DC: NMCI. Reproduced with permission.