

ORGANIZATIONAL ASSESSMENT

Rate each line: 1 = all of the time, 2 = most of the time, 3 = some of the time, 4= hardly ever, 5 = never.

FOUNDATION AND PURPOSE (Organizational culture, Leadership commitment, Dealing with the aftermath of our history of exclusion)

Our library has a clearly stated Vision of Inclusion with a budget and accountability measures to make it a reality.	1	2	3	4	5
Our Diversity Vision includes different aspects of our library and a clear acknowledgement of the wide variety of talents, skills and social and cultural backgrounds that our staff and patrons contribute.	1	2	3	4	5
Our Diversity Vision includes <i>everyone</i> reaching their full potential in our library and acknowledges our potential positive impact on our community, country and world.	1	2	3	4	5
Our clear purpose for our commitment to inclusion is clearly articulated in all our materials.	1	2	3	4	5
All of our administrators are aware of and contribute to an ongoing set of goals and strategies to manage diversity.	1	2	3	4	5
Our leaders are committed to re-examining our culture and values (we track demographics, senior promotions, leadership involvement with diversity efforts, survey results, etc.).	1	2	3	4	5
We internally and externally recognize and reward those who further our efforts toward greater inclusion.	1	2	3	4	5
We constantly re-invigorate our diversity efforts, knowing that every initiative ebbs and flows (We rotate Diversity Council members, we do “reverse mentoring” where higher levels are protégés of mid-level management, etc.).	1	2	3	4	5
We have clear, vocal Diversity Champions in our upper ranks.	1	2	3	4	5

PERSONNEL

Recruiting and Hiring:

Our hiring practices are fair and equitably administered.	1	2	3	4	5
We have clear “Musts” lists for all positions.	1	2	3	4	5
A diverse team reviews our skill sets for each job position to uncover any “like me” or “this is the way we’ve always done it” thinking.	1	2	3	4	5
We value experience as well as education.	1	2	3	4	5
We have a beneficial “minority” internship program.	1	2	3	4	5
We partner with universities and colleges to increase our candidate pool of diverse groups that are not currently represented in our library.	1	2	3	4	5
We partner with organizations such as the National Black or the National Hispanic MBA Conferences.	1	2	3	4	5
We work with search firms specializing in finding candidates for which we don’t have representation right now.	1	2	3	4	5
We look within our own library for high performing talent who has not traditionally occupied higher-level positions.	1	2	3	4	5

Promotions and Performance Reviews:

We include valuing diversity as part of our performance reviews.	1	2	3	4	5
We have active networking or affinity groups that are given budgets or other support to run their activities.	1	2	3	4	5
Our networking groups champion their members’ positions and give voice to their unique experiences and insights.	1	2	3	4	5

Training for Inclusion:

Our staff is educated about the “new face” of America (changing workplace demographics).	1	2	3	4	5
Our staff is aware of the differences between EEOC, Affirmative Action and Diversity especially how Diversity and inclusion benefit everyone.	1	2	3	4	5
Our staff are aware of our Case for diversity, how inclusion is synonymous with our mission.	1	2	3	4	5
Our Diversity training includes: awareness of the importance of inclusion, everyone’s capacity for prejudice and the many unconscious exclusive behaviors that any of us can unintentionally or unconsciously do.	1	2	3	4	5
Our people understand the positive and beneficial impact of our individual inclusive actions.	1	2	3	4	5
Our Diversity training includes the skills of inclusive behaviors, conflict resolution, managing expectations, communication skills and inclusive decision-making to name a few.	1	2	3	4	5
Our cultural events go beyond celebrating different cultural foods and customs and are activities where true learning takes place – understanding historical Outsider treatment and resistance, cultural contributions, what feels offensive and what feels supportive, the wide variety within each cultural group, present day challenges and successes to name a few.	1	2	3	4	5
We have special educational programs that delve deeper into every aspect of diversity (focus on disabilities, generational issues, etc.).	1	2	3	4	5
Our cultural events go beyond special “months” (Black History, Women’s History, Gay and Lesbian pride, Hispanic Heritage, Disabilities, etc.) and are integrated throughout the year.	1	2	3	4	5

People processes:

Our policies of recruitment, promotion, compensation, development, performance appraisals and so on are in line with our Inclusive Vision and Goals.	1	2	3	4	5
We routinely reassess our policies of compensation, benefits, training and development, recruitment, promotion and work/life balance.	1	2	3	4	5
We have an active, vibrant mentoring system that links experienced and less experienced workers as well as people from historical Outsider groups with those who can advance their careers.	1	2	3	4	5
We support staff with flex work arrangements and dependent care issues and don't assume we know what they can or can't do or handle. We come to mutual expectations and agreements.	1	2	3	4	5
Career development is linked to our Diversity vision.	1	2	3	4	5
We evaluate work teams to make sure they reflect our diverse patrons.	1	2	3	4	5
We solicit input about everyone's schedules and plan meetings at times when all can take part.	1	2	3	4	5
We provide diverse social opportunities for our team members to get to know each other.	1	2	3	4	5

POLICIES/PRACTICES
Our policies and actual practices are in alignment.

Measurement:

We use, review and make public our surveys.	1	2	3	4	5
We regularly conduct work/life assessments.	1	2	3	4	5
We track the increase of representation across ranks.	1	2	3	4	5
We track leadership involvement in diversity activities.	1	2	3	4	5
We track the number of “minority” hires and number of “minority” staff retained (Minority or traditional/historical outsider refers to whatever a library <i>doesn't</i> have).	1	2	3	4	5
We ask questions about our inclusive (or lack thereof) climate as part of our exit interviews.	1	2	3	4	5
We track shareholder feedback on diversity issues.	1	2	3	4	5
Our staff and patron surveys ask questions about how welcoming, respectful, open and valuing of differences we are.	1	2	3	4	5
We track outside recognition for our efforts toward more inclusion including diversity awards, honors and positive media coverage.	1	2	3	4	5

Communication:

Our staff receives regular communication from and with the executive teams.	1	2	3	4	5
We use a variety of communication media: print, internet, town hall meetings, breakfast meetings, etc.	1	2	3	4	5
We have ways of integrating in new staff and interns over the long haul (not just their first day or week).	1	2	3	4	5
We have ways of transferring information to part-timers, interns, volunteers etc. who may miss a meeting or policy change.	1	2	3	4	5

We have a central Diversity Resource area – physically and on-line where people can get information and training.	1	2	3	4	5
We communicate our success stories.	1	2	3	4	5
Our staff, at all levels, are taught how to communicate effectively and productively across all lines of difference.	1	2	3	4	5
Our meetings and other communications are delivered in a variety of learning, thinking and communication styles.	1	2	3	4	5
Our departments make presentations to each other to explain what they do and what are helpful ways to approach them with requests, etc.	1	2	3	4	5
We have a culture where it’s okay to make sincere mistakes. Our staff members apologize to each other for any offense and learn from their mistakes. (We don’t have a defensive culture.)	1	2	3	4	5
Staff can speak up with sincere concerns without fearing retribution.	1	2	3	4	5
Our staff communicates directly with their direct reports rather than go around them to someone of their own cultural background.	1	2	3	4	5
Our staff takes respectful stands when they hear or see exclusive or discriminatory behavior.	1	2	3	4	5
Our staff takes the time to learn the correct pronunciation of each coworker’s and patron’s name.	1	2	3	4	5
Our staff regularly seeks feedback on their interpersonal and organizational skills.	1	2	3	4	5
Everyone works to learn and use the dominant language skillfully.	1	2	3	4	5
We are patient when talking with someone who doesn’t speak English fluently. We take the time to really listen and/or use other means of communication (writing, internet). We know that language accents do not reflect someone’s intelligence.	1	2	3	4	5

STRUCTURES
(Organization, Delivery Systems – Outreach - and Forms of Leadership)

Patron/Community Relations

We recognize and reward our vendors and community groups who foster inclusivity.	1	2	3	4	5
We do not pander to our patrons’ stereotypes (for example, if they demand to work with someone of a particular gender or ethnic background).	1	2	3	4	5
We involve, support and participate in diverse community groups.	1	2	3	4	5
Our communications, community relations, marketing, vendor management and top executives all work together to coordinate our external outreach to be in line with our visions of inclusion.	1	2	3	4	5
Our patron and community events are diverse and have input from those groups for best content, scheduling and so on.	1	2	3	4	5
We are aware of different groups’ holidays and special events.	1	2	3	4	5
Our staff members are encouraged to learn about the background of our patrons and surrounding community. We teach self-responsibility rather than burdening traditional outsiders with the responsibility of educating us.	1	2	3	4	5
Our staff and team members mirror our client base.	1	2	3	4	5
We actively pursue “minority” or new markets.	1	2	3	4	5
We seek advice on the best and most respectful ways to reach out to other communities.	1	2	3	4	5
We are developing long-term, mutually beneficial relationships in diverse communities.	1	2	3	4	5
We view work issues from a variety of perspectives: employee, management, vendors, patrons, community and other shareholders.	1	2	3	4	5
Our networking/affinity groups pre-test our products and services and make other suggestions for reaching non-traditional communities.	1	2	3	4	5

Organization/Leadership

Our library is not a place of many cliques. Our staff members don't group together to leave others out intentionally or unintentionally. (As opposed to affinity groups which meet to make integrating into the library easy and successful.)

1 2 3 4 5

We provide ways for departments/roles to "shadow" each other and learn an appreciation for each other's job.

1 2 3 4 5

We encourage "we" thinking rather than "us vs. them" thinking between departments or types of committees. Each worker understands how each unit contributes to our library's success.

1 2 3 4 5

We have opportunities for rotating as well as hierarchal leadership.

1 2 3 4 5