

Ready? Set. Grow!

A Starter's Guide for Becoming Culturally Competent



Chicago Jobs Council
Cultural Competency and Employment Initiative



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Cultural Competency and Employment Initiative Participants

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If you have questions about this guide or need additional information about cultural competency and workforce development, please contact Lisa Hampton, Senior Policy Associate, at 312-252-0460 ext. 308 or lisa@cj.net.

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I. Introduction

A good garden is a place where every flower has a distinct personality and contributes to the overall beauty of the garden, yet is not overshadowed by the other plants and flowers. If any plant does not have enough water, sun light or attention from its gardener, it will not blossom to its full potential and not be able to add value to the garden.

The same is true for workers in an organization or company. Workforce development organizations must recognize and value a diverse set of skills and abilities from their employees and job seekers and provide a workplace environment that is nurturing. CJC believes that creating a nurturing environment and addressing racial, ethnic, and other cultural issues, will lead to more productive workers and better opportunities and outcomes for job seekers.

This guide is provided to assist you as you begin to explore diversity training and pursue the building of a more culturally competent organization.

Ready?

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GROW!

II. What is cultural competency?

Cultural competence means understanding and integrating the web of behaviors, attitudes and policies that foster effective work in cross-cultural situations. Cultural competence integrates knowledge about individuals, groups of people and institutions into specific policies, practices and attitudes that respect diversity. When this happens, systems run smoother and outcomes are better.

Workforce development is one system where cultural competence can enhance the quality of services and interventions. When workforce development programs help employers and workers talk to each other – not past each other – each side becomes more culturally competent. In addition, high quality workforce development systems cultivate their own cultural competence, which enhances their bridging role.

The goal of cultural competence is not for either side to give up what it values most, but for all sides to search for common ground. Culturally competent workers can observe important elements of the employer culture while maintaining a personal identity; employers are able to accommodate ethnic diversity while maintaining and enhancing productivity.

When workforce development organizations become culturally competent, people, organizations, and institutions no longer view the workplace from their own limited cultural perspectives. They understand the many different cultural factors that determine how job seekers get, keep and advance in jobs, and how employers create better access to family supporting jobs, reach wider markets and make the myriad decisions that influence their bottom lines.

Diversity training is a fundamental component of any diversity initiative and represents the opportunity for organizations to inform and educate management, line staff and job seekers about diversity. Training alone cannot resolve diversity-related issues or challenges to your organization. However, training does play a vital role in the success or failure of an overall diversity initiative.¹

III. What cultural competency is NOT

Often diversity training is confused with other concepts by organizations, employers and job seekers which can lead to misunderstandings. Below are a few examples of concepts that are not related to diversity training.

1. Affirmative action is not the same as cultural competency

According to the Society for Human Resource Management (SHRM), affirmative action is grounded in moral and social responsibility to amend wrong done in the past to those Americans who were not the majority population. Affirmative action is based on getting people into an organization rather than changing organizational culture.²

Diversity training (often referred to as “managing diversity”) is different because it focuses on capitalizing on diversity as a strategic approach to business that contributes to organizational goals such as profit and productivity. It has no legal requirements and is not implemented just to avoid lawsuits. Managing diversity is about aligning the objectives and goals of the organization so diversity is reflected as a core value of the organization.

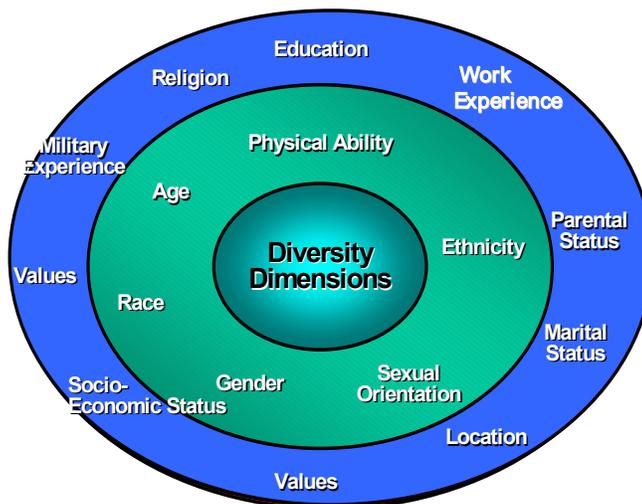
¹ Johnson and Parker. *Workforce 2000* (1987) and Judith N. Martin and Thomas K. Nakayama. *Intercultural Communication in Contexts* (2000).

² Society for Human Resource Management, *Diversity Toolkit: Defining Diversity*, September 23, 2003, www.shrm.org.

2. “Color blind” race neutral policies are not the same as cultural competency

Training that does not attempt to address any of the dimensions of diversity³ and all race neutral policies are not considered culturally competent.

Dimensions of Diversity



The Hastings Institute has developed key principles to distinguish cultural competency training: ⁴

- **Inclusiveness** – refers to an organizational system where decision-making includes perspectives from diverse points of views, from inside and outside the organization, when appropriate.
- **Reflecting** cultural differences – refers to the process of identifying or recognizing cultural diversity. Reflection is demonstrated through organizational statements and policies.
- **Valuing** cultural differences – refers to the process of regarding highly cultural differences. Valuation is demonstrated through the organization’s actions, practices and implementation of policies.
- **Employment Equity** – The primary focus of employment equity is the prevention, identification and removal of discriminatory barriers in an organization’s recruitment, hiring, training, retention, career pathing, promotion and income policies and practices.
- **Service Equity** – ability to provide accessible and relevant services to the targeted groups.

Race neutral policies do not recognize the value of difference or ways that differences can be leveraged for positive results in the workplace.

³ Dimensions of Diversity presented by Felicity Group at CJC’s Cultural Competency and Employment Initiative Launch, November 17, 2003.

⁴ The Hastings Institute is a non-profit organization owned by the City of Vancouver as a training arm of the City’s Equal Employment Opportunity Program, www.city.vancouver.bc.ca.

3. Cultural competency does not only concern people of color and women

Because diversity training is often confused with affirmative action, many people see diversity and the need to develop cultural competency skills as an issue that is related to women and people of color. This can be harmful for an organization that designs and plans diversity trainings and awareness activities for specific populations without defining the process and how it benefits everyone in the organization. Diversity training is key to improving the workplace culture for all employees.

Becoming a more culturally competent organization can lead to great and more effective communication, more productivity, and better working relationships with job seekers. Understanding what leads to a culturally competent organization is a key ingredient for a good foundation.

IV. Why should cultural competency matter?

The United States is becoming increasingly diverse.

Based on a 1987 study of the workforce, Judith N. Martin and Thomas K. Nakayama observed that the U.S. population had changed dramatically in the past two decades. By 2000, the authors predicted, the U.S. workforce would be older, with a mean age of 36, and 48 percent would be women. Spurred by changing immigration patterns in recent decades, the authors found, “The workforce also will be more ethnically and racially diverse.”⁵

By 2030, they predict the U.S. will be a global society in which nearly half of all Americans will be among those now considered racial and ethnic minorities -- primarily Latinos/Hispanics, African-Americans, Asians and Native Americans. These changes, of course, mean the customer base for many of the nation’s businesses also will become more diverse.

The U.S. economy is becoming increasingly global.

More and more, the U.S. economy and the industries upon which it relies operate in an international marketplace filled with customers and job seekers from a world of different cultural backgrounds. Success depends on an employer’s ability to communicate with its diverse customers, employees, business partners and competitors.

In workforce development, cultural competence provides a lens for viewing the regional economic, institutional and personal factors that influence how low-income and low-skilled workers find jobs with a future, and how employers can more effectively understand and manage these employees to increase retention and foster advancement.

Workforce development programs need to build capacity to work with diverse job seekers to be effective.

Job seekers need to know that the employment and training providers with whom they engage are not making placement and service recommendations based on their biases. If job seekers believe that workforce development practitioners are not willing or able to address issues of race, culture or ethnicity or if practitioners make a job seeker feel unwelcome because of their religion, sexual orientation or customs, the economic and workforce development system will continue to see a skills gap between the needs of employers and workers in Illinois.

⁵ Judith N. Martin and Thomas K. Nakayama. *Intercultural Communication in Contexts* (2000).

V. What does your organization need to consider?

Making the commitment to become a more culturally competent workforce development organization is often the easy part of the process. In order to ensure that your organization, clients and potential employers can benefit from this process, there are several factors that you should consider before engaging in diversity training and skills building.

Get executive commitment

The Executive Director/President of an organization can often be the one person who determines whether skills-based diversity training is successful in the development of a culturally competent staff. A visible commitment by the organizational leadership should include all staff members' ideas and thoughts as well as making time to discuss these issues throughout the organization (i.e. team/staff meetings, board meetings, and organizational events). Additionally, executive commitment might be shown in the expenditure of resources to contract with a trained consultant, purchase reading materials, diversity toolkits, or guides for the organization.

Buy-in

Staff must be brought into the process at the beginning to address questions or concerns they may have about training and other activities. It is important to flesh out a process and identify desired outcomes with staff because it can help you identify any potential leaders or diversity "champions" on your staff who can help facilitate the process with others in the organization. If staff feel that they do not have any input in the training design or process, it will be unlikely that much of the work will be completed or that any diversity training will be effective.

Communication

There should be clear communication at the beginning and throughout the process. Staff should be aware of all diversity-related activities and events and allowed some flexibility in attending these activities. Communication is a two-way street, so staff and leadership should be open, honest and accepting of feedback. Staff should feel comfortable raising issues and concerns related to leadership and their colleagues, and leadership should feel comfortable sharing information that is vital to the morale of the organization. If staff feel that they can not speak freely in the process without reprimands or possible retaliation from others, your organization should consider working with an outside trainer or facilitator.

Flexibility

As with any plan, your organization should be open to changes along the process. For example, after an organizational assessment, your organization might find additional issues that were not anticipated at the beginning of the process that need to be addressed. This might require more staff, leadership or training time than originally conceived. As different issues and problems emerge from your assessment process, your organization should be willing to review your planning process and activities and make adjustments that will be the most beneficial for the organization.

Realistic expectations

Diversity training will not solve all of your organizational issues. You should approach diversity training as a way to improve communication and uncover issues and problems that are often underlying in your organization. Once again, your organization should have clear, realistic goals for what diversity training will mean for you. If the goals are not realistic, staff and leadership will feel their time and energy was wasted and they will be unwilling to participate in future diversity or cultural competency activities.

VI. How can you assess where your organization is going?

Culture is a predominant force in shaping behavior, values and institutions. There are several exercises, trainings and other resources for assessing where you, your team/division and organization are with regard to diversity and cultural competency. First, collect baseline data to see where you are. There are a variety of methods for collecting this information:⁶

Existing organizational data- Current affirmative action plans, employee/personnel handbooks, Equal Employment Opportunity Commission (EEOC) complaints and grievances, turnover and absenteeism statistics.

Diversity surveys- Tools should be tailored to your organization and constructed to give enough demographic data about respondents to help isolate their issues and problems.

Focus groups- Groups should be constituted in a reasonable way and survey questions should not be biased or leading, which would skew results. For example, focus group could be constituted based on job responsibilities, job titles, division or program or by direct supervisors.

Once you have collected data and executed your assessment, you should use the information to develop the next three steps in building cultural competency capacity in your organization:

Relevant, applicable training- focus should be on activities that build skills on an individual, team and organizational level. Any activities that are isolated and not skills-focused will not be successful. A good process is optimized when awareness training and skill training are consistently implemented.

Measurement and evaluation- Make sure that you have a post measurement instrument that can validate your process and results. **Evaluation** is important throughout the process in order to monitor any movement or incremental changes among staff and leadership.

Integration and accountability- Staff should have a clear idea about how they can build their skills, how the organization will continue to work on diversity issues and how they can integrate their new skills into their day-to-day interactions with job seekers, employers and co-workers. Staff should also know who is responsible for making sure activities are planned and implemented and who to approach to address additional issues and problems that may arise in the future.

⁶ Society for Human Resource Management, *Diversity Toolkit: Diversity Training*, September 23, 2003, www.shrm.org.

VII. What can your organization do to grow?

Depending on the size of your organization and available resources, you should consider the following training options:⁷

1. Design and present the training yourself.
2. Hire a diversity trainer/consultant to provide training.
3. Use a Train the Trainer approach to develop and implement a diversity training which is led by selected staff members.
4. Integrate diversity training into your current staff/management training modules.

After your organization's training and assessment, give staff time to reflect on what they have learned and what gaps have appeared that they are willing to work on. It is important that everyone in the organization develops an individual, team, and organizational work plan. Plans should have clear goals, objectives and activities and should be disseminated to all those involved.

During your training or assessment stage, key staff members will emerge as leaders. Enlist these individuals in the formation of a small group that can represent all levels of the organization and work collaboratively to develop and advance the organizational work plan. This group is not the decision making body of the organization. They must be open to feedback and report their work back to the entire organization.

Regardless of how you structure your process, have a work plan with activities that address issues of accountability so staff can direct their questions to specific staff persons. Lastly, a work plan can serve as a great outreach tool for your board members, other staff who are not interested in the process and job seekers who may have questions about whether your organization can address their racial, cultural or gender issues.

Help. How to get some outside help!

Sometimes it becomes obvious that cultural competency training can not be facilitated by anyone in your organization or that you reach a point where an outside consultant is needed for the process to move forward. It is up to you and your organization to determine the best fit for your organization to meet your needs. Below are a few questions you should consider when you interview prospective facilitators for your organization:⁸

- Does the person have an interest and talent in teaching and facilitating?
- Is this person knowledgeable in at least three content areas: psychology, sociology and/or anthropology?
- Does the person have a pace of thinking and speaking that is comfortable?
- Does the person have the ability to communicate effectively?
- Is this person non-judgmental?
- Does the person have a good understanding of workforce development and issues related to low-income job seekers and their families?

As with any consultant, you should always ask for references. Ultimately, your organization should feel comfortable putting your resources, time, and desired outcomes in the hands of your consultant.

⁷ Lee Gardenswartz and Anita Rowe, *The Managing Diversity Survival Guide*, 1994.

⁸ Society for Human Resource Management, *Diversity Toolkit: Diversity Training*, September 23, 2003, www.shrm.org

VIII. Where can we get help?

These tools and resources have been pulled from various websites. The contents of the items on the following pages are not endorsed by the Chicago Jobs Council. Your organizations must decide what tools and resources fit your organization's needs and will reap the most rewarding benefits or your staff, job seekers and employer partners.

TOOK KITS AND WORK BOOKS	
<p><i>Building Cultural Competence: A Tool Kit for Workforce Development</i> by Karen Trader-Leigh</p> <p>\$40.00 Can order the three volume set for \$70.00 (Includes Investing in Success and Fresh Start).</p> <p>Must place order from the Joint Center website www.jointcenter.org/publications</p>	<p>“If you are a job trainer, job coach, or other professional in the workforce development field, you will find this publication especially useful. Its focus is on ways to assess and manage cultural competence both in training programs and with prospective employers. First-line supervisors will also find it highly valuable in assisting culturally diverse and often low-skilled employees new to the workforce. It contains numerous checklists, questionnaires, and other hands-on tools.”</p>
<p><i>Fresh Start: An on-the Job Survival Guide</i> by Karen Trader-Leigh</p> <p>\$20.00 Can order the three volume set for \$70.00 (Includes Investing in Success and Fresh Start).</p> <p>Must place order from the Joint Center website www.jointcenter.org/publications</p>	<p>“This manual is structured to help you better understand what is expected of you. Make it your own.” Those introductory words to the reader sum up the purpose of Fresh Start — a user-friendly manual and workbook for people just entering the workforce. It is designed to help new workers understand workplace expectations, develop cross-cultural tolerance, and track their own progress as they build essential soft skills and plan their careers. It includes numerous worksheets, self-questionnaires, and other participatory tools.”</p>
<p><i>Investing in Success: A Supervisor's Guide for Supporting and Retaining New Workforce Entrants in Today's Multicultural Workforce</i> by Karen Trader-Leigh</p> <p>\$25.00 Can order the three volume set for \$70.00 (Includes Investing in Success and Fresh Start).</p> <p>Must place order from the Joint Center website. www.jointcenter.org/publications</p>	<p>“When employees new to the workforce come on board at your workplace getting them off to a good start is vital — not only to their future, but also to keeping your own turnover rates low. With numerous worksheets and other tools, this manual offers you, the supervisor or employer, a strategy that carries you through six months of orientation and check-ups. Teamwork, cultural competence, and other soft skills are stressed throughout.”</p>
<p><i>Building Skills for Black Workers: Preparing for the Future Labor Market</i> by Karen Trader-Leigh</p> <p>\$27.00 (Cloth Cover) \$58.00 (Hard cover) Must order from the Joint Center website www.jointcenter.org/publications</p>	<p>“The unemployment rate among African Americans remains stubbornly high-twice the rate among white Americans. While discrimination continues to play a role, it is compounded by clear differences in education and professional skills. This volume, the second in the series on The Black Worker in the 21st Century, six experts take a close look at race and job readiness. How does vocational training affect a worker's wages? Will school vouchers help or harm future minority workers? Do black workers lack "soft" work skills? ”</p>

<p><i>The Managing Diversity Survival Guide</i> by Lee Gardenswartz and Anita Rowe</p> <p>\$27.00 on www.amazon.com</p> <p>You can also purchase the guide from Gardenswartz and Lee's website, www.gradenswartzrowe.com/booklists/</p>	<p>“Put theory into practice with these ready-to-use materials. Packed with over 80 activities, worksheets, charts, surveys, checklists (all on diskette!), and transparency masters, the Survival Guide walks you through everything from interviewing to communicating to coaching employees in a diverse workplace.</p> <p>The Guide's lends itself to all diversity training environments, and provides you with ready-to-use, reproducible materials for any stage of diversity training.”</p>
<p><i>Making Diversity Work: Seven Steps for Defeating Bias in the Workplace</i> by Sondra Thiederman</p> <p>\$25.00</p> <p>Can be ordered from the author's website at www.thiederman.com or www.amazon.com.</p>	<p>“Litigation, costly turnover, lost business and discrimination. These are just a few of the prices we pay for allowing bias to flourish in the workplace. Drawing on 25 years experience in the field, Sondra Thiederman has found a way to prevent these losses. Making Diversity Work provides executives and managers with a step-by-step strategy for minimizing bias and maximizing their ability to manage diversity effectively.”</p>
WEBSITES	
<p>Annie E. Casey Foundation Jobs and Race www.aecf.org/initiatives/jobsandrace/</p>	<p>“The Annie E. Casey Foundation is committed to understanding and addressing issues of race, ethnicity and culture as they affect efforts to improve the lives of children, youth and families in low-income neighborhoods.</p> <p>Through grants in every investment area, the Foundation is demonstrating a commitment in acknowledging these factors and determining how effective solutions contribute to better outcomes for families. The Foundation's initiatives on improving families' access to jobs and economic success have resulted in a “cultural competence in workforce development” strategy.”</p>
<p>Cornell University Programs for Employment and Workplace Systems www.ilr.cornell.edu/PEWS/</p>	<p>“For over 20 years, Programs for Employment and Workplace Systems (PEWS) at Cornell has been combining research knowledge with consulting, facilitation and training expertise to help organizations undertaking change efforts. PEWS primary mission is to be a resource to organizations that desire to improve their effectiveness using participatory strategies.</p> <p>In addition, PEWS co-sponsors The Workplace Diversity Network, a joint project of Cornell University ILR and The National Conference for Community and Justice.”</p>
<p>Diversity, Inc. www.diversityinc.com</p>	<p>“Diversity Inc. is a website and a magazine written for senior management at large corporations and owners/partners of women- and minority-owned businesses. It is appropriate for line management and our sophisticated content has attracted a well-educated, affluent, involved and active audience.</p> <p>People in our audience are influential thought-leaders ranging from CEOs and human-resource managers to business owners, diversity champions and job applicants. We are their publication of choice.”</p>

<p>Ethnic Majority www.ethnicmajority.com</p>	<p>“Ethnic Majority is a non-profit organization dedicated to empowering African, Hispanic, and Asian Americans to advance themselves in society and improve their quality of life. We do this by focusing on the major challenges that face people of color in a number of critical interest areas, such as: business, politics, civil rights, media/entertainment, workplace, consumer, housing, healthcare, and education.”</p>
<p>Joint Center for Political and Economic Studies Network of Alliances Bridging Race and Ethnicity (NABRE) www.jointcenter.org/nabre/</p>	<p>“A network that links national and community-based organizations working across the country to bridge racial and ethnic divisions. Utilizing communications opportunities created by the information technology revolution, as well as traditional means of communication and interaction, NABRE enables these organizations to share ideas and experiences and to build mutual support.”</p>
<p>National Council of La Raza www.nclr.org</p>	<p>“The National Council of La Raza - the largest national constituency-based Hispanic organization and the leading voice in Washington, DC for the Hispanic community - is a private, nonprofit, nonpartisan, tax-exempt organization established to reduce poverty and discrimination and improve life opportunities for Hispanic Americans. Four major functions provide essential focus to the organization’s work: capacity-building assistance; applied research, policy analysis, and advocacy; public information efforts; and special and international projects. These functions complement NCLR’s work in five key strategic priorities - education, assets/investment, economic mobility, health, and media/image/civil rights. Founded in 1968, NCLR began as a regional organization concerned primarily with providing grassroots support to Mexican Americans in the Southwest.”</p>
<p>National Multicultural Institute (NMCI) www.nmci.org</p>	<p>“Founded in 1983, NMCI is proud to be one of the first organizations to have recognized the nation's need for new services, knowledge, and skills in the growing field of multiculturalism and diversity.</p> <p>NMCI's mission is to work with individuals, organizations, and communities in creating a society that is strengthened and empowered by its diversity. Through its initiatives, NMCI leads efforts to increase communication, understanding and respect among people of diverse backgrounds and addresses some of the important systemic issues of multiculturalism facing our society. We accomplish this through our Conferences in the Spring and Fall, individualized organizational training and consulting interventions, publications, and leading edge projects.”</p>
<p>Society for Human Resource Management (SHRM) www.shrm.org/diversity/</p>	<p>“SHRM is the leading voice of the human resource profession. SHRM provides education and information services, conferences and seminars, government and media representation, online services and publications to more than 115,000 professional and student members throughout the world. SHRM sponsors an annual Diversity Conference and offers a workplace diversity tool kit and articles online.”</p>

<p>Unity First www.unityfirst.com</p>	<p>“Unity First Online is a direct e-mail news service that reaches communities of color (African Americans, Africans, Caribbeans, Latinos, Asians, Native Americans), including community-based organizations, business / professional groups, social associations, and spiritual outlets across the U.S. and beyond.</p> <p>African American Newswire, also located on the website, connects you with over 4000 ethnic media outlets in the African American, African, Caribbean, Latino, Asian, Native American press(Broadcast, TV, Radio, Internet, Newspapers, Magazines).”</p>
<p>U.S. Department of Labor (DOL) www.dol.gov</p>	<p>“The DOL fosters and promotes the welfare of the job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment, protecting their retirement and health care benefits, helping employers find workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements. In carrying out this mission, the Department administers a variety of Federal labor laws including those that guarantee workers’ rights to safe and healthful working conditions; a minimum hourly wage and overtime pay; freedom from employment discrimination; unemployment insurance; and other income support.”</p>
<p>U.S. Equal Employment Opportunity Commission (EEOC) www.eeoc.gov</p>	<p>“Throughout its existence, the EEOC has focused on one simply stated mission: the elimination of illegal discrimination from the workplace. To accomplish that goal, various approaches some dictated by statutory limitations and some by philosophical and managerial considerations have been employed.</p> <p>EEOC has five commissioners and a General Counsel appointed by the President and confirmed by the Senate. The General Counsel is responsible for conducting EEOC enforcement litigation under Title VII of the Civil Rights Act of 1964 the Equal Pay Act (EPA), the Age Discrimination in Employment Act (ADEA), and the Americans with Disabilities Act (ADA).</p> <p>The website provides information about anti-discrimination laws, regulations and information of the types of discrimination, filing a charge of discrimination, and information for employees. EEOC also conducts trainings, outreach and several initiatives.”</p>
<p>CHICAGO-BASED ORGANIZATIONS AND ACTIVITIES</p>	
<p>Chicago Jobs Council (CJC) Cultural Competency and Employment Initiative www.cjc.net</p>	<p>Funded by the Annie E Casey Foundation, CJC’s Cultural Competency and Employment Initiative provides several workforce development organizations with a 9-month intensive training and assessment process dealing with cultural competency and workforce development. The Initiative activities include:</p> <ul style="list-style-type: none"> ~Resources, tools and information on cultural competency and workforce development on CJC’s website. ~Training and assessment to selected workforce development organizations in Chicago.

<p>Human Resources Management Association of Chicago www.hrma.org</p>	<p>“The Human Resources Management Association of Chicago is a forum for human resources leaders, practitioners, service providers and business executives charged with designing and delivering workforce strategies to drive superior business performance in the organizations they serve.</p> <p>HRMAC’s mission is to serve as a thought leader and recognized authority on workforce developments impacting the Chicago area business community by providing high quality, state-of-the-art learning and development opportunities for the human resources community; facilitating the development and maintenance of professional relationships among members with a common interest in enhancing business results through people strategies; and being the professional association of choice for the greater Chicago area.”</p>
<p>Applied Research Center (ARC) www.arc.org</p>	<p>“Launched in 1981, ARC was born out of the community organizing experience. Both activists and academics recognized a need for rigorous study of the practice of organizing and the need for solid research into the issues around which organizers were mounting campaigns.</p> <p>In the last half of the '90s, ARC established <u>the Racial Justice Leadership Initiative</u>, a groundbreaking national initiative to encourage popular education within community organizations. It launched the <u>ERASE</u> program to challenge persistent and pervasive racism in US public education. In 2001, it took up the cause of restoring some semblance of a safety net for people in need, beginning <u>WARP</u>, the Welfare Advocacy Research Project.</p> <p>Today ARC is a leading research lab and foundry where academics and activists forge tools to spark social progress and measure the results.”</p>
<p>Jane Addams Hull House Association~ Human Relations Foundation www.hullhouse.org/hrf/ http://www.hullhouse.org/gap</p>	<p>“In 1988, The Chicago Community Trust created a Human Relations Task Force to examine the racial, ethnic and religious tensions in Chicago. The Task Force was charged with identifying short- and long-term opportunities for diffusing these tensions. The work of the Task Force culminated in the publication of a <i>Report on Race, Ethnic and Religious Tensions in Chicago</i>, in September, 1989. In March, 1990, the Human Relations Foundation of Chicago was created per one of the recommendations of that report. In October 2000, the Foundation became an affiliate of Jane Addams Hull House Association. In November 2000, the Foundation released <i>Human Relations in Metropolitan Chicago 2000</i>, a look at the state of race and human relations in the region ten years since the release of its first Task Force study. Through its work, the Foundation has created a model for the eradication of racism in America. Since 1990, the Foundation has:</p> <ul style="list-style-type: none"> • Sponsored the <i>Chicago Dinners: A Night of Unity</i>. This twice-yearly event brings people of different racial, ethnic and religious backgrounds together to have an open and honest conversation about race.

	<ul style="list-style-type: none"> • In November 2003, the Foundation released <i>Minding the Gap: An Assessment of Racial Disparity in Metropolitan Chicago</i>, which examines the racial and ethnic gaps in the areas of education, housing, transportation, income and employment, the state of children, health and the justice system.”
<p>Chicago Council on Urban Affairs Public Policy and Race Committee www.ccu.org</p>	<p>“The Chicago Council on Urban Affairs is Chicago’s leading independent multi-cultural/multi-racial civic organization. Encompassing diverse interests and sectors, the Council works to improve the quality of life and equity of opportunity for all.</p> <p>The Council’s public policy and race program reviews and analyzes the unique intersection between policy agendas and race. Under this initiative, the Council is reviewing four policy areas where race/ethnicity is directly and indirectly impacting policy decisions: immigration, employment, education and housing.</p> <p>The Council is collaborating with a number of organizations, including the Human Relations Foundation of Chicago to explore critical issues facing Chicagoland. The Council and Foundation have also teamed up to copublish issues of <i>One City</i> that focus on policy and race.”</p>
<p>Chicago Council on Foreign Relations (CCFR) www.ccf.org</p>	<p>“CCFR is one of the largest independent, non-profit international affairs organizations in the United States, serving over 7,000 members and the community through diversified programming. The Council provides members, specialized groups and the general public with a forum for the consideration of significant international issues and their bearing on American foreign policy. Council events feature major policy makers and other foreign experts from around the world, offering participants the opportunity to ask questions, voice their opinions and engage in candid discussions.</p> <p>The Council's goal is to further awareness and broaden understanding of international relations and foreign policy as well as promote Chicago's status as an important international center.”</p>
<p>Chicago Commission on Human Relations (CCHR) http://www.cityofchicago.org/HumanRelations/</p>	<p>“CCHR is charged with enforcing the Chicago Human Rights Ordinance and the Chicago Fair Housing Ordinance. The Commission investigates complaints to determine whether discrimination may have occurred, and uses its enforcement powers to punish acts of discrimination. Under the City's Hate Crimes Law, the agency aids hate crime victims. CCHR also employs pro-active programs of education, intervention, and constituency building to discourage bigotry and bring people from different groups together.</p> <p>These events include:</p> <ul style="list-style-type: none"> • Annual Citywide Seventh Grade Essay Contest • Unity Month activities (September) • Chicago Gay and Lesbian Hall of Fame • Women's History Month activities • Veterans programs • Annual celebrations of African, Arab, Asian, and Latino heritage

	<ul style="list-style-type: none"> • Gay and Lesbian Pride Week Activities • Programming highlighting Chicago's diverse Immigrant and Refugee communities”
<p>Studs Terkel: Conversations with America www.studsterkel.org/race/</p>	<p>“For his 1992 book, <i>How Blacks and Whites Think and Feel About the American Obsession</i>, Terkel interviewed a cross-section of Americans about their views on race. Though many interviews center in Chicago, people discuss experiences growing up in various locations, their migration experiences from the southern United States, and how they understood racial changes at different points in their lives. Terkel chose to interview people who regularly cross racial lines through their work such as physicians, nurses, and social workers; and those who have to lead others in their thinking such as teachers and preachers. He questioned activists in both national civil rights movements and grass roots assistance organizations. He interviewed students in integrated schools, welfare recipients, and homeowners who watched their neighborhoods change. He frequently inquires if their experience is based on issues of class or issues of race.” This website contains audio interviews with participants.</p>
<p>Global Chicago Center</p>	<p>“Global Chicago is a collaborative project whose mission is to enhance Chicago's strengths as a global city and raise awareness - both here and abroad - of Chicago's global connections by:</p> <ul style="list-style-type: none"> • identifying Chicago's global assets and its economic, social, intellectual and cultural links to the rest of the world, • facilitating communication and collaboration among internationally-minded groups, and • Helping Chicagoans understand the challenges and opportunities of globalization. <p>Global Chicago actively promotes increased collaboration among, and disseminates information about, Chicago organizations and activities with global outreach. It also promotes public-private dialogue and outreach strategies to schools, businesses, grass roots organizations, academia and the media.”</p>
CONSULTANTS	
<p>Felicity Group, Ltd.</p>	<p>“The Felicity Group, Ltd. is a Chicago-based organization of diversity consultants with an international network of associates. Building on the principles of organization development, our work encompasses three broad areas: diversity strategies, diversity processes, and diversity programs.</p> <p>Our consulting team of experienced men and women is the key to our growth and success. They understand the real world demands of today's competitive environment and can maintain the objectivity needed to help clients find new, but practical approaches.</p> <p>The Felicity team has worked in a variety of business settings, functional areas, and industries -including banking, telecommunications, manufacturing (industrial and consumer), advertising and health care. Our clients are large</p>

	<p>companies, including <u>Fortune</u> 500 corporations. We also serve the needs of not-for-profits, government agencies, and small businesses.”</p>
<p>The Kaleidoscope Group www.webkg.com</p>	<p>“The Kaleidoscope Group (KG) LLC was founded in 1993 by Bea Young, a pioneer in the diversity arena with 30 years of experience. KG is a woman and minority owned firm with two principals, Bea Young and Doug Harris. We take great pride in being a leader and innovator that continues to create systemic change within organization. Diversity initiatives are often viewed as stand-alone events within organizations. In contrast, the KG approach promotes powerful, integral change - which is outcome based and clearly linked to business strategy and objectives – through a multifaceted process. This process is best described in KG's Systemic Cultural Change Process, which we call the "diversity journey."</p>
<p>American Society for Training & Development~ Chicago Chapter</p>	<p>“ASTD is a leading association of workplace learning and performance professionals, forming a world-class community of practice. ASTD's 70,000 members and associates come from more than 100 countries and thousands of organizations-multinational corporations, medium-sized and small businesses, government, academia, consulting firms, and product and service suppliers.”</p>