

Intercultural Competence Call to Action

Policy: It is the policy to undo racism and advance intercultural transformation within Mennonite Church USA organizations. (Taken from MENNONITE CHURCH USA Purposeful Plan)

Scope: Recruit, retain, train and educate members to undo racism and advance intercultural transformation within Mennonite Church USA organizations.

Targeted Audience: *Board members and employees* (herein, as “members”) of Mennonite Church *USA organizations* (herein, as “organizations”)

Definitions of Terminology:

Anti-Racism: Anti-racism is the active process of identifying power and privilege to eliminate racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared more equitably.

Culture: shared beliefs, values, and assumptions of a group who learn from one another and teach to others that their behaviors, attitudes, and perspectives are the correct ways to think, act, and feel.ⁱ

Diversity: distinct and unlike elements or qualities (interests, people, ideas, perspectives, ability, region, etc.); can be visible or invisible ⁱⁱ

Intercultural: between or among people of different cultures, which can include gender, disabilities, etc.ⁱⁱⁱ

Multicultural: many or several cultures

Intercultural competence: (1) Deep cultural awareness of self and your context (2) The capability to shift cultural perspective and adapt behavior to cultural commonality and difference (3) Deep understanding of the experiences of people from different cultural communities—in perceptions, values, beliefs, behavior and practices

Workforce Diversity: A focus on the countless ways human beings are similar as well as dissimilar from one another throughout the world (Scott, 2012).

Inclusion: The act of creating environment in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people (Clayton-Pedersen, O’Neil, & Musil, 2007).

Objective: To implement the (mandatory) plan so as to realize the progressive elimination of the subtle power of racism through deeper awareness; and advance the drive, knowledge, mindfulness, and behavior toward Intercultural Competency.

Plan for Action:

1. All boards, agencies and institutions of Mennonite Church USA will use the Intercultural Inventory Development tool or a similar tool that can provide a benchmark and track improvement.
2. The Boards of Mennonite Church USA organizations will provide anti-racism/intercultural competence training to new board members within six months of the start of the role.
3. The Boards of Mennonite Church USA organizations will provide an assigned mentor for new board members of color to foster successful cultural transition within the group, and optimize retention and effectiveness of role accordingly.
4. All organizations will provide anti-racism/intercultural competence training to new hires within six months of the start of the role.
5. All organizations will provide anti-racism/intercultural competence training to current employees within six months of the approval of this policy.
6. All organizations will provide additional anti-racism/intercultural competence training to all employees within 18-24 months of the last training.
7. All organizations will provide implicit bias training to hiring committees before search.
8. All organizations will expand their representation for people of color to high impact positions to reflect the composition of their constituencies.
9. All organizations will provide an assigned mentor for new leaders of color to foster successful cultural transition within the group, and optimize retention and effectiveness of role accordingly.

Plan for Accountability:

1. All organizations will provide a mechanism for tracking all anti-racism/intercultural competence training for all members.
2. All organizations will create and utilize measurements, defined by actions or behaviors, regarding how successful intercultural competency looks like.
3. All members will be evaluated on successfully demonstrating "intercultural competency" using their performance appraisal tools and resources, or another selected measuring tool.
4. The mechanisms used to reward, recognize or implement consequences for meeting or not meeting expectations of intercultural competency will be consistent with the mechanisms used for other performance related expectations.

- 5.** All organizations will provide a semi-annual written report to _____ delineating the status or progress of implementing the Plan for Action and Accountability as described above.

ⁱ Source: Leading with Cultural Intelligence by Mai Moua, Flat World Knowledge, Inc. 2014.

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SAMPLE

BOARD DIVERSITY POLICY (Sample Policy #1)

POLICY STATEMENT: It is the policy of _____ Board to undo racism and advance intercultural transformation within the organization/board. (Mennonite Church USA Purposeful Plan)

PURPOSE: To ensure that a minimum of one-third of the Board members are persons of color and are provided robust support, orientation and mentoring to carry-out a full-term of service or more, and not be tokenized.

(NOTE: Mennonite Church USA has a minimum requirement for Agency Boards of one-fourth.)

GENERAL GUIDELINES/PROCEEDURES:

1. Engage constituency groups of MCUSA as a resource for names.
2. All Board members complete intercultural competency (i.e. IDI) training individually and as a group.
3. Board meeting agendas should allow for time to ensure growth in intercultural competency.
4. Board Leadership Discernment committees should be diverse.
5. Assign mentors to new board members.
6. Regularly monitor staff policies/activity related to diversity.

Effective Date:

March 1, 2016

Approved By:

Board of Directors

Responsible to implement/maintain:

Board Chair

HIRING FOR DIVERSITY POLICY (Sample Policy #2)

POLICY STATEMENT: It is the policy of _____ to undo racism and advance intercultural transformation within the organization. (MCUSA Purposeful Plan)

PURPOSE: To increase the number of people of color on staff.

GENERAL GUIDELINES/PROCEDURES:

Hiring Process:

- 1.** Utilize an "open" hiring process that expands the potential candidate pool.
- 2.** Use non-traditional channels for recruiting:
 - a. Send job postings to colleges and institutions that serve people of color.
 - b. Send job postings to MCUSA pastors of color.
 - c. Recruit people of color by developing relationships with HBCU's Native American colleges and institutions serving Latinos.
- 3.** Use financial incentives to attract, hire, and retain persons of color. (Applies to staff and pastor referrals): (example)
 - a. \$250 upon hire.
 - b. \$250 after 6 months of satisfactory performance.
 - c. \$500 after 1 year of satisfactory performance.
- 4.** Hiring committees (if applicable):
 - b. Include persons of color on committee.
 - c. Hiring committee members have appropriate anti-racism/intercultural competency training.
- 5.** Must be at least one person of color included in all candidate pools. (Follow the NFL Rooney Rule)
- 6.** Interview process will include questions related to cultural competency.
- 7.** Internship Program: Paid internships to people of color – this will serve as a pipeline for future applicants/employees.

Policy Effective Date:

March 1, 2016

Approved By: CEO

Responsible to implement and maintain: VP of HR

DIVERSITY TRAINING POLICY (Sample Policy #3)

POLICY STATEMENT: It is the policy of _____ to undo racism and advance intercultural transformation within the organization. (Mennonite Church USA Purposeful Plan)

PURPOSE: To eliminate the subtle power of racism through deeper awareness; and advance the drive, knowledge, mindfulness, and behavior toward Intercultural Competency.

GENERAL GUIDELINES/PROCEEDURES:

A. Staff Training:

1. All new staff will complete anti-racism/intercultural competency training within the first six months of employment.
2. All staff will complete anti-racism/intercultural competency training every two years.
3. Senior staff:
 - Participate in a two-year anti-racism/intercultural competency development plan.
 - Progress is tracked as part of the annual review process.
4. Facilitate ongoing dialogue: Conduct regular meetings for all employees to discuss social justice issues and provide for caucus groups as places of safety.

B. Inclusion/Retention:

1. All new employees are paired with a mentor for 6 - 12 months.
2. Intercultural competence is included in the performance management/review process for all employees.

Policy Effective Date: March 1, 2016

Approved By: CEO

Responsible to implement and maintain: VP of HR

Intercultural Competence: Samples of suggested Diversity Strategies and/or Tactics

1. Create JOB BANK on-line: Agency HR group to work at this.
2. Clear job descriptions. Create positions that not everyone is eligible for. Level of cultural competency and cultural understanding of the work done.
3. Have broad discussions of hidden expectations and institutional culture. (Mentoring)
4. Implement non-discrimination and harassment policies.
5. Create an office, department, (or document) that gives oversight and management of finances and resources through anti-oppression lens (i.e. MMN communication piece).
6. Conduct a system-wide audit (department, policies, relationships, etc.)
7. Encourage MCUSA to establish a funding initiative for diversity.
8. Do not tokenize.

Notes from Hope for the Future Event: 2/2016