

## Organizational Assessment

This assessment is to help you identify areas of strengths and weaknesses in your engagement of volunteers from immigrant communities. Rate each statement according to the following scale and place a checkmark in the appropriate box:

- Yes**                    Yes, we have this item or system in place in our organization  
**Partially Yes**        We do have something in place but it needs revision **OR** this item is currently being developed  
**No**                        No, we don't have this item or system in place in our organization  
**Don't Know**         I don't understand this question **OR** don't know if we have this or not

Statement	Yes	Partially Yes	No	Don't Know
<b>Shared Values &amp; Stakeholders:</b> <i>Shared values are the guiding ethos and principles of your organization. Stakeholders speak to the community of individuals/organizations that you serve/support or support your work.</i>				
1. Our stakeholders are involved in the shaping of our values.				
2. Our values promote and build trust from the diverse stakeholders we serve.				
3. Everyone who works here (paid or unpaid) is in alignment with the values of the organization.				
<b>Systems:</b> <i>Systems in the organization related to procedures and policies in hiring, firing, recruiting, retention, promotion, communication, decision-making, etc.</i>				
1. Our agency has policies in place that speak to the importance of diversity, cultural competence and inclusion within a volunteer workforce.				
2. Our agency has a system in place to continuously review the diversity and inclusion approaches we use in our volunteer programming and service delivery.				
3. Our agency has systems to support and encourage positive inter-cultural communication within our place of work.				
<b>Strategy:</b> <i>Strategies speak to the plans and goals you have established to accomplish your mission.</i>				
1. The outreach strategies we have in place are inclusive to the needs of a diverse audience.				
2. Our organizational goals include inclusion of volunteers from immigrant communities.				
3. Our strategic plan is evaluated periodically to ensure that it reaches out to and supports immigrant volunteers.				
4. Our planning processes include the perspectives of volunteers from immigrant communities.				
<b>Skills:</b> <i>Skills speak to the skill set and competencies of staff when working with volunteers from immigrant communities.</i>				
1. Our staff is culturally competent to work with a set of diverse stakeholders, especially volunteers from immigrant communities.				
2. Our agency knows how to work with the community needs and assets of volunteers from immigrant communities.				
3. Our agency has the technical, financial, communication and organizing skills needed to work with volunteers from immigrant communities.				
4. Our agency works well together as a team to address diversity and inclusion issues that impact our volunteer program.				

Statement	Yes	Partially Yes	No	Don't Know
<b>Style:</b> <i>Style speaks to the behaviors and actions of leaders in an organization. It also speaks to the beliefs and values of a culture.</i>				
1. Our agency avoids imposing our values and beliefs that may be of conflict or inconsistent with those of other cultures.				
2. Our agency recognizes that beliefs and values differ significantly from culture to culture.				
3. The actions and behaviors of our agency and its staff are culturally competent.				
4. The leaders of our organization model the way for what it means to be an inclusive organization and employee.				
5. Leaders in this organization understand the importance of having volunteers from immigrant communities to the workforce.				
6. Leaders in this organization create a culture that supports the successful integration of volunteers from immigrant communities.				
<b>Structure:</b> <i>Structure speaks to the roles and responsibilities of individuals in the workplace. It also speaks to how the organization is structured to allow for growth and opportunity.</i>				
1. Our agency structure encourages and supports the meaningful participation of volunteers from immigrant communities.				
2. Our agency has a structure that cultivates collaboration and partnerships with organizations from immigrant communities.				
3. Our agency has a process to continuously review the impact our engagement of volunteers from immigrant communities has on our work environment.				
4. Volunteers from immigrant communities are given responsibilities that leverage their talents and skills.				
5. Volunteers from immigrant communities are supported and encouraged in their volunteer roles to be successful.				
<b>Staff:</b> <i>Staff speaks to the type of people who work in an organization including the working styles, the skills they bring to work, and their personalities</i>				
1. Our staff is knowledgeable about the diverse needs and assets of volunteers from immigrant communities.				
2. Our staff represents and reflects the diversity of our communities.				
3. We offer opportunities for staff to attend professional development that helps them to work with diverse audiences, especially volunteers from immigrant communities.				
4. Staff clearly understands the expectations of building an inclusive and diverse work environment.				
5. Our staff is able to manage inter-cultural conflict.				
6. The staff in this organization has opportunities to discover and learn about cultures other than their own.				
7. Leaders in this organization support and encourage staff in their work with volunteers from immigrant communities.				

\*\*This Organizational Assessment is based on the McKinsey 7-S Model and is copyrighted by MAVA and Leadership Paradigms, Inc.

## Reflection Questions

Review the following questions to reflect upon the responses you provided in the assessment. If working in a group or with other staff from your organization, it is important to discuss areas of disagreements, gaps, or agreements in your reflection.

What strengths does your organization possess that is or has been helpful to you in your engagement of volunteers from immigrant communities? *Be specific about the areas above in the assessment where you excel.*

Where in the assessment does your organization need to focus to improve the engagement of volunteers from immigrant communities? *Be specific about the areas above in the assessment where you have challenges.*

What priority areas should your organization focus upon in their successful engagement of immigrant volunteers?