Cultural Responsiveness
Organizational Self-Assessment

FACILITATION GUIDE

A Guide to
Reviewing and
Working with your
CROS Summary
Report
Acknowledgements

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CROS Summary Report and Facilitation Guide
- W.O.M.A.N. Inc. (Women Organized to Make Abuse Nonexistent) – San Francisco, CA, pilot site
- The Center for Violence Free Relationships – Placerville, CA, pilot site
- The Coalition for Family Harmony – Oxnard, CA, pilot site
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Using This Guide

PURPOSE
This guide is designed to support your organization’s use of the CROS. It provides an approach and tips for a structured review of the findings offering questions for framing the data, the inquiry and how to think about implications and next steps. It is most useful in terms of making sure the “sense making” of CROS findings is grounded in a shared understanding of what was asked and in the composition of the respondents. It is not a curriculum.

The review session described in this guide will allow your organization to:

1. Review and develop shared understanding of CROS findings.
2. Identify strengths and opportunities for improvement
3. Initiate action planning

TIME COMMITMENT
Participants (3 hours)
Facilitator (5 hours)

The review session is designed to take approximately 2.5 hours. For participants the only pre-work is to review the summary report prior to attending (approximately 30 minutes). For the facilitator, pre-work includes reviewing the summary report and this guide -- including determining what, if any, adjustments are needed -- and preparing materials (approximately 1.5 - 2 hours).

PLANNING FOR PARTICIPATION – GROUP SIZE AND COMPOSITION
The facilitation guide includes strategies for large and small groups. The composition of your group will depend upon the size and structure of your organization, as well as the realities and commitments that must be balanced in order for any given individual to participate. To this end, if there is an existing meeting that can serve as the holding place for this session, we recommend doing so. Overall, we suggest planning this session with attention to including individuals who are likely to be able to support thinking about how strengths can be leveraged and areas for growth addressed and moved forward within the organization. In some cases this might be a whole staff meeting; in others a smaller group might participate in this session then share highlights of the process with a broader group. What is most important is that your organization find some time and space to work with the summary report and in doing so that multiple and varied perspectives are included in making sense of findings and thinking about what next.

STRUCTURE OF THIS GUIDE & MATERIALS INCLUDED
Included in this guide is an overview of the CROS tool and key domains, an annotated agenda for the session facilitator(s), a participant’s agenda, report review and action-planning worksheets. Example flip charts are also provided.

MATERIALS YOU WILL NEED DURING THE SESSION
- Flip chart paper (approximately 8 sheets)
- Copies of the two worksheets provided in this guide and of the summary report for each participant.
- Facilitator’s agenda for each facilitator.
About the CROS

THE CULTURAL RESPONSIVENESS ORGANIZATIONAL SELF - ASSESSMENT AND ITS PURPOSE

The Cultural Responsiveness Organizational Self-Assessment (CROS) is organized into areas which when analyzed in the aggregate speak to an organization's readiness to address application of practices which increase (or maintain) its ability to provide effective services and supports and engage in action that is “culturally responsive.” The end goals of increasing cultural responsiveness are to have more effective and sustainable organizations that provide DV services that reach and serve diverse community needs.

CROS explores elements common to many different definitions of cultural responsiveness. It is not intended to fully capture or account for the full complexity, diversity, and influence of culture. However, we believe the findings from the organizational self-assessment will:

- Deepen insights as to the way in which culturally responsive practice is weaved throughout your organization.
- Provide a snapshot of your organization with regard to where it is now on a developmental continuum of cultural responsiveness for which there is no end-point.
- Help your organization understand, with regard to cultural responsiveness, its strengths as well as identify areas that may benefit from attention and improvement.

WORKING DEFINITION AND ASSUMPTIONS UNDERLYING OUR CONCEPTUAL FRAMEWORK FOR CULTURAL RESPONSIVENESS

OUR WORKING DEFINITION

Cultural Responsiveness is more than just "expressing sensitivity or concern” for individuals from all cultures (cultural sensitivity). A culturally responsive organization is one that is designed to effectively meet the needs of individuals from diverse cultural backgrounds and experiences. It involves understanding not only the societal oppressions faced by various groups of people, but also respecting the strengths and assets inherent in different communities. This understanding is then reflected in program services, personnel, staffing, philosophies and policies.

OUR ASSUMPTIONS

Three underlying assumptions inform the structure and purpose of this tool:

1. Achieving "cultural responsiveness" is a developmental process at both the individual and organizational levels;
2. With appropriate support, individuals and organizations can enhance their cultural awareness, knowledge and skills over time, and
3. There is a wealth of cultural strengths that exist within organizations and/or networks of professionals; the capacity building work is to lift up, increase and strengthen those practices.

Additionally, we recognize that using words like "cultural diversity" touch upon racism, sexism and classism and that "culture" is not neutral. Different cultural groups are ascribed differential status and power
WHAT DO THE AVERAGE RATINGS REPRESENT?

The continuum used to summarize and organize findings parallels the response options used in the CROS, positioning average ratings along a continuum from those practices, policies, and attributes, experiences, or outcomes that are not yet in place to those that are sustaining.

For example: questions about organizational policies used response options depicted in the top row “Policy” of the continuum. Questions about stakeholder involvement used response options in the second row “Practice,” and questions about client and staff outcomes reflect those the third row “Attribute, Experience, or Outcome.”

The continuum’s five color-coded five categories are used throughout this summary.

<table>
<thead>
<tr>
<th>CONTINUUM OF CULTURAL RESPONSIVE DEVELOPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Not yet in place</strong> &lt;br&gt; (1.0-1.9)</td>
</tr>
<tr>
<td><strong>POLICY</strong></td>
</tr>
<tr>
<td><strong>PRACTICE</strong></td>
</tr>
<tr>
<td><strong>ATTRIBUTE, EXPERIENCE, or OUTCOME</strong></td>
</tr>
</tbody>
</table>
## WHAT ARE THE KEY DOMAINS ASSESSED?

The CROS summarizes findings along 16 Key Domains. The domains and definitions are provided in the table below.

<table>
<thead>
<tr>
<th>ORGANIZATION CULTURE &amp; COMMITMENT</th>
<th>POLICIES &amp; PROCEDURES</th>
<th>Written policies exist and associated practices are implemented that support building and developing a linguistically and culturally responsive staff, ensure processes for soliciting, reviewing, and acting upon client feedback, prevent discrimination and harassment, and affirm clients cultural backgrounds.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>INTEREST &amp; SUPPORT</td>
<td>There is interest in and support of cultural diversity across the organization.</td>
</tr>
<tr>
<td></td>
<td>COMMUNITY REPRESENTATIVENESS</td>
<td>Acknowledging that culture is not static and people belong to multiple cultural groups, race, ethnicity, gender, sexuality, age, nationality, religion, and other socially-defined characteristics of your client / partners represented within your organization.</td>
</tr>
<tr>
<td>LEADERSHIP COMMITMENT</td>
<td>LEADERSHIP ACTIVE COMMITMENT</td>
<td>Organizational leaders have a clear vision of what cultural Responsiveness means, hold it as a priority and actively demonstrate support for creating a culturally responsive environment.</td>
</tr>
<tr>
<td></td>
<td>LEADERSHIP OPPORTUNITY</td>
<td>Persons of diverse backgrounds are encouraged and supported to pursue leadership opportunities.</td>
</tr>
<tr>
<td>PERSONNEL PRACTICE</td>
<td>STAFF PRACTICES</td>
<td>Staff practices reflect capacities associated with cultural and linguistic Responsiveness.</td>
</tr>
<tr>
<td></td>
<td>MANAGEMENT PRACTICES</td>
<td>Management practices reflect capacities associated with cultural and linguistic responsiveness.</td>
</tr>
<tr>
<td></td>
<td>PROFESSIONAL DEVELOPMENT</td>
<td>Staff and Volunteers at all levels are offered training and professional development in cultural responsiveness.</td>
</tr>
<tr>
<td>CRITICAL ANALYSIS</td>
<td>CRITICAL ANALYSIS</td>
<td>Words like &quot;cultural diversity&quot; touch upon racism, sexism and classism, etc. Critical analysis recognizes that cultural/culture is not neutral and that different cultural groups are ascribed differential status and power. With this in mind an organization engages in critical analysis to better understand those things that contribute to the existence, impact, and effective prevention and treatment of domestic / intimate partner violence.</td>
</tr>
<tr>
<td>OUTCOMES / IMPACT</td>
<td>CLIENT OUTCOMES</td>
<td>Client experiences with the organization reflect its cultural and linguistic responsiveness.</td>
</tr>
<tr>
<td></td>
<td>STAFF OUTCOMES</td>
<td>Staff experiences with the organization reflect its cultural and linguistic responsiveness.</td>
</tr>
<tr>
<td>COMMUNITY ENGAGEMENT</td>
<td>ENGAGEMENT OF COMMUNITY RESOURCES</td>
<td>Organization engages individuals/groups/communities as often as there is opportunity to do so, enhancing outreach, understanding, and access to resources to best meet the needs of clients/partners.</td>
</tr>
<tr>
<td></td>
<td>ENGAGEMENT OF SYSTEMS</td>
<td>Organization engages systems as often as there is opportunity to do so, enhancing outreach, understanding, and access to resources to best meet the needs of clients/partners.</td>
</tr>
<tr>
<td>COMMUNITY PARTNER CAPACITY BUILDING</td>
<td>COMMUNITY PARTNER CAPACITY BUILDING</td>
<td>Organization actively engages with other organizations serving to strengthen collective capacity to effectively serve clients/partners.</td>
</tr>
<tr>
<td>STAKEHOLDER INVOLVEMENT</td>
<td>STAKEHOLDER INVOLVEMENT</td>
<td>Organization actively and systematically engages stakeholders so that critical processes include diverse perspectives and experiences.</td>
</tr>
<tr>
<td>EVALUATION / ONGOING LEARNING</td>
<td>EVALUATION</td>
<td>Organization actively and systematically engages in evaluation to understand impact and improve practices.</td>
</tr>
</tbody>
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1 As defined in the CROS: Organizational leaders can include non-positional leaders. In the questions below, please consider those who have influence in the areas asked about recognizing that these leaders may or may not be in management roles.

2 As defined in the CROS: the term Management reflects those in your organization with budget responsibility and/or staff supervision roles (if a part of your structure) in the day-to-day operations of the organization.