



# BUILDING A CULTURALLY HUMBLE WORKFORCE

# Ground Rules

## Creating a Space for Honest Dialogue

- Speak from your own experience
- Be fully present and participate at your own comfort level – challenge by choice – (Keep in mind most learning happens when we are a little uncomfortable)
- Confidentiality: “The Plot can leave, but the characters can’t”
- W.A.I.T
- ELMO – “Enough, Let’s Move On”
- Ouch
- Listen respectfully
- Show respect for one another’s beliefs, values, and experiences

# Why do we need this type of training?

- The human brain is wired to categorize and simplify
- Different used to mean (potentially) dangerous



**NO**

**DOGS  
NEGROS  
MEXICANS**

**20 FEB. 1929**

**EL PASO, TEXAS**



# Many of these signs are

- Injuries and assaults
- Not simply a personal opinion
- Can create feelings of shame, anger, and sadness in victims
- Perpetuate a story that sustains inequality and injustice
- Other?

Nice concepts, but...



In the USA, we have had to establish laws and policies to enforce it

- Hearts and minds don't change that quickly
- Sometimes we act in prejudicial ways or treat people according to stereotypes we know because.....
  - That's how we are wired, and we have not challenged ourselves.
- Think about driving. Have you ever noticed anyone else's driving?

Objectives: by the end of this session, staff will be able to:

- Name three reasons why diversity/ cultural humility are an important asset to Thresholds.
- Know the meaning of the terms “micro aggression” and “ally”
- Describe the process for taking action when you believe discrimination is taking place

# Our Mission



● Thresholds assists and inspires members to reclaim their lives by providing them with the supports, skills, and respectful encouragement that they need for hopeful and successful futures.

**How does understanding other cultures help with this?**

# What kind of workplace do we need to have to fulfill our mission?

- Respectful
- Warm
- Welcoming
- Accepting
- Encouraging
- Open
- Safe Spaces
  - Safe...for all different kinds of people

# Why is Culture like an Iceberg?

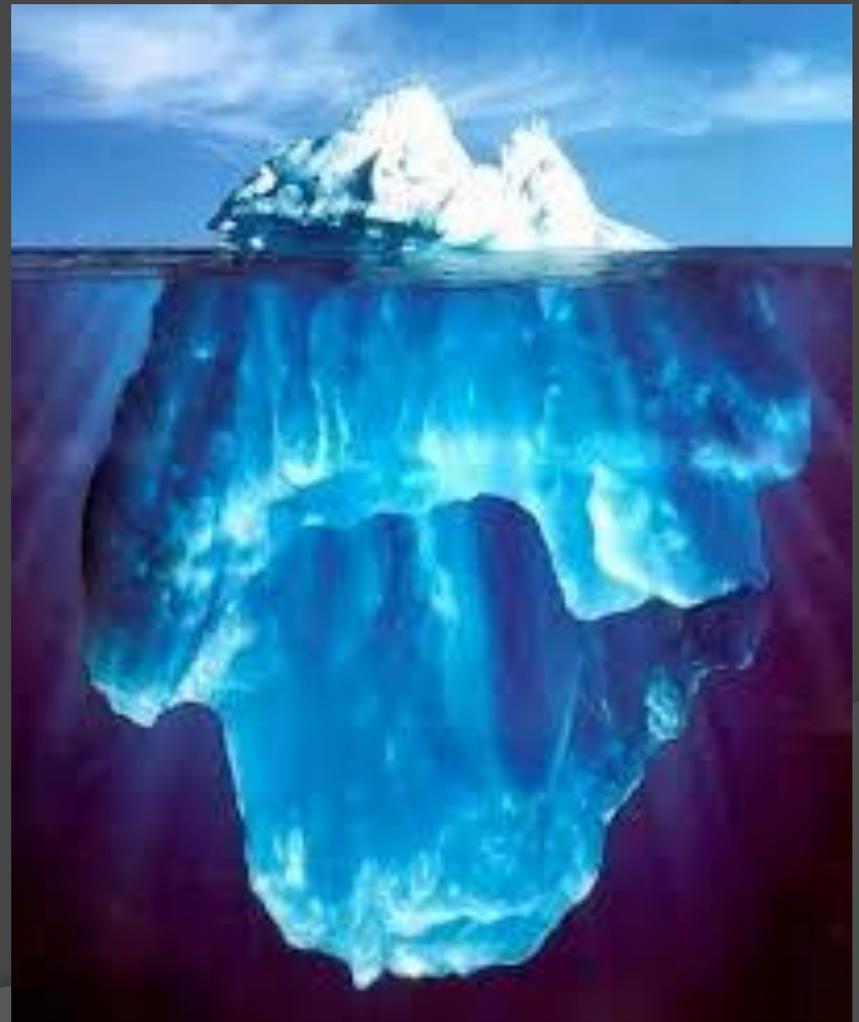


# Why is Culture like an Iceberg?

**Food, dress, music,  
visual art, drama,  
crafts, dance,  
literature, language,  
celebrations**



**Notions of modesty, conception  
of beauty, ideals, government,  
child raising, definition of sin,  
cosmology, relationships to  
animals, work patterns,  
superior/subordinate,  
relationships, humor, attitudes  
towards, elders, friendships,  
body language, eye contact  
behavior, social interaction,  
conversational pattern, roles in  
relation to age, sex, class,  
occupation, kinship, and so on.**



# Understanding Culture

- Culture becomes our reality
- The map that guides us
- The window through which we view the world
- To attack someone's culture is to attack that person's innermost self
- It impacts people's perceptions and expectations of others.
- It is a filter through which people process their experiences and events in their lives.
- We All have a culture

# Cultural Humility Defined

- To practice cultural humility is to maintain a willingness to suspend what you know, or what you think you know, about a person based on generalizations about their culture. Rather, what you learn about your clients' culture stems from being open to *what they themselves have determined is their personal expression of their heritage and culture*

• *The Social Work Practitioner*

# The Process of Cultural Humility

- Lifelong commitment to self evaluation and self critique
- Desire to fix power imbalances
- Develop partnerships with people and groups who advocate for others

# Cultural Humility

- ◉ Culture does not determine behavior – it provides the framework through which someone understands themselves, their environment and their experiences.
- ◉ Culture is ever changing
- ◉ It is not possible to predict the beliefs and behaviors of someone based on their race, ethnicity or national origin.

**The longer we listen to one another – with real attention – the more commonality we will find in all of our lives. That is, if we are careful to exchange with one another life stories and not simply opinions.**

**Barbara Deming**

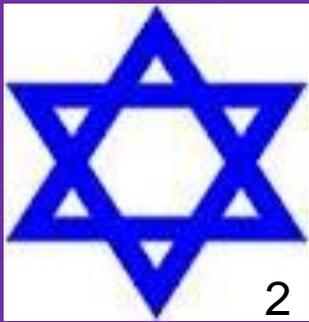
# Images Exercise

Gather in groups of 2-3. Take 5 minutes and work with your group to identify the images that you see.

The first group to identify all images in the time frame wins!



1



2



3



4



5



6



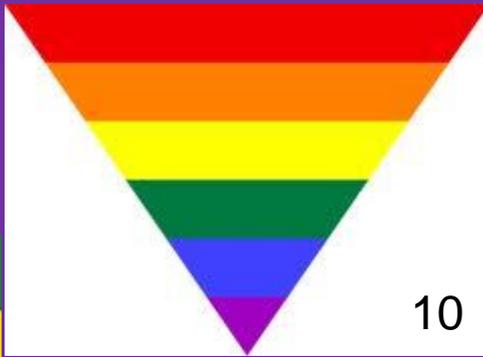
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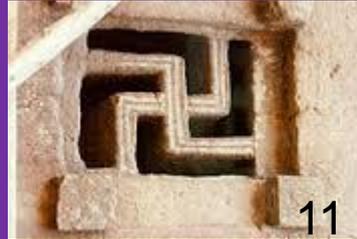
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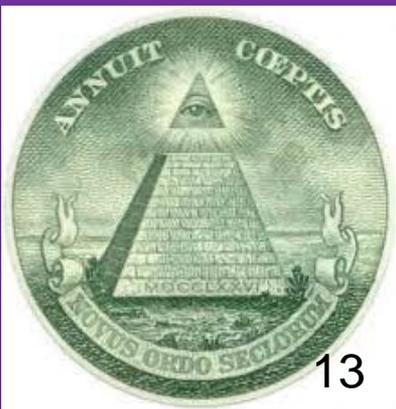
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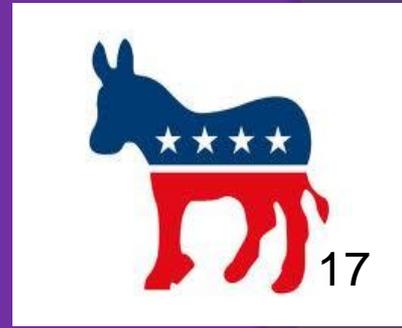
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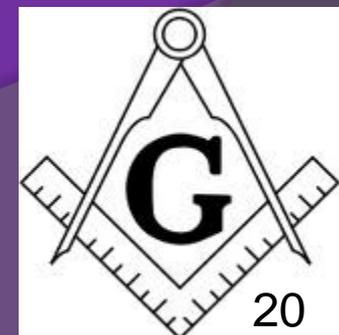
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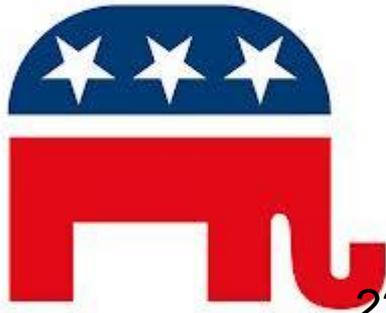
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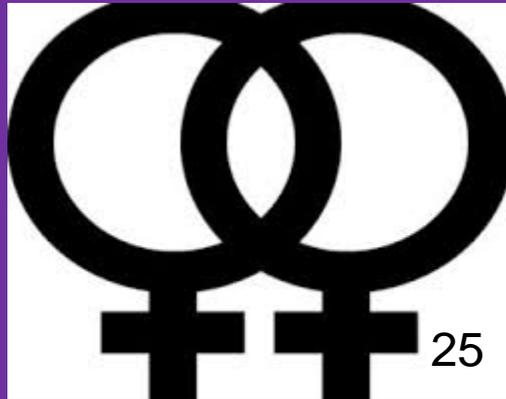
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# Images Exercise

- Symbols become important tools for transmitting and sustaining culture
- Symbols are the silent language of cultures. They reveal the internal characteristics and meaning of the culture.

# The Concept of Systemic Oppression.....

- Systemic oppression describes a relationship between categories of people in which one benefits from injustice toward the other.



# Systems of Oppression

<b>System</b>	<b>Marginalized Group(s)</b>	<b>Privileged Group(s)</b>
<b>Racism</b>	<b>People-of-Color</b>	<b>White</b>
<b>Sexism</b>	<b>Women (Cis&amp; Trans), Gender-Non-Conforming</b>	<b>Men, Gender-Non-Conforming</b>
<b>Transphobia</b>	<b>Transgender, Gender-Non-Conforming</b>	<b>Cis-gender, Heterosexual, Gay, Lesbian</b>
<b>Classism</b>	<b>Working-class, Poor</b>	<b>Middle-class</b>
<b>Ableism</b>	<b>People with disabilities</b>	<b>Able-bodied</b>
<b>Homophobia</b>	<b>Gay, Lesbian, Bisexual, Trans</b>	<b>Heterosexual</b>

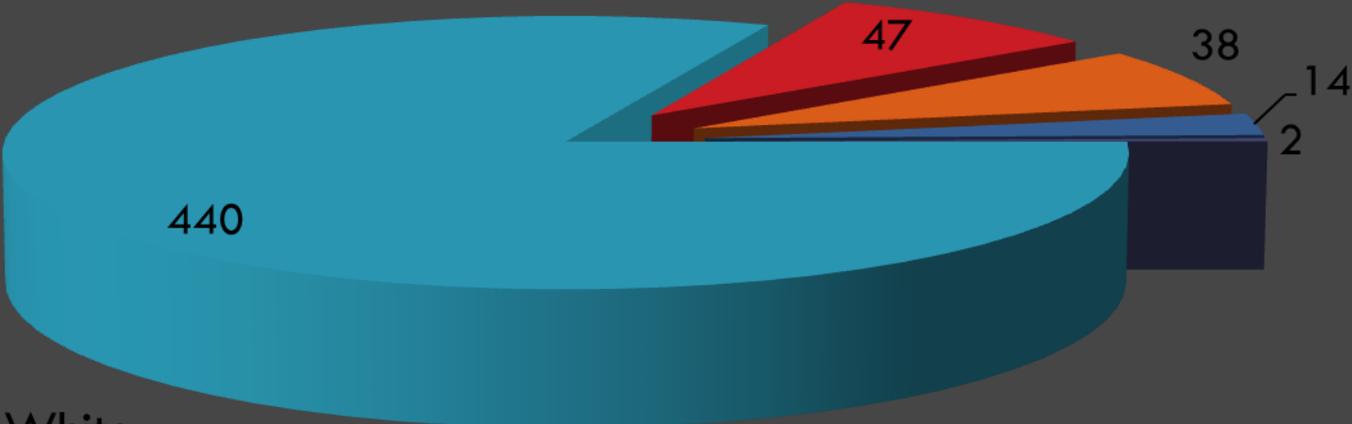
NOTE: This list does not cover all types of systemic oppression. There are many other marginalized groups discriminated due to aspects of identity including due gender expression, religion, age, and size.

# Effects of Systemic Oppression

- Profiling – Arrests
- Employment
- Education – Achievement Gap
- Healthcare Inequities
- Housing and Loan
- Immigration
- Other's?

# Effects of systemic oppression 2016

○ Racial demographics of 541 congress members



- 440 White
- 47 African American
- 38 Latino
- 14 Asian American & Pacific Islanders
- 2 Native American

68.2%	<b>White men</b>
14.7%	<b>Men-of-color</b>
13%	<b>White women</b>
6%	<b>Women-of-color</b>
1%	<b>LGBTQ* identified</b>

<https://www.fas.org/sgp/crs/misc/R42964.pdf>  
[http://colorlines.com/archives/2013/01/113th\\_congress\\_diversity.html](http://colorlines.com/archives/2013/01/113th_congress_diversity.html)  
<http://thesocietypages.org/graphicsociology/2012/10/10/congressional-demographics/>

# Nearly everyone has privilege

- Nearly everyone is the member of at least one privileged group, and therefore benefits from a form of systemic oppression.
- All aspects of our identities – whether oppressed or privileged by society – interact with one another. (intersectionality)
- Privilege doesn't mean your life is easy, but rather that it's *easier* than others.



# Privilege Exercise

- ① The purpose of this exercise is to learn to recognize how power and privilege can affect our lives even when we are not aware it is happening.
- ② The purpose is not to blame anyone for having more power or privilege or for receiving more help in achieving goals, but to have an opportunity to identify both obstacles and benefits experienced in our life.

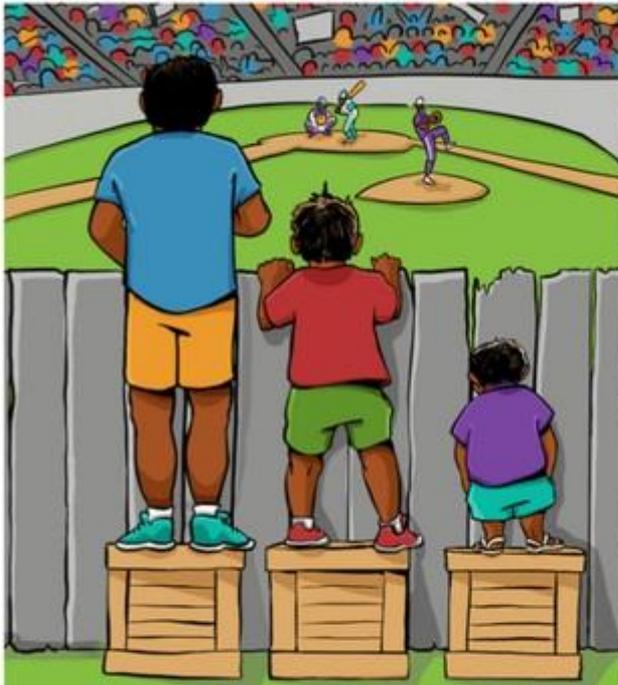
# What was that like for you?

- Why is it important for us to be aware of this aspect of our identities/experience?



# A word from Dr. Seuss

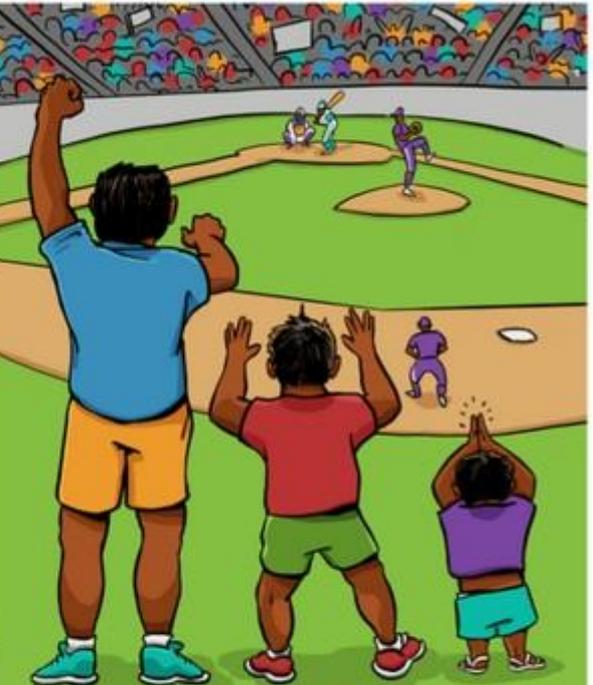
Unless someone like YOU  
cares a whole awful lot,  
nothing is going to get better.  
It's Not. -- <sup>The</sup> LORAX



**EQUALITY**



**EQUITY**



**LIBERATION**

# Bearing witness

- ⦿ When conversations make you uncomfortable
  - Put-down of your group
  - Put-down of someone else's group
- ⦿ What is this called?

**MICRO AGGRESSION**

# Microaggressions

- Are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons solely based upon their marginalized group membership.

*Psychology Today*

# Some are pretty obvious



# Others are more subtle

- “I don’t see your religion, I see us as equal.”
- “Lesbians on TV look beautiful –not like real ones.”
- “One of my best friends is Black.”
- “The burka is oppressive.”



# Many fall in somewhere between

- “The cost of parking downtown is rape.”
- “Bisexuals just haven’t picked a side yet.”
- “That’s so retarded/gay/ghetto/insane.”
- “If he ate less he wouldn’t be fat.”



# Others look like compliments

- ⦿ “Latinos are hard-working.”
- ⦿ “I love gay men!”
- ⦿ “You don’t seem that old.”
- ⦿ “She does that well for a woman.”



# Some are questions

- "Where are you actually from?"
- "What is your real name?"
- "Can I touch your hair?"
- "What Chinese herb should I take?"



# They come in many forms

- ⦿ There is a wide range of micro-aggressions, some much more obvious than others.
- ⦿ *The most subtle are sometimes the most pervasive and therefore insidious.*



# Micro aggressions build up



# How to be an Ally

- ⦿ When you hear a put down, speak up!
  - Think about when someone has spoken up for you....
- ⦿ Hey, that's not cool
- ⦿ Can you think of another way to say that?
- ⦿ I don't understand. What are you trying to say?
- ⦿ That's a micro aggression! I just learned that in New Staff Orientation!

# It's not easy

- ⦿ Sometimes you are the target and no one is being an ally
- ⦿ Sometimes, it's not comfortable to speak up in the moment
- ⦿ It's OK if you don't speak up in the moment
  - But if you don't deal with it, it might come back to haunt you

# LET'S TALK ABOUT WORKPLACE PROTECTIVE LAWS AND PROTOCOLS



# Americans with Disabilities Act (ADA)

- The ADA is a federal civil rights law that prohibits discrimination against individuals with disabilities in activities.
- By passing the ADA, Congress recognized that many Americans were being excluded from all parts of life, including employment, access to private businesses, state and local government services, transportation and telecommunications.
- The ADA provides a much-needed national standard for the protection of the civil rights of people with disabilities.



Since 1990

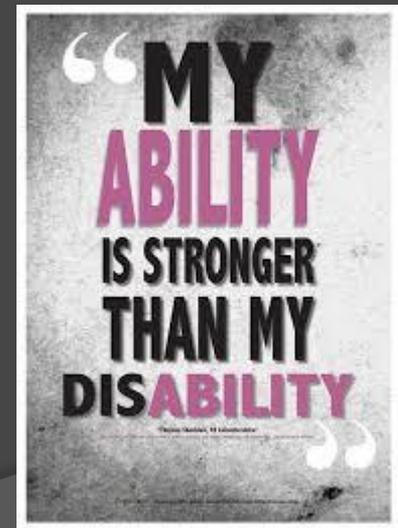
# What is a disability under the ADA?

- 1. A person with a physical or mental impairment that substantially limits one or more major life activities.** For example, a person who uses a wheelchair is substantially limited in the major life activity of walking.
- 2. A person with a record of a physical or mental impairment.** For example, if a person had cancer in the past, but now, after treatment is cancer free. If the employer refuses to hire the person because of the past impairment, the person is protected by the ADA based on the record of an impairment.
- 3. A person who is regarded as having an impairment.**
  - **Physical impairment:** Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the body systems.
  - **Mental impairment:** Any mental or psychological disorder, such as emotional or mental illness, and learning disabilities.

**DISABILITY RIGHTS**  
**ARE CIVIL RIGHTS**

# Accommodations

- **Reasonable Accommodations:**  
Modifications or adjustments to ordinary business operations toward supporting a *qualified* employee with a disability perform *essential* job functions.



# ADA Reasonable Accommodations

- **An employer is only required to accommodate a "known" disability of a qualified applicant or employee.**
- **The requirement generally will be triggered by a request from an individual with a disability, who frequently will be able to suggest an appropriate accommodation.**
- **Accommodations must be made on an individual basis, because the nature and extent of a disabling condition and the requirements of a job will vary in each case.**

# Thresholds Standards

**Reasonableness:** Is the suggested accommodation reasonable?

**Undue Hardship:** Will the suggested accommodation put *Undue Hardship* on the organization (productivity, quality, impact on other staff)?

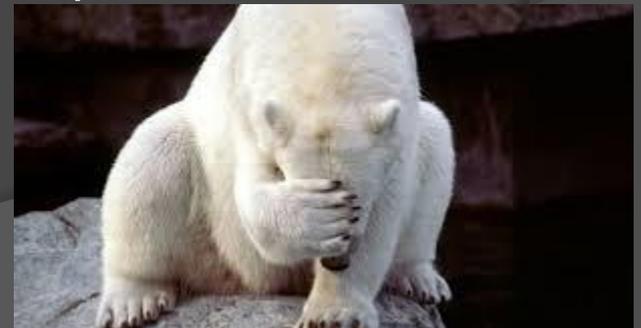
**Interactive process**

Accommodations should be agreed upon and **written down**



# Avoiding Shame through Increasing Awareness of Accommodation Practices

- Agencies need to educate & train staff on the American Disabilities Act (ADA) & the concept and *the practice* of reasonable accommodations, including: **How specifically to request them & how to respond to a request (clearly and structured).**
- Some staff **would rather stop showing up to work instead of discussing** on-the-job struggles.
- Staff must understand that discussing, requesting, & negotiating accommodations are not only for their personal on-the-job success, but also a part of our parallel process in our work with members.





# More on Harassment

- The potential for harassment, including sexual harassment exists in every workplace.
- While some individuals may feel that ‘harassment’ means only “sexual harassment”, it has become clear that in today’s work environment the term is much broader than that.
- Harassment is a costly proposition for employers. It can result in: low morale, absenteeism, reduced productivity, employee turnover, and damages and litigation costs.

# Key Elements of Harassment Complaints

- Conduct must affect a term, condition, or opportunity of employment.
- Must be unwelcome.
- Can be based on race, color, religion, national origin, sex, sexual orientation, age or disability.
- Is severe or pervasive under a reasonable person standard.

# Thresholds protects all employees from harassment

**NO MATTER WHO IS DOING THE HARASSING!**

Supervisor	Other staff	Vendors
Family of members	Significant others of members	Members
Police	Landlords	Government Employees
Firefighters/EMT's	Board of Directors	Medical professionals

# If you feel uncomfortable in the workplace....

- 1) Try to address the issue yourself in a 1:1 conversation
  - Use “I” messages
  - State clearly what you want to have happen
- 2) Involve your supervisor
- 3) Go directly to TM, Employee Relations
  - 773.572.5461

# If a member's behavior is making you uncomfortable....

- 1) Try to address the issue yourself in a 1:1 conversation
  - Use "I" messages
  - State clearly what you want to have happen
- 2) Involve your supervisor
- 3) Your supervisor will involve the clinical supervisor in charge in the member's program.
- 4) A treatment plan will be created to address the behavior in question

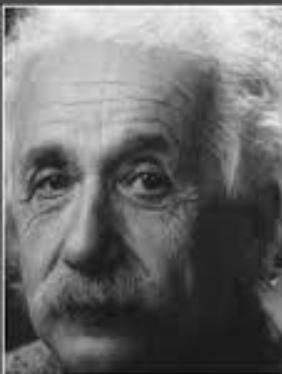
If a SUPERVISOR is making you  
or anyone uncomfortable

Go directly to Talent Management,  
Employee Relations

➤ 773.572.5461

# Its not easy but we still need to take action

- **A:** Accept that it will be uncomfortable and that what you say may not go over smooth
- **C:** Keep calm and breath— Its important to speak from the heart, but avoid getting overwhelmed by emotions
- **T:** Take action— Make a simple statement and move on



Striving for social justice is the most valuable thing to do in life.

— Albert Einstein —

AZ QUOTES

INJUSTICE ANYWHERE IS A THREAT TO JUSTICE EVERYWHERE.

MARTIN LUTHER KING, JR.

Be the Voice of Those who Don't Have One

advocacy to change "what is" into "what should be"



If you join a fight for social justice you may win or lose, but just by being part of the struggle, you win, and your life will be better for it.

— Howard Zinn —

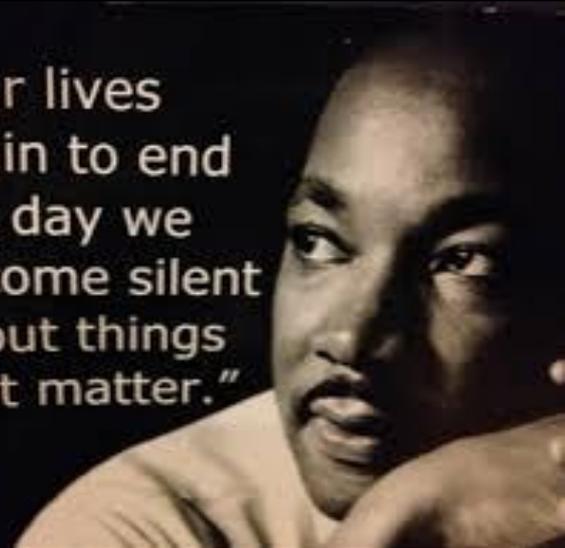
AZ QUOTES

Inclusion Justice Fairness Opportunity Access Diversity Participation Collaboration Regionalism Equal shared understanding cooperation accountability social development transportation investment growth inclusive Fair equality income economic partnerships

YOU CREATE beauty WITH YOUR ATTITUDE YOUR BEHAVIOR YOUR ACTIONS

IT'S ALL UP TO YOU

"Our lives begin to end the day we become silent about things that matter."



Hope Will Never Be Silent



It's takes all of us to create the respectful, warm, safe workplace we need in order to do our work with members