

## **HR Standard 1.9**

### **STAFF DIVERSITY**

#### **PHILOSOPHY**

County PCSA's recognize the importance of cultural competency in the services that they provide and the work environments that they maintain. They recognize the need to promote, address, and respond to the diversity of the workforce as well as the children and families served by the agency. PCSAs embrace culturally competent child welfare practice through supporting the Ohio Child Welfare Training Program's competency based, in-service training system, providing other forms of culturally focused educational resources, and seeking technical assistance when necessary. From a cultural perspective, training and educational opportunities are paramount for employees to sensitively and competently fulfill their job responsibilities, create a positive work environment, and contribute to the agency mission.

#### **OUTCOME**

PCSA's are active and innovative in how they address and train culturally competent child welfare practice and promote an inclusive work environment.

#### **APPLICATION**

1. PCSA's have knowledge and be aware of the cultural composition of the county the PCSA is located in, the client population it serves, and the composition of its workforce.
2. PCSAs support and encourage employees to increase their personal knowledge. Skills, sensitivity, and comfort levels by gaining an understanding of their own cultural background, biases, the culture of others, and the culture of the agency itself.
3. The following cultural areas should be considered as focal points of training, education, and celebration:
  - Religion/Spirituality
  - Language/Communication
  - Education
  - Gender
  - Intergenerational dynamics
  - Beliefs regarding help from outside of the family unit/Cultural influences
  - Parenting norms/Cultural influences
  - Beliefs regarding health care/Cultural influences

- Sexual orientation
- Mentally challenged
- Blind/Deaf
- Physically challenged
- Racism
- Ethnicity
- Geographic origin
- Generation issues
- Family values/Cultural influences
- Self-determination/Cultural influences
- Sibling group placement
- Race
- Aged

1. PCSAs recognize that cultural diversity training and education encompasses more than race and ethnicity. Additional areas of focus include sexual orientation, physical and mental ability, the poor, gender differences. Age, spirituality, and other groups of people who share a common value. A good baseline of training topics would include:

- Cultural Diversity 101
- African American Culture
- Appalachian Culture
- Hispanic/Latino Culture
- Culture of Poverty
- Gender Issues
- Gay/Lesbian Issues
- Asian Culture
- Native American Culture
- Spirituality Issues
- Physically Challenged
- Mentally Challenged

5. PCSAs are encouraged to utilize a diverse population of trainers, including their own staff, to provide employees a broad perspective of knowledge and experience.

6. PCSAs actively support and put into place a variety of formal and informal education, training and information activities that enhance staff knowledge of and sensitivity to relevant cultural groups within their organization, client population, and county. Such activities may include:

- Diversity luncheons celebrating different cultural groups
- Racism study circles
- Distribution of reading materials regarding different cultural groups
- Presentation of training video tapes
- Participation/consultation with/from the Statewide Diversity Committee
- Attendance at training sessions and conferences
- Discussion/support groups

### **Sample Diversity Policy**

The PCSA is committed to developing and maintaining a multicultural organization that supports and respects cultural diversity and rejects discrimination and oppression. In support of this belief, the PCSA is committed to:

- Enabling all staff, caregivers, service providers, and board members to recognize, understand, and respect the cultures of the people we work with and provide services for
- Developing an agency that promotes and respects the diversity among people and has an expectation that its members demonstrate sensitivity, understanding, and respect for all cultures
- Creating an atmosphere that encourages people to explore cultures different from their own without fear
- Creating an atmosphere that encourages everyone to express themselves within the parameters that support the agency's mission
- Empowering our members, through education and training, to act as change agents

The PCSA understands that verbal and other types of communication misunderstandings are often the beginning of difficulties among culturally diverse people. The consequences of hateful, insensitive, and discriminatory communication are no less painful than physical attacks. Therefore, the PCSA is implementing a bias free behavioral, written and spoken language in the work place. Distribution of racist, demeaning, and inflammatory documents is prohibited. Such material may be reviewed within the context of training and education. The dissemination of these materials and the display of such behavior promote a dysfunctional work environment and will be addressed through the PCSA's disciplinary policy.

Standard adapted from the Lucas County Children Services Board

## WHEN WORKING WITH DIFFERENT GENERATIONS

### ON THE JOB ASSETS

#### **Veterans are:**

- Stable
- Detail oriented
- Thorough
  
- Loyal
- Hard working

#### **Boomers are:**

- Service oriented
- Driven
- Willing to go the Extra mile
- Good at relationships
- Wanting to please
- Good team players
- Good at building rapport

#### **Gen Xers are:**

- Adaptable
- Techno-literate
- Creative
  
- Independent
- Not intimidated by authority
- Able to multi-task & parallel process

#### **Nexsters are:**

- Active as a group
- Optimistic
- Tenacious
  
- Heroic in spirit
- Able to multi-task
- Technologically savvy

### ON THE JOB LIABILITIES

#### **Veterans are:**

- Inept with ambiguity and change
- Reluctant to buck system
- Uncomfortable with conflict
- Reserved in disagreements

#### **Boomers are:**

- Not naturally budget minded
- Uncomfortable with conflict
- Overly sensitive to feedback
- Judgemental of those who see things differently
- Self-centered
- Needing to be liked

#### **Gen Xers are:**

- Impatient
- Poor with traditional People skills
  
- Inexperienced
- Cynical
- Likely to burn out trying too much too soon

#### **Nexsters are:**

- Needing of supervision and structure
- Inexperienced (especially with difficult people issues)
- Used to having lots of attention and authority from parents

### AS MANAGERS AND LEADERS

#### **Veterans are:**

- Have a directive style
- Take command
- Are controlling leaders
- Make decisions on own

#### **Boomers are:**

- Changed work hierarchy to include teams and a fair level playing field
- Have problems practicing what they preach
- Sometimes fall into management by buzzword

#### **Gen Xers are:**

- Not good soldiers
- Always ask why
- See leadership as a way to prove their worth
- Have and can access a lot of information
- Are honest with others- almost brutally so

#### **Nexsters are:**

- Wait and see.....

## GENERATIONS- FACT AND FICTION

### The Veterans

#### Fiction:

1. They have more accidents and are sick
2. They can't learn technology
3. They don't want to work
4. They're not as productive as younger employees
5. They're not as bright as their younger counterparts

#### Fact:

1. Older persons have fewer on-the-job accidents and insurance claims by older persons are no different than for all employees
2. Seniors are willing students when the training is done right
3. Many prefer working, at least part-time
4. The U.S. Dept. of Health and Human Services reports That older workers are every bit as productive as theirs
5. The American Management Association reports that Intelligence remains constant until at least age 70.

### The Baby Boomers

1. They are on their way out
2. They'll grow up
3. They've always had it easy; they're assured a comfortable retirement
4. They've quit learning
5. Boomers are workaholics

1. The Organ. For Economic Cooperation and Development says the average life expectancy for today's women is 78.8; for men 72. Boomers expect longer work lives than any other previous generation.
2. According to Boomer Institute, sales of Harley-Davidson motorcycles doubled in the early 90's and the majority of buyers were baby boomers.
3. Of all generations, boomers have the largest credit card debt. They have an average of 20 years left on their mortgages. They are coming late to saving. For what workers should be saving each year for a comfortable retirement, Gen. X saves \$3,564.; Boomers save \$2,825.
4. A USA Today (3/2/98) article says Boomers are creating a cottage industry that caters to "old dogs" learning new tricks. Enrollment in adult education programs is up significantly in everything from tap dancing to sushi to economics
5. Boomers have tended to work grueling hours for 30 years, today many have committed to a slower pace. "The most stressed generation in history has been eager to find ways to simplify their lives. Boomers, especially those approaching 50 are working fewer hours.

## **The Gen Xers**

### **Fiction:**

1. They're materialistic
2. They're whiners
3. They have a "you owe me" attitude
4. They're not willing to work hard
5. They're living on easy street

### **Fact:**

1. Many are struggling to make ends meet. Economists tell us that this is the first U.S. generation that probably won't be able to improve on their parents' lifestyles. They won't have enough money to pay for a home and their children's education. They want to get out of debt. Money is important to them, but material wealth and status items are scorned by this generation.
2. Gen Xers face rather daunting challenges - college loans, skyrocketing health care costs, yet most are philosophical about the problems they're inheriting
3. No more so than any other generation
4. In interviews, gen. Xers tell us they are willing to work very hard. They do not want to be taken advantage of though. Many believe that it is unfair to expect a 70 hour week for 40 hours of pay. And as a generation, they are committed to life beyond work.
5. In the 1950's, young homeowners spent approximately 14% of their incomes on home mortgage payments. Today it takes 40%. Today, older folks will get back \$200 for every \$100 they put into Social Security. Gen Xers lose more than \$100 for every \$450 they contribute.

## **The Nexters**

### **Fiction:**

1. Youth are going to hell in a handbasket
2. Today's kids are getting a great education
3. Kids need to spend more time reading

### **Fact:**

1. Experts believe this fine new crop of young people will make heroes of themselves.
2. Not all of them. Gregory Schmid says, "Tomorrow's haves and have nots are already diverging in today's third grade classrooms as they either advance into the information age or fall behind for lack of reading and math skills or access to computers.
3. Kids are spending more time reading. Business Week reports that surveys show video games cut into TV, not reading time.

## TO MOTIVATE:

### Veterans:

- Your experience is respected
- It's valuable to the rest of us to hear what has and hasn't worked in the past
- Your perseverance is valued and will be rewarded
- Use a visual touch (write a note). Provide visual perks (company cars)
- Stress the long haul

### Boomers:

- You're important to
- You're valued here
- Your contribution is important and unique. We need you
- Let them know they are worthy employees
- Use personal approaches & give public recognition
- Give them chances to prove their worth
- Give them perks (car)
- Let them assist in gaining recognition
- Involve them
- Reward work ethic long hours

### Gen Xers:

- Do it your way
- There aren't a lot of rules here
- We've got the newest hardware and software
- "We're not very corporate"
- Give them multiple projects
- Provide constructive feedback
- Give them time to Pursue other interests

### Nexsters:

- You'll be working with other bright people
- Your boss is in her 60's
- You and your co-workers can turn this business around
- You can be the next hero here
- You can work with people across the world here
- Give them a chance to prove themselves within limits to avoid burnout

## Monthly Diversity Celebrations

<u>Month</u>	<u>Subject</u>	<u>Person Responsible</u>
January	Persons with Disabilities	_____
February	African American Heritage	_____
March	Women's History	_____
April	Child Abuse Prevention-Cultural Differences	_____
May	Hispanic Heritage	_____
June	Gay & Lesbian History	_____
July	Appalachian Heritage	_____
August	Children & Families	_____
September	Asian/Pacific Islander Heritage	_____
October	Domestic Violence Awareness	_____
November	American Indian Heritage	_____
December	Spiritual Awareness & Celebration	_____



**TRAINING**  
**STAFF DIVERSITY**

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**OUTCOME**

PCSA's should be active and innovative in how they address and train culturally competent child welfare practice and promote a positive, inclusive work environment. To enhance competency in cultural diversity, PCSA's should consider a variety of approaches in training and educating staff.

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5. PCSA's are encouraged to utilize a diverse population of trainers, including their own staff, to provide employees with a broad perspective of knowledge and experience.
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