TABLE OF CONTENTS

FOREWORD

The aim of this publication is to provide guidelines to develop a *whole organisation approach* to address racism and to support interculturalism within an organisation. These guidelines are the second part of a series of publications, which began with 'Guidelines on Anti Racism and Intercultural Training' and which will continue with the publication of training and resource materials for anti racism trainers.

This series of publications have been developed in response to requests from both statutory and non-statutory agencies for advice on the development of appropriate strategies for working in an increasingly diverse society.

The guidelines are about promoting good practice and are designed to be consistent with the equality legislation, the development of equality action plans and the equality/diversity aspects of the Government's Quality Customer Service Initiative, which is aimed at renewing and modernising public services in Ireland[1].

The NCCRI would like to thank all those who have contributed to these guidelines.

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National Consultative Committee on Racism and Interculturalism

March 2003

[1] See SMI/Equality Authority. *Support Pack on the Equality Diversity Aspects of QCS for the Civil and Public Service.*

INTRODUCTION

The National Consultative Committee on Racism and Interculturalism (NCCRI) is an expert body that seeks to both provide advice and to develop and mainstream strategies aimed at tackling racism and supporting a more inclusive and intercultural Ireland.

As part of its remit, the NCCRI has provided anti-racism and intercultural awareness training to a wide range of government departments, statutory bodies, health boards, hospitals, trade unions, employers and non-government organisations. This role was enhanced with the establishment of a training and resource unit in April 2000.

These guidelines seek to build on NCCRI's role around training and to provide a framework for the development of a *whole organisation* approach to address racism and support interculturalism within an organisation.

Definition of a 'Whole Organisation' Approach

A whole organisation approach is a common sense approach to address racism and support inclusive, intercultural strategies within an organisation, with reference to equality policies and equality action plans. It seeks to focus on three key dimensions of an organisation, which are:

- *Organisational ethos (formal and informal)*
- *Workplace*
- *Service provision*

Therefore, a whole organisation approach seeks to take into account:

- *Organisational values*
- *Cultural diversity in the workplace and interaction between staff*
- *Cultural diversity among the customer base/service users of an organisation*

Definition of Racism

Racism is a specific form of discrimination and exclusion faced by Black and minority ethnic groups, including Travellers[2]. It is based on the false belief that some 'races' are inherently superior to others because of different skin colour, nationality, ethnic or cultural background. Racism denies people their basic human rights, equality and respect.

Racism is defined in the UN International Convention on the Elimination of all Forms of Racial Discrimination (1969)[3] as:

> *'Any distinction, exclusion, restriction or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of human life'.*

Definition of Interculturalism

Interculturalism is essentially about interaction, understanding and respect. It is about ensuring that cultural diversity is acknowledged and catered for. It is about inclusion for minority ethnic groups by design and planning, not as a default or add-on. It further acknowledges that people should have the freedom to keep alive, enhance and share their cultural heritage.

Why develop a 'Whole Organisation' Approach?

The overall rationale for the development of a 'whole organisation approach' is to assist organisations to meet the opportunities and challenges associated with living and working in a multi-ethnic society, which include:

1. The ongoing need to combat racism, in all its forms
2. Ensuring equality of access to, participation in and outcomes from the services provided by an organisation
3. The need to attract, retain and provide a good working environment for all staff within an organisation, including those from minority ethnic groups
4. The legal requirements arising from the emergence of equality legislation and related employment legislation in Ireland and related good practice

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[2] Hereafter shortened to *'minority ethnic groups'.*

[3] Ratified by Ireland in December 2000.

PART ONE

What are the key elements of a Whole Organisation Approach?

The key elements of a Whole Organisation Approach are as follows:

- *Ethos of the organisation*
- *Workplace*
- *Service delivery*

Part One: Ethos of the Organisation[4]

Changing organisational ethos is in many ways the most challenging aspect of a whole organisation approach.

The organisational ethos can be defined as:

the dominant value system that underpins the way an organisation works, the way staff relate to each other within the organisation and the way the organisation relates to its customers/service users.

The dominant organisational value system is often implicit and informal[5]. It is adopted and communicated, often unconsciously, by staff through day to day practice, interaction and example rather than being consciously thought through or taught. It is of course important to note while identifying the predominant ethos within organisations that the organisational ethos can also be inconsistent or can sometimes vary between one part of an organisation to another.

Organisational ethos can either have a positive or negative impact on people from minority ethnic backgrounds. In the experience of the NCCRI training and resource unit, it is often aspects of the organisational ethos that needs to change or adapt, rather than the whole organisational ethos. However, it is also evident that in a smaller number of organisations, the introduction of anti racism and cultural diversity policies on paper will result in little or limited change if such policies are undermined by a organisational ethos or specific work practices. The role of senior staff in providing a leadership role can significantly accelerate the process of changing organisational ethos.

The predominant ethos of an organisation can have positive or negative outcomes both in the workplace and in the provision of goods and services for minority ethnic groups. The NCCRI has identified three predominant forms of organisational ethos, which are:

- *Exclusionary Organisational Ethos*
- *Neutral Organisational Ethos*
- *Inclusive Organisational Ethos*

The aim of a whole organisational approach is to move from an exclusionary or neutral organisational ethos to an inclusive organisational ethos.

The Exclusionary Organisational Ethos

An exclusionary organisational ethos is where an organisation, or major parts of an organisation, are unreceptive to the needs of minority ethnic groups, either as staff or customers. In a small minority of instances the organisation is actually openly hostile to such groups to the point of their total exclusion.

Features of an exclusionary organisational ethos can include:

- *Frontline service personnel are rude or hostile to customers from minority ethnic groups.*
- *Informal or unofficial practices are in place to ensure that people from minority ethnic backgrounds are not recruited or not promoted past a certain level of responsibility.*
- *The predominant public persona of an organisation is that it is anti diversity and anti minority ethnic groups, through its specific policies and actions.*

The Neutral Organisational Ethos

The 'neutral' ethos can be characterised by the statement *'we treat everyone the same'* or *'one cap fits all'*. On the surface, this would appear to be a fair and balanced approach. However, treating everyone the same can have the effect of being exclusionary, even when there is no intent. It is evident that some groups have much greater needs than others and *'treating everyone the same'* can result in the same or less resources being focussed on groups. In short, the same general policies are applied to minority ethnic groups with little or no attempt to see how they impact on minority ethnic groups.

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[4] *'Ethos of an organisation'* is sometimes referred to as *'organisational culture'* in other contexts. The term ethos is preferred in this context, partly because it would be confusing to use culture in a publication focussing on cultural diversity and interculturalism.

[5] It is important to make the distinction between organisational ethos and organisations with a distinct religious or cultural ethos. Some organisations, such as schools, hospitals have a distinct religious or cultural ethos, which they would like to see preserved. These guidelines are designed to be as applicable and adaptable to organisations with a religious ethos as they are to non-denominational or multicultural organisations.

Features of a neutral ethos can include:

- Little or no reference to the needs of minority ethnic groups in strategic plans, customer action plans or business plans.
- The omission by oversight of minority ethnic groups from consultation processes, including customer surveys, marketing and customer service initiatives.
- The failure to respond to and general insensitivity to cultural and religious diversity in the workplace.
- The design of policies that fail or only partially meet the needs of minority ethnic groups.

The Inclusive Organisational Ethos

An inclusive organisational ethos seeks to take into account the diversity of people in the workplace and the diversity of people using a particular service. When policy is being planned, implemented and reviewed, diversity and the needs of minority ethnic groups are fully considered and incorporated, either as part of a broader strategy and/or specific strategy focussed on minority ethnic groups. A positive environment is created for staff and people using services within a particular organisation.

Features of an inclusive organisational ethos can include:

- A workplace environment where all staff, including staff from minority ethnic groups, feel comfortable to work.
- The needs of minority ethnic groups, staff and customers are automatically taken into account when drawing up new policy or practices and in evaluating outcomes.
- The drawing up and implementation of a clear anti racism/diversity policy for the organisation.

The following are identified actions for changing the organisation's ethos:

Organisational Ethos: Recommended Actions

Identify and discuss models of organisational ethos (exclusionary, neutral, inclusive) through awareness training

Full implementation of policies related to the workplace and the provision of services identified in these guidelines

Senior staff leadership can have a significant impact on ethos but all staff must be involved in the process

Part Two: Workplace

Focussing on the workplace, the following issues are of importance:

- ***Compliance with legislation***
- ***Recruitment and selection***
- ***Work environment and staff retention***
- ***Awareness, attitudes and behaviour***

Compliance with Legislation

The key piece of equality legislation in respect of the workplace in the context of these guidelines is the Employment Equality Act (1998).

Information about the Equality legislation is available from the Equality Authority ***www.equality.ie***. The Employment Equality Act, 1998 prohibits discrimination in relation to employment on nine distinct grounds, which are: gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller community.

The Act covers employees in both the public and private sectors as well as applicants for employment and training. The scope of the Act deals with discrimination in work related areas, from vocational training to access to employment and employment conditions generally, including training, work experience and advancement within employment. The publication of discriminatory advertisements and discrimination by employment agencies, vocational training bodies and certain vocational bodies, i.e. trades unions and employer, professional and trade associations are also outlawed.

There is also a range of other important employment related legislation that provide general protection for all workers, including minority ethnic groups and migrant workers. Further information is available at ***www.entemp.ie***.

The following are some of the key pieces of general employment legislation:

Industrial Relations Acts, 1946-1990

National Minimum Wage Act, 2000

Organisation of Working Time Act, 1997

Protection of Young Person's Act, 1996

Payment of Wages Act, 1991

The Labour Inspectorate, under the aegis of the Department of Enterprise, Trade and Employment insists employers should have the following records available to verify compliance with the preceding general employment legislation:

- Name, address, PPS number of each full/part time employee
- Gross wages, hours of work, Sunday work and overtime
- Holidays
- Job classification
- Experience of workers
- Dates of commencement and termination
- Dates of births of employees under 18 years
- Whether board and lodgings are provided
- Meal breaks
- Rosters showing starting and finishing times

Recommended Actions:
Employment and Equality Legislation

> Review of employment policies to ensure compliance with the equality and employment legislation outline in this section.
>
> ---
>
> Provide accessible information in different languages if necessary on employment rights to all staff.

Recruitment and Selection

- Equality of opportunity and merit are two key principles underpinning the processes of selection and recruitment.
- Access to employment organisations is an issue for many Black and minority ethnic people. Advertising, job descriptions, selection criteria, composition of selection panels, conduction of interviews have the potential of being discriminatory even if this was not the intention. If there is a gap between the numbers of people applying for jobs from minority backgrounds and the numbers that actually succeed in obtaining employment or if there is little or no applications from people from minority ethnic groups, it may be necessary to review recruitment and selection practices.

Workplace environment and retention of staff

Retention of staff is an important issue for many businesses and employers in Ireland. Some organisations may experience a general high turnover of staff. Others may find that there may be a disproportionately high turnover of staff from minority ethnic groups. High turnover of staff may be as a consequence of a surplus of employment opportunities and/or as a consequence of low wages or poor working conditions or limited promotion prospects.

Higher turnover of staff from minority ethnic groups may be related to these and/or additional factors, including being made to feel uncomfortable or excluded, sometimes through harassment such as bullying in the workplace. There may also be informal or unconscious practices that prevent staff from minority ethnic background being given the responsibilities that their qualifications and experience would merit. There may also be a perception or a reality that there is a 'glass ceiling' that prevents promotion of people from minority ethnic backgrounds past a certain grade within an organisation, no matter what their qualifications and experience.

There are also particular issues for migrant workers. High turnover of migrant workers, particularly from outside the European Economic Area (EEA)* can be as a consequence of:

- Failure of an employer to provide accommodation and related supports
- Lack or inadequate job specific training
- Absence of induction/orientation programmes
- Failure to accommodate cultural and/or religious diversity

In the worst cases, this can also include exploitation of migrant workers, including poor pay and conditions, abuse of the work permit system, overcrowded accommodation, excessive fees for accommodation or other services provided by the employer, including fees retained by recruitment agencies.

The work environment is an important issue in the retention of staff. In addition to ensuring that the workplace is free from discriminatory practices it is good practice to ensure that the work environment is a place where people from minority ethnic backgrounds feel comfortable to work.

* EEA is the European Union plus Iceland, Norway and Liechenstein.

Recommended Actions:
Staff Retention and Work Environment

Provide an induction booklet or pack containing information on tax, employment and equality rights, location information, accessing key services and entitlements to healthcare, etc.

Cultural sensitivity around issues such as not disciplining staff in front of other workers and recognition of religious/cultural holidays.

Developing good practice, such as a mentoring system where staff member volunteers are designated to help and welcome a newcomer into an organisation.

Ensure that there is equality of opportunity in promotion, training and related policies.

Develop specific supportive training, for example language/literacy skills where appropriate.

Awareness, attitudes and behaviour

It is not easy to make people change behaviour. F. Nickols[6] has made an attempt to explain what would make people change new ways of doing things and what would make them reject the new ways:

- Adding new positive conditions
- Preserving existing positive conditions
- Avoiding new negative conditions
- Eliminating existing negative conditions

Attitudinal and behaviour change can also come about or be reinforced by organisational policy. If organisational policy clearly demonstrates zero tolerance for racism and this is reflected in staff contracts, in disciplinary codes and management action, then behaviour and attitudes may be changed or moderated over a period of time. A whole organisation approach therefore places a stronger weight on behaviour through changing organisational policy rather than simply challenging attitudes. It is the experience of the NCCRI that awareness-raising initiatives that are simply aimed at changing attitudes and are not linked to policy and behaviour often have little long-term impact.

Adoption of a whole organisation approach to address racism and promote interculturalism can have clear benefits for an employer and all staff.

[6] Nickols, F. (1993). *'Changing Someone Else's Behavior: Factors to consider'.* In Performance and Instruction. October '93 issue. ISPI. Washington, DC.

Benefits for the organisation and staff arising from adopting a whole organisation approach

a) A strategy to reach new markets; minority ethnic groups are also clients, consumers, etc.

b) Access to a wide range of experience, talents and possibilities

c) Credibility, better public image and reputation

d) Increase in productivity or profitability

e) Team building

f) To avoid the risk of wasting or underrating people's potential

g) To prevent expensive and publicly embarrassing law suits

h) To prevent high turnover among members of minority ethnic groups

i) To strengthen service delivery by reflecting the diversity that is present in society and by meeting the customers' needs in a sensitive way

Dealing with offensive behaviour

Specific Actions can be adopted to tackle what has been called the 'canteen culture' where racist jokes or jibes can be made, racist e-mails circulated or derogatory comments are made.

Recommended Actions:
Dealing with offensive behaviour

Adopt a 'zero tolerance' policy for offensive behaviour.

Respond to the offensive behaviour in a common sense and professional way, in line with general organisational policy and which takes into account the seriousness and the persistence of the behaviour.

Develop an anti racism awareness programme for all or a range of staff (this should not be presented as part of a punishment for perpetrators of offensive behaviour, but something that should be undertaken by all staff).

Ensure that disciplinary codes contain specific reference to offensive behaviour motivated by racism.

Part Three: Service Delivery

'Customers are the most important people on our premises. They are not dependent on us, we are dependent on them. They are not an interruption to work, they are the purpose of it. They are not an outsider to our business, they are part of it'
- Mahatma Ghandi

A potential outcome for an organisation that has not developed a whole organisation approach to addressing racism and supporting interculturalism strategies can include inequalities in service provision, including:

- Failures in or weaker service provision to minority ethnic groups.
- Poorer access to and unequal outcomes for minority ethnic groups in key areas such as health, employment, education and accommodation services.
- Greater marginalisation and poverty among minority ethnic groups in Irish society.

Equality and Diversity Commitments in the Strategic Management Initiative (SMI)

Under the Government's programme to modernise public service, there is a commitment to Quality Customer Service (QCS). For more information see **www.bettergov.ie** or **www.equality.ie**. The twelve principles of QCS are as follows:

- Quality Service Standards
- Equality/Diversity
- Physical Access
- Information
- Timeliness and Courtesy
- Complaints
- Appeals
- Consultation and Evaluation
- Choice
- Better Coordination
- Internal Customer (staff)
- Official Languages Equality

The development of a whole organisation approach to address racism and support cultural diversity advocated in these guidelines seeks to be consistent with the commitment to the Equality/Diversity principle in the Quality Customer Service strand of the Strategic Management Initiative.

[7] O'Riordan J. and Humphreys P. (2003) *Developing an Effective Internal Customer Service Ethos.*

'Ensure the rights of equal treatment established by the equality legislation and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, sexual orientation, religious belief, age, disability, race and membership of the Traveller community).

Identify and work to eliminate barriers of access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services.'[7]

Key principles that should underpin a whole organisation approach to service provision should include a focus on:

- Mainstreaming
- Targeting
- Training
- Participation
- Data

Mainstreaming

Mainstreaming means ensuring that all key planning, implementation and evaluation strategies within the organisation seek to accommodate diversity and tackle racism.

Targeting

This involves the targeting of additional resources through specific strategies related to service provision in key areas such as health, accommodation, education and training.

Participation

The enhancement of minority ethnic participation in service provision involves a range of mechanisms that widens access to decision making, including advisory committees and partnership initiatives undertaken with the full participation of the concerned groups.

Data

Key baseline data on issues such as employment, health, education and training and accommodation need to be collected and analysed, particularly by statutory agencies in relation to the access, participation and outcomes for all, including minority ethnic groups.

PART TWO

How is a Whole Organisation Approach Implemented?

The following are questions that can help organisations identify some of the issues regarding their current status in relation to developing a whole organisation approach to address racism and to support interculturalism.

- *Where are we now?*
- *Where do we want to be?*
- *How do we get there?*
- *How do we track our progress or measure our success?*

Where are we now?

- Assess the ethos of the organisation (exclusionary, neutral or inclusive).
- Review existing human resource policies, such as recruitment and selection practices, disciplinary codes and management performance schemes.
- Determine if service planning implementation and evaluation are consistent with equality principles (in particular Quality Customer Service Principles) and good practice developed by the Equality Authority.

Where do we want to be?

The following are action points that can help organisations identify their ambition to develop a whole organisation approach to address racism and to support interculturalism.

- To create inclusive and supportive organisational ethos based on principles of anti racism and interculturalism.
- To develop a comprehensive, common sense human resource/employment policy that seeks to mainstream anti racism and interculturalism within a broader equality and employment policies and procedures.
- To develop an approach to service provision that moves away from the *'one cap fits all'* approach and which seeks to both mainstream and targets the needs of minority ethnic groups.

How do we get there?

The following are action points that can help organisations identify how a whole organisation approach can be effectively implemented.

- Commitment by the board of management and senior managers who have responsibility for implementing the approach.
- Develop an equality committee and/or a work partnership comprised of a range of people from different ethnic backgrounds and roles within the organisation.
- Mainstream anti racism/intercultural training into other staff training programmes and upskill your trainers.
- Build a whole organisation approach into existing planning tools such as strategic plans and work plans.

How do we track our progress or measure our success?

The following are action points that can help organisations identify how a whole organisation approach can be monitored and evaluated to determine its outcomes and impact.

- Develop performance indicators
  - Number and quality of training sessions
  - Changes in human resource policy
  - Response of staff to changes
  - Participation of minority ethnic staff through work partnerships or equality committees
- Build a whole organisation approach to existing monitoring and evaluation strategies, for example: annual reports, customer surveys
- Develop ethnic equality data to benchmark the quality of service provision for minority ethnic groups

PART THREE
Tools for Change

The key tools for developing a whole organisation approach to anti racism and intercultural strategies include:

- *Anti Racism and Intercultural Awareness Training*
- *Framework for a Whole Organisation Approach*

Awareness Training

One of the first challenges faced by organisations is to ensure that there is sufficient awareness among staff about why an anti racism and intercultural policy should be developed. Strategies to raise awareness should be the starting point of this process. As part of this process it is important that the organisation states from the outset and in a non-equivocal way that racism is unacceptable.

The development of a one-day anti racism and intercultural awareness course is how many organisations begin the process of raising awareness and developing policy. The approach to undertaking anti racism and intercultural awareness training is set out in the NCCRI publication *'Guidelines on Anti Racism and Intercultural Training'.* Awareness training can also be supplemented by articles in newsletters, memos to staff and information meetings about what is planned.

Different training approaches

There are basically three different approaches to anti-racism training.

The 'Chalk and Talk' Approach

This is the conventional lecture style of education where people are arranged in rows and the participants are primarily recipients of information. While useful at imparting information this approach is unsuited to maintaining interest and meaningful participation over a significant period of time.

The Confrontational Approach

The confrontational approach where the main emphasis is on confronting individuals about their own prejudices and/or behaviour is an accepted methodology in some limited and carefully thought through circumstances and undertaken by people with the appropriate skill levels. However, this approach has also the potential to cause residual resentments among participants who may feel that they have been unfairly singled out or humiliated in front of colleagues. Such an approach carries a higher risk of failure and can even be counterproductive.

'From Awareness Raising to Action' Approach

The overall emphasis of this approach is to translate awareness raising into action at the levels of policy, practice and behaviour. The primary training methodology is group learning and awareness-raising, with a strong emphasis on specific outcomes from the training that will result in changes in an organisation, rather than simply challenging individual attitudes and prejudices. Such an approach allows participants to actively take part in the sessions and is undertaken from a sense of equality between the participants and between the participants and the trainer. This is the approach to anti racism training that is advocated by the NCCRI.

The following are the recommended actions towards the drawing up of an anti-racism/cultural diversity policy for an organisation. These can be developed on their own or as part of an equality action plan for the organisation (see *www.equality.ie*) across the nine grounds.

Framework for a Whole Organisation Approach to address Racism and promote Interculturalism

The following is proposed as a framework for developing a whole organisation approach to address racism and promote interculturalism.

ANTI-RACISM AND INTERCULTURAL POLICY

A Whole Organisation Approach

Date of approval: _____   Endorsed by: _____

1. Preamble

Introduction

The _____ {*organisation name*} is committed to the development of a whole organisation approach to address racism and to support interculturalism. This policy was developed following a period of consultation and awareness raising with staff {*summarise the process by which the policy was drawn up*}

A work partnership committee/equality committee/ or equality officer has been established/designated to advise and assist in all stages in the planning, implementation and evaluation of the whole organisation approach.

2. Definitions

Racism

Racism is a specific form of discrimination and exclusion faced by Black and minority ethnic groups, including Travellers. It is based on the false belief that some 'races' are inherently superior to others because of different skin colour, nationality, ethnic or cultural background. Racism denies people their basic human rights, equality, and respect.

Interculturalism

Interculturalism is essentially about interaction, understanding and respect. It is about ensuring that cultural diversity should be acknowledged and catered for. It is about inclusion for minority ethnic groups by design and planning, not as a default or add-on. It further acknowledges that people should have the freedom to keep alive, enhance and share their cultural heritage.

A Whole Organisation Approach

A whole organisation approach is a common sense approach to address racism and support inclusive, intercultural strategies within an organisation, with reference to equality policies and equality action plans. It seeks to focus on three key dimensions of an organisation, which are:

- ***Organisational ethos (formal and informal)***
- ***Management of Human Resources / Workplace***
- ***Service provision***

Mission Statement

The _____ {*organisation*} seeks to develop an organisation which is one in which people from minority ethnic groups would be comfortable to work in, where racism is effectively addressed and to develop services that effectively meet the needs of all clients/customers including those from minority ethnic groups.

Compliance with Legislation

The _____ {organisation} will ensure that all relevant employment and employment equality legislation are implemented in respect of all staff and in the provision of services and goods. For further information see ***www.entemp.ie*** and ***www.equality.ie***. Some of the key pieces of legislation identified are as follows:

Industrial Relations Acts, 1946-1990
National Minimum Wage Act, 2000
Organisation of Working Time Act, 1997
Protection of Young Person's Act, 1996
Payment of Wages Act, 1991

The key equality legislation includes:

The Employment Equality Act, 1998
The Equal Status Act, 2000

3. Key elements of a Whole Organisation Approach

A whole organisation approach is a framework response to addressing racism and supporting intercultural strategies within an organisation, with reference to equality policies and equality action plans. It seeks to focus on three key dimensions of an organisation, which are:

- ***Organisational ethos***
- ***Management of Human Resources/workplace***
- ***Service provision***

Organisational Ethos

The _____ {*organisation*} commits itself to working towards an inclusive organisational ethos.

An inclusive organisational ethos seeks to take account the diversity of people in the workplace and the diversity of people using a particular service. When policy is being planned implemented and reviewed diversity and the needs of minority ethnic groups are fully considered and incorporated, either as part of a broader strategy and/or specific strategy focussed on minority ethnic groups. A positive environment is created for staff and people using services within a particular organisation.

Features of an Inclusive Organisational Ethos can include:

- A workplace environment where all staff, including staff from minority ethnic groups feel comfortable to work.
- The needs of minority ethnic groups staff and customers are automatically taken into account when drawing up new policy or practices.
- The drawing up and implementation of a clear anti racism/diversity policy for the organisation.

{*A range of recommended actions on changing organisational ethos are included in these guidelines*}

Workplace/Human Resource Management

The _____ {*organisation*} commits to updating all employment/human resource procedures within the organisation to include specific reference to the potential of racism including offensive behaviour. Office policies on issues such as disciplinary codes, grievance procedures will be amended to include specific reference to the issue of racism.

Specific attention will be placed on measures to monitor and to assess the reasons for staff turnover and to develop good practice to ensure staff retention. For Non EEA workers/migrant workers particular attention will be given to:

- Providing employment contracts for migrant workers in advance of coming to Ireland
- Providing supports for finding accommodation
- Adequate job specific training
- The development of induction/orientation programmes
- Recognition of cultural and/or religious diversity within the workplace
- Supports and efficient approaches linked to work permits, e.g. re-applications

For further information on migrant workers rights see Department of Enterprise Trade and Employment ***www.entemp.ie*** or International Labour Organisation ***www.ilo.org***

The Equality Authority's 'Guidelines for Employment Equality Policies in Enterprises' offers very useful advice around employment policies ***www.equality.ie***

Service Provision

A commitment to a whole organisation approach to service provision includes:

- Ensuring equality of outcomes from service provision for minority ethnic groups
- Particular focus on key services, including those linked to health, employment and training, education and accommodation services
- Ensuring that services are integrated with other key service providers
- Consistency with the Strategic Management Initiative (SMI) Quality Customer Service Initiative (QCS)

The principles of QCS are as follows:
- Quality Service Standards
- Equality/Diversity
- Physical Access
- Information
- Timeliness and Courtesy
- Complaints
- Appeals
- Consultation and Evaluation
- Choice
- Better Coordination
- Internal Customer (staff)
- Official Languages Equality

The development of a whole organisation approach to address racism and support cultural diversity advocated in these guidelines seeks to be consistent with the commitment to the Equality/Diversity principle in the Quality Customer Service strand of the Strategic Management Initiative (see ***www.bettergov.ie***)

Key principles that should underpin a whole organisation approach to service provision should include a focus on:

- ***Mainstreaming***
- ***Targeting***
- ***Training***
- ***Participation***
- ***Data***

4. Oversight and Evaluation

Oversight of the development of a whole organisation approach to address racism and promote interculturalism is the management/board of the _____ {*organisation*}. A work partnership committee/equality officer or equality committee will support and advise on the implementation/monitoring of the overall whole organisation approach. Adequate resources will be applied to maximise the impact of this policy.

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