

## Justice Orientation (J)

Working in ways that are liberatory for each other, our clients, and our users.

### J1. Social Responsibility

Our actions demonstrate our commitment to working for justice in the communities we serve.

### J2. User Self-determination

Our approach is guided by principles of community engagement and empowerment.

### J3. Ethic of Care

We demonstrate care, compassion, and positive regard for the user communities we serve, and commit to working for justice in these communities.

### J4. Understanding Oppression

Our approach is guided by an understanding of the intersecting systems of oppression (e.g. racism, classism, sexism, ableism, etc.).

## Creating Equity (E)

Eliminating inequities internally and externally.

### E1. Achieving Equitable Outcomes

We reduce inequities and increase justice internally and in the user communities we serve.

### E2. Equity Impact Analysis

We employ an equity impact analysis to inform our actions and decisions.

## Learning & Improving (L)

Continuously increasing our capacity.

### L1. Increasing Capacity

We continuously learn about and develop our multicultural capacity.

### L2. Assessment

We regularly assess our multicultural capacity to guide our learning and development strategy and plan.

## Valuing Diversity (D)

Valuing and leveraging diversity as one of our greatest strengths.

### D1. Representational Diversity

Our contributors (including staff, volunteers, investors, board members, and advisors) and contributions reflect the full diversity of the user we seek to serve.

### D2. Regional Expertise

Our approach is guided by the experiences and circumstances of the users we seek to serve, including those on the margins.

### D3. Community Partnership

We value and leverage our relationships with our users.

### D4. Identity-based Leadership

Our contributions are consciously informed by who we are and the path we walk.

## Demonstrating Inclusiveness (I)

Working effectively in pluralistic contexts.

### I1. Accessibility

Our products and services are accessible and relevant to our users and clients; *and* our working environment is accessible so that all can contribute meaningfully to our mission.

### I2. Effective Communication

We demonstrate honest, effective communication within a pluralistic context.

### I3. Effective Relationships

We foster trusting, respectful, and effective relationships within a pluralistic context.

### I4. Pluralism and Flexibility

Our approach is guided by multiple perspectives and approaches, ones informed by a variety of experiences, identities, and expertise.

<h2 style="text-align: center;">Valuing Diversity (D)</h2> <p style="text-align: center;">Valuing and leveraging diversity as one of our greatest strengths.</p>			
<p><b>D1. Representational Diversity</b> Our contributors and contributions reflect the full diversity of our users.</p>	<p><b>D2. Regional Expertise</b> Our approach is guided by the experiences and circumstances of the users we seek to serve, including those on the margins.</p>	<p><b>D3. Community Partnership</b> We value and leverage our relationships with our users.</p>	<p><b>D4. Identity-based Leadership</b> Our contributions are consciously informed by who we are and the path we walk.</p>
<p><b>D1a. Organizational membership is representative</b></p> <ul style="list-style-type: none"> <li>Organizational contributors (e.g. staff, volunteers, investors, board members, advisors, etc.) reflect the full diversity of our users.</li> </ul>	<p><b>D2a. Connections to community</b></p> <ul style="list-style-type: none"> <li>We have extensive first-hand experience working with our users.</li> <li>We maintain connections to our users, including any on the margins.</li> </ul>	<p><b>D3a. Act in coalition</b></p> <ul style="list-style-type: none"> <li>We are part of interest groups, boards, or community organizations that advocate for the wellbeing of our users.</li> <li>We partner with other organizations who serve our users, to advance shared aims.</li> </ul>	<p><b>D4a. Culture</b></p> <ul style="list-style-type: none"> <li>We acknowledge when cultural and identity differences exist.</li> <li>We seek to make meaning of the cultural messages embedded in our behaviors, systems, and structures.</li> </ul>
<p><b>D1b. Centering community perspectives</b></p> <ul style="list-style-type: none"> <li>Leadership and decision-making structures give voice and power to our users, including any groups on the margins..</li> <li>We include those who will be most impacted when making decisions.</li> <li>User's perspectives are centerstage when determining our direction, goals, and plans.</li> </ul>	<p><b>D2b. Linguistic proficiency</b></p> <ul style="list-style-type: none"> <li>Our web presence is accessible in the primary language(s) spoken by our users..</li> <li>Organizational members are fluent in the primary language(s) spoken by our users.</li> <li>Communications (advertising, updates, company announcements, job and vendor opportunities, etc.) are disseminated in the primary language(s) spoken by our users.</li> </ul>	<p><b>D3b. Build and maintain relationships</b></p> <ul style="list-style-type: none"> <li>We hold meaningful relationships with our user communities..</li> <li>We prioritize partnering with organizations that are part of/within our user community, when entering into contracts or MOUs.</li> <li>We prioritize doing business with companies that are part of/within the user community.</li> </ul>	<p><b>D4b. Identity</b></p> <ul style="list-style-type: none"> <li>We are aware of which of our social group memberships (i.e. race, gender, class, religion, etc.) are most salient/important to us.</li> <li>We understand our social impact on others.</li> <li>We contribute our perspectives, and draw connections between these contributions and our own lived experience, expertise, and identity.</li> <li>We in advantaged social groups demonstrate advocacy, and allyship for members of disadvantaged social groups (e.g. men stand against sexism; white people stand against racism).</li> <li>We in disadvantaged social groups work to resist and survive oppression, and create greater justice for ourselves and others (e.g. women interrupting sexism, or People of Color fighting against racism).</li> </ul>
	<p><b>D2c. Regional knowledge</b></p> <ul style="list-style-type: none"> <li>We understand the assets and needs of our users..</li> <li>We understand the economic and environmental landscape and issues most affecting our users.</li> <li>We understand the formal and informal power structures around our users.</li> <li>We understand the institutions and systems that serve and govern our users.</li> <li>We understand the values and beliefs of our users.</li> </ul>		

**Demonstrating Inclusiveness (I)**  
Working effectively in pluralistic contexts.

<p><b>I1. Accessibility</b> Our products and services are accessible and relevant to all of our users; <i>and</i> our working environment is accessible so that all can contribute meaningfully to our mission.</p>	<p><b>I2. Effective Communication</b> We demonstrate honest, effective communication within a pluralistic context.</p>	<p><b>I3. Effective Relationships</b> We foster trusting, respectful, and effective relationships within a pluralistic context.</p>	<p><b>I4. Pluralism and Flexibility</b> Our approach is guided by multiple perspectives and approaches, ones informed by a variety of experiences, identities, and expertise.</p>
<p><b>I1a. Inclusive product/service-provision</b></p> <ul style="list-style-type: none"> <li>• Users see themselves reflected in our organization's staff and practices.</li> <li>• Users see our products/services as relevant and useful.</li> <li>• Users see our products/services as timely and convenient.</li> <li>• Users see our products/services as financially accessible, and see other material or intangible costs of our existence as bearable and reasonable.</li> </ul>	<p><b>I2a. Forthright and transparent</b></p> <ul style="list-style-type: none"> <li>• We say what we really mean.</li> <li>• We speak our truth.</li> <li>• We communicate directly (not behind, around, or through others).</li> <li>• Our words and actions are aligned (we do what we said we will do).</li> <li>• We admit uncertainty.</li> <li>• Organizational information is available, timely, and useful.</li> </ul>	<p><b>I3a. Equitable relationships</b></p> <ul style="list-style-type: none"> <li>• In relationships with <i>coworkers</i>, we aim to invest equally; and share power, risk, credit, and gain.</li> <li>• In relationships with <i>our users</i>, we value their desires, aims, and needs above our own.</li> <li>• In <i>all relationships</i>, we demonstrate humility.</li> </ul>	<p><b>I4a. Procedural flexibility</b></p> <ul style="list-style-type: none"> <li>• We accept multiple right answers, explanations, and paths forward.</li> </ul>
<p><b>I1b. Inclusive work environment</b></p> <ul style="list-style-type: none"> <li>• Every organizational member feels like they belong here.</li> <li>• Our work space is physically accessible and productive for every organizational member.</li> <li>• Our work environment is safe and positive for every organizational member.</li> <li>• All those committed our mission/business imperatives can meaningfully contribute to it.</li> </ul>	<p><b>I2b. Navigate difference &amp; conflict</b></p> <ul style="list-style-type: none"> <li>• We see differences of perspective and conflict as necessary for innovation and effective collaboration.</li> <li>• Any differences of perspective are discussed openly.</li> <li>• We engage productively in conflict by staying with uncomfortable conversations until they are complete.</li> </ul>	<p><b>I3b. Relating across difference</b></p> <ul style="list-style-type: none"> <li>• We hold effective work relationships across lines of social difference (e.g. race, gender, sexual orientation, income background, etc.).</li> <li>• Work relationships that extend across lines of social difference (e.g. race, gender, sexual orientation, income background, etc.) are trusting and respectful.</li> </ul>	<p><b>I4b. Humility</b></p> <ul style="list-style-type: none"> <li>• We acknowledge we don't have all of the answers.</li> <li>• We are open to and curious about ways of being, thinking, and doing that are different from our own.</li> <li>• We demonstrate humility in our work and relationships.</li> </ul>
	<p><b>I2c. Social flexibility</b></p> <ul style="list-style-type: none"> <li>• We check our assumptions and biases by asking questions.</li> <li>• We navigate cultural differences gracefully and respectfully.</li> <li>• We adjust our communication in socially appropriate ways, depending on situational cues.</li> <li>• The way we manage stress, triggers, and emotions allow us to stay engaged.</li> </ul>		<p><b>I4c. Leveraging difference</b></p> <ul style="list-style-type: none"> <li>• We believe our differences make our organization stronger.</li> <li>• We put to use skills, traits, and characteristics that are unrecognized or undervalued by dominant culture.</li> <li>• We take many various perspectives into account before making decisions.</li> </ul>

## Justice Orientation (J)

Working in ways that are liberatory for each other and our clients and users.

<p><b>J1. Social Responsibility</b> Our actions demonstrate our commitment to working for access, opportunity, and fairness for our users.</p>	<p><b>J2. User Self-determination</b> Our approach is guided by principles of user engagement and empowerment.</p>	<p><b>J3. Ethic of Care</b> We demonstrate care, compassion, and positive regard for our users, and commit to expanding access, opportunity, and fairness among our users.</p>	<p><b>J4. Understanding Oppression</b> Our approach is guided by an understanding of the intersecting system of oppression (e.g. racism, classism, sexism, ableism, etc.).</p>
<p><b>J1a. Role clarity</b></p> <ul style="list-style-type: none"> <li>We in advantaged social groups demonstrate advocacy and allyship for members in disadvantaged social groups (e.g. men stand against sexism; white people stand against racism).</li> <li>We in disadvantaged social groups work to resist and survive oppression, and create greater justice for ourselves and others (e.g. women interrupt sexism, or People of Color fight against racism).</li> <li>We see expanding access, opportunity, and fairness as part of our organization's social responsibility.</li> <li>We are clear about our role in expanding access, opportunity, and fairness.</li> <li>We are aware if our field has historically excluded minoritized groups (women, people of color, lower-income individuals, etc.) and work for greater inclusion.</li> </ul>	<p><b>J2a. Community self-determination</b></p> <ul style="list-style-type: none"> <li>We listen to and believe our users' expressed needs.</li> <li>We let users determine what their needs are.</li> <li>We enact social solutions to user needs that user communities can control and sustain.</li> <li>We follow the formal laws and informal norms of the communities our users are part of.</li> </ul>	<p><b>J3a. Unconditional positive regard</b></p> <ul style="list-style-type: none"> <li>We view users as healthy, informed, and productive.</li> <li>We accept users' thoughts, feelings, and intentions.</li> <li>We recognize beauty, assets, and strengths among user communities..</li> <li>We are proud of our users.</li> <li>We believe all segments of our users are as deserving of access, opportunity, and fairness as any other.</li> </ul>	<p><b>J4a. Biases and assumptions</b></p> <ul style="list-style-type: none"> <li>We identify our own biases, stereotypes, and assumptions.</li> <li>We identify the biases, stereotypes, and assumptions of others.</li> </ul>
<p><b>J1b. Strategic approach</b></p> <ul style="list-style-type: none"> <li>We have short-term social responsibility goals that are designed with the broader long-term goals of expanding access, opportunity, and fairness in mind.</li> <li>We take on winnable yet significant goals to expand access, opportunity, and fairness for our users, including users on the margins.</li> </ul>		<p><b>J3b. No harm</b></p> <ul style="list-style-type: none"> <li>Above all, we aim to do no harm.</li> <li>We uphold the values, ethics, and standards of our field.</li> <li>We reconcile conflicts between our personal values, organizational values, and the values of our users..</li> </ul>	<p><b>J4b. History and context</b> We understand the history of our users:</p> <ul style="list-style-type: none"> <li>instances and patterns of oppression (e.g. racism, classism, sexism, etc.)</li> <li>of resisting oppression (e.g. racism, classism, sexism, etc.)</li> <li>of winning greater freedom from oppression (e.g. racism, classism, sexism, etc.)</li> </ul>
<p><b>J1c. Take action</b></p> <ul style="list-style-type: none"> <li>We act to correct inequities within our organization and user communities.</li> <li>We disrupt behaviors of dominance and privilege in 1-on-1 and group interactions.</li> <li>We limit the influence of our own biases, stereotypes, prejudices, and assumptions on others, and mitigate bias around us.</li> <li>We engage in brave dialogue about power, privilege, disadvantage, and justice.</li> <li>Internally, when behaviors are in conflict with our organizational values, we identify and urgently address the behavior in ways that remedy and prevent harm.</li> <li>We engage in self-reflection, dialogue, organizing, activism, or action to either interrupt oppressive systems and/or create more liberatory alternatives.</li> <li>We interrupt negative stereotypes/narratives about our users and promote positive images/narratives of our users.</li> <li>We publicly critique policies, practices, and systems that create barriers to access, opportunity, and fairness around us.</li> </ul>		<p><b>J3c. Genuine care</b></p> <ul style="list-style-type: none"> <li>We demonstrate tact, sensitivity, and consideration when working with our users.</li> <li>We demonstrate care and compassion towards our users..</li> <li>We feel responsible to act on behalf of user wellbeing.</li> <li>We unselfishly delight in the wellbeing of our users.</li> </ul>	<p><b>J4c. Privilege and disadvantage</b></p> <ul style="list-style-type: none"> <li>We recognize the effects of systemic privilege and disadvantage on our users.</li> <li>We understand the historical and accumulated advantage and disadvantage behind existing social inequities affecting our users..</li> <li>We recognize the policies, practices, and structures that produce inequitable outcomes around us.</li> <li>We recognize when dominance and privilege show up in 1-on-1 and group interactions.</li> </ul>

# Multicultural Capacity Framework · for organizations and leaders

<b>Learning &amp; Improving (L)</b> Continuously increasing our capacity.		<b>Creating Equity (E)</b> Eliminating inequities internally and externally.	
<b>L1. Increasing Capacity</b> We continuously learn and develop our multicultural capacity.	<b>L2. Assessment</b> We regularly undertake multicultural capacity assessment to guide our learning and development strategy and plan.	<b>E1. Achieving Equitable Outcomes</b> We reduce inequities, and increase justice internally and in the communities we serve.	<b>E2. Equity Impact Analysis</b> We employ an equity impact analysis to inform our actions and decisions.
<b>L1a. Individuals continuously improve</b> <ul style="list-style-type: none"> <li>We learn from groups and organizations that have more multicultural capacity than we have.</li> <li>We try on new things, make mistakes, and see both as necessary for growth.</li> <li>Our multicultural capacity, including newly acquired knowledge and skill, are put to use informing the way we do our day-to-day work.</li> <li>We feel responsible for continuously developing our own multicultural capacity.</li> </ul>	<b>L2a. Assessment</b> <ul style="list-style-type: none"> <li>We regularly assess the multicultural capacity of ourselves as an organization.</li> <li>We regularly assess the multicultural capacity of ourselves as individuals.</li> <li>Our organization's multicultural capacity is considered when discussing the organization's health, outcomes, and strategy.</li> <li>We make our organization's multicultural capacity visible to organizational members (staff, volunteers, donors, board members, etc.), partner organizations, and the community we serve.</li> </ul>	<b>E1a. Institutional equity</b> <ul style="list-style-type: none"> <li>Our internal processes (e.g. budgeting, hiring, training, performance management, etc.) ensure our organization becomes increasingly diverse, equitable, and inclusive.</li> <li>We catch and correct any internal inequities.</li> <li>Our policies and practices are equitable and inclusive.</li> </ul>	<b>E2a. Equitable Decision making</b> Before making decisions, we ask: <ul style="list-style-type: none"> <li>"Who will be most impacted by this decision? Are those voices at the decision-making table?"</li> <li>"What voices are missing from the decision-making table?"</li> <li>"What impact will this decision have on existing social inequities?"</li> <li>"What alternative solutions would better remedy existing social inequities?"</li> </ul>
<b>L1b. The organization continuously improves</b> <ul style="list-style-type: none"> <li>We believe we all have the potential to learn and increase our multicultural capacity.</li> <li>We support each other's multicultural capacity growth and development.</li> <li>We identify and take advantage of opportunities to increase the organization's multicultural capacity.</li> <li>We commit to organizational memory both user and organizational wisdom (e.g. lessons and best practices from both user communities and organizational contexts, how similar problems have been solved in the past, etc.).</li> </ul>		<b>E1b. Structural equity</b> <ul style="list-style-type: none"> <li>We create measurable positive societal change among our users.</li> <li>Our organization's work plays a concrete role in creating greater access, opportunity, and fairness for historically disadvantaged groups.</li> </ul>	<b>E2b. Goals and process</b> <ul style="list-style-type: none"> <li>A desire for expanded access, opportunity, and fairness informs our work and conversations.</li> <li>We think critically about how our organization participates in systems of power, privilege, and dominance (e.g. how we invest our resources, where we spend our money, which partnerships we enter into, etc.).</li> </ul>