

Transforming Organizational Culture Assessment Tool (TOCA): Aligning Human Resources Practices with Racial Equity

Hiring							
	A	More like A	Some what like A	Some what like B	More like B	B	Don't know
1	Racial diversity is not an explicit goal for hiring.					Racial diversity and equity are explicit goals for hiring. There is a checks and balances process to assess what personal filters are being used in hiring, such as how one defines a “good candidate.”	
2	Hiring committees are convened without attention to race and other identities of members.					Hiring committees are convened to intentionally include a range of perspectives including those brought to the table by members with different racial identities.	
3	College degrees are required for all or most positions.					A variety of kinds of relevant experience are valued and considered in determining who is qualified for a position.	
4	Hiring teams receive no direction or are only informed of legal limits on the types of questions they can ask of applicants.					Hiring teams receive information and training about implicit bias.	
5	Job postings and announcements include traditional and legal language about equal employment opportunities.					Job postings and announcements include statements about the organization's commitment to diversity, inclusion and equity.	

Hiring (con't)							
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6	Candidates who are referred through traditional networks and connections are prioritized.					<p>Constituents, volunteers, staff are all encouraged to apply for open positions and are considered based on relevant qualifications, not on who they know.</p> <p>Professional outreach and candidate recruitment is based on cultivating authentic relationships with diverse networks and communities.</p>	
7	References are made to a “diverse person” or “diversity candidates” in internal or external conversations and materials.					The organization recognizes that diversity is an attribute of groups, not individuals, and seeks a pool of candidates and a group of employees who bring a range of gifts.	
8	When assessing candidates, how well a cover letter, resume or application is written is strongly considered regardless of the nature of the job.					The strength of candidates’ written application materials is strongly considered when written expression is a critical aspect of the job; otherwise it is one of numerous factors considered.	
9	During interviews job applicants are assessed for “fit.”					During interviews, candidates are assessed for bringing new or unique perspective and experience to the organization or team.	
10	Hiring someone who can “hit the ground running” is a priority.					Hiring someone who brings valuable skills and knowledge, but will also benefit from training and support, is a priority.	

Promotions

	A	More like A	Some what like A	Some what like B	More like B	B	Don't know
1	There is a pattern of employees being promoted in the organization who are typically white.					There is a pattern of racially diverse employees being promoted.	
2	Those who support and adhere to the established organizational culture are typically the ones promoted and given other opportunities for advancement.					Promotions and opportunities for advancement are given and provided based on many factors: organizational need, people's performance, personal goals, as well as diversity and equity issues.	

Orientation and onboarding

	A	More like A	Some what like A	Some what like B	More like B	B	Don't know
1	New employees receive a formal orientation from Human Resources about benefits and policies. Any other orientation comes from their supervisor.					New employees receive a formal orientation that includes benefits and policies as well as information about organizational culture and values.	
2	New staff mostly learn about the history of the organization and our work by reading documents.					New staff are scheduled to meet with numerous people over their first few weeks so that they can learn about our work and build relationships.	
3	We assume that new people will pick up our ways of doing things.					We intentionally lift up and share aspects of organizational culture that a new person should know (like appropriate dress, kitchen customs, jargon and acronyms etc.).	
4	After their first day or few days, new staff are largely on their own.					New staff meet after some period of time (first week, first month, first three months) with someone besides their supervisor to check in on their learning, answer questions and provide additional information.	

Compensation and benefits

	A	More like A	Some what like A	Some what like B	More like B	B	Don't know
1	Salaries for new employees are set based on their earning history or stated needs.					Salaries for new employees are established according to a clear set of guidelines developed using a racial equity analysis.	
2	Salaries are not included in job announcements.					Salaries are included in job announcements.	
3	Once an employee's salary is set, it is never or rarely reviewed.					Annual or more frequent audits are conducted to ensure that people are being paid fairly in relationship to one another. Special attention is paid to wages of women, people of color and other members of marginalized groups.	
4	Salaries are determined based on our understanding of the market; we aim to hire the best people for the least amount of money.					We have a compensation structure in place that reflects organizational values including those related to racial equity.	
5	Our office is closed on federal holidays or on the same schedule as government offices.					Our holiday schedule is flexible in support of people who celebrate holidays that are non-traditional in the US or that are not recognized by the government.	
6	When it comes to benefits (including insurance, bereavement leave and others) we define "family" as married spouses and offspring.					When it comes to benefits we define "family" broadly according to each employee's definition.	
7	We offer maternity leave to women who give birth to babies only.					We offer parental leave to people who become parents.	
8	Staff are allowed to use sick time only when they are sick					Staff are allowed to use sick time themselves and also to care for family members and to take family members to medical appointments.	

Supervision and performance management

	A	More like A	Some what like A	Some what like B	More like B	B	Don't know
1	Most or all of our supervisors are white, even in programs or departments that are staffed by many or mostly people of color					The racial and other demographic makeup of our supervisors matches that of our staff or includes more people of color and people in other traditionally marginalized groups.	
2	Supervisors meet with staff on an as-needed basis.					Supervisors and staff have regularly scheduled, one on one meetings at least every other month.	
3	Staff are expected to adapt to the supervisor's style.					Supervisors are expected to adapt to their staff's particular needs.	
4	Supervisors provide feedback to staff on an as-needed basis and often wait until they are really sure that there is an issue that needs to be addressed before they raise it with their staff.					Supervisors provide regular appreciative and developmental feedback.	
5	Most of our supervisors landed in management roles because they are content experts.					We hire experienced supervisors and offer training and support to those who don't have supervisory experience.	
6	Supervisors stick to business when they meet with staff.					Supervisors seek to understand and explore the ways that race and other identities impact their staff in the workplace and their relationship with one another.	
7	Supervisors tend to be more flexible with white staff, and treat staff of color with extra scrutiny.					Supervisors provide flexibility to all staff, taking into account job duties, performance and other job-based factors.	

Supervision and performance management (con't)							
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8	Staff do not provide feedback to supervisors.					Supervisors regularly solicit feedback from staff.	
9	Staff are "written up" when they make a mistake.					Mistakes are viewed as learning opportunities.	
10	Staff of color are disproportionately placed on performance improvement plans, often for a first-time mistake or for an issue no one has raised with them.					Performance improvement plans are implemented consistently across the organization and only when there is not change after clear feedback has been provided and supports for employee success have been put in place.	
11	More staff of color are terminated than white staff.					Terminations are infrequent but those that do occur impact a subgroup of staff racially representative of the whole organization.	
12	Annual performance reviews are completed by supervisors only.					Staff play an active role in their performance review reflecting on their accomplishments, lessons learned and areas of growth. Supervisors provide feedback on those areas as well and the final documentation is developed collaboratively and through conversation between staff and supervisors.	
13	Feedback is one way: from supervisor to staff person.					Supervisors solicit feedback about the ways in which they have supported the staff person's success as well as ways they can be more supportive in the future.	

Supervision and performance management (con't)							
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14	If peer feedback is solicited during annual reviews it is anonymous.					Staff are encouraged to solicit feedback directly from peers using one of a variety of tools depending on what works best for them.	
15	Supervisors develop annual goals for their staff.					Annual goals are developed collaboratively between supervisors and their staff.	

Professional development							
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1	People are able to provide input into important decisions and advance their careers by socializing outside of work with leaders and others in positions of power.					Structures are in place to ensure that everyone's voice is heard, considered and valued.	
2	Informal mentorship happens based on social connections and shared life-experiences (like attending the same college).					Experienced staff are encouraged to serve as mentors to those with less experience. Relationships are built intentionally in order to ensure that those who traditionally do not have access to power and resources— usually people of color and of other marginalized identities – can benefit from the advice and connections a mentor can provide.	
3	Professional development is limited to training people need in order to do the work directly associated with their position.					Professional development opportunities are provided consistently to support career development beyond the scope of an employee's job.	

Modeled after the Transforming Organizational Culture Assessment Tool (TOCA) developed by Maggie Potapchuk

Professional development (con't)							
	A	More like A	Some what like A	Some what like B	More like B	B	Don't know
4	Professional development opportunities are provided based on personal relationships between staff and supervisors or other leaders.					Professional development opportunities are allocated fairly and consistently across the organization based on training needs and career goals.	
5	Supervisors only consider professional development when staff bring up the topic.					Supervisors consistently raise professional development as a topic of conversation during regular supervision meetings.	
6	The people who are invited to attend conferences or participate in other professional development opportunities are typically white or privileged in other ways.					Opportunities to attend conferences and participate in other learning activities are afforded to all staff; when resources are limited they are allocated in a manner that prioritizes those who may not have had access to these opportunities based on race and other marginalized identities.	