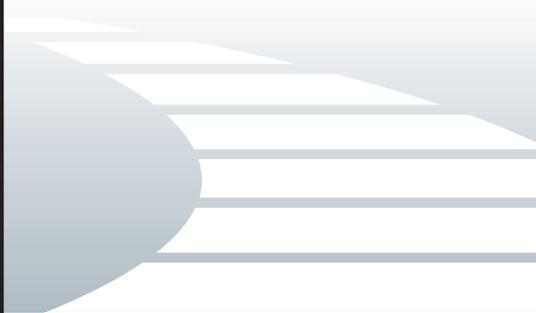


Advancing Inclusiveness Model (AIM) for Excellence

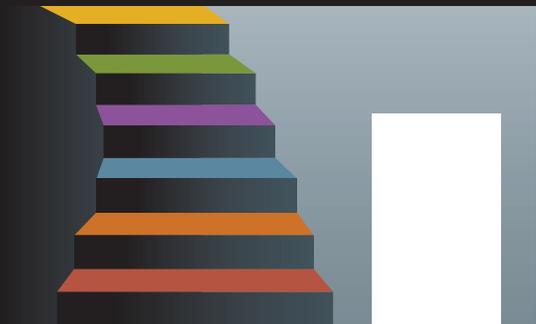


No Doors

LEVEL 5

- Diversity and inclusion are core values of the organization
- Diversity is seen as a valuable asset to be developed
- Different social identity groups are found at all levels, departments, divisions, and practice groups in the organization, as well as in leadership positions
- All aspects of the organization (mission, values, services, policies, procedures) reflect the contributions and interests of the wide diversity of cultural and social identity groups
- Leaders and members have eradicated all forms of oppression and hidden barriers to success within the organization
- Everyone in the organization has some responsibility for maintaining an inclusive workplace

Inclusive Organization



Fully Open Doors

LEVEL 4

- Organization understands value of diversity and, particularly, of inclusiveness
- Working to create an environment that values and capitalizes on diversity and ensures full inclusion
- Questions limitations inherent in the dominant organizational culture: mission, policies, structures, operations, services, management practices, climate, etc.
- Makes necessary changes and develops an organization that values and includes multiple cultures
- Organization is committed to assessing, redesigning and implementing policies and practices to ensure the inclusion, participation, and empowerment of all members

Redefining Organization



Partially Open but Revolving Doors

LEVEL 3

- Recognizes that recruiting efforts won't solve the diversity issues and retention problems will not change without a totally different approach
- Dominant group still largely unaware of how organizational culture impacts diverse groups but beginning to be more aware and open to finding hidden barriers and making structural, cultural, and behavioral changes
- Hidden or unofficial culture still undermines inclusiveness and erodes diversity efforts through attrition (racist/sexist/heterosexist jokes and behavior still tolerated; micro-inequities still exist)
- Diverse employees feel compelled to assimilate to organizational culture and work to make co-workers feel comfortable with their discomfort about differences
- Diversity and inclusiveness efforts (funding and resources) suffer in difficult economic times since diversity and inclusiveness are not core values for the organization

Awakening Organization



Unlocked but Closed Doors

LEVEL 2

- Diversity is viewed as a compliance issue – outside pressure from clients or legal compliance programs are primary drivers
- Allows a few “token” members from other social identity groups but only if they are better “qualified” and can fully assimilate into the dominant culture as well as keep any negative views about the dominant culture to themselves
- No recognition of need for change in organizational culture, mission, or structure because the dominant culture still feels “normal” and natural
- Committed to removing some of the more blatant discrimination inherent in the organization but completely unaware of the structural, cultural and behavioral barriers to recruitment and retention of diverse people; disconnect between verbal commitment and consistent action in regards to compliance
- No one permitted to challenge the system or “rock the boat” and definitely cannot raise issues of sexism, racism, classism, ableism, heterosexism, religious oppression, ageism

Compliance/Tokenism Organization



Locked Doors

LEVEL 1

- Has no diverse attorneys or staff
- Is either explicitly or implicitly not including all groups in recruiting, hiring, and advancement
- Structure, policies and procedures maintain privilege of those who have traditionally held power and influence
- The organization's way of doing things is viewed as the only “right” way and “business as usual”
- Often is oblivious to lack of diversity and the subsequent discrimination and/or hostile work environment for diverse individuals who may be hired into the organization

Exclusionary/Discriminatory Organization