Define and shape your organization’s performance with culturally diverse employees, customers and communities.
TIPS FOR ANALYZING YOUR DIA GAP REPORT

Share the DIA Gap Report Results
- With those who completed the assessment.
- With organizational leaders (e.g. management, board).
- With a broad or targeted group of other stakeholders.

Explore and Learn
If many respondents answered, “Don’t Know” to a DIA statement, consider why. For instance, consider or ask whether that issue is:
- Part of their knowledge base.
- Part of their experience.
- Part of their responsibilities.

If many respondents disagreed with a DIA statement, consider further exploration:
- What is the source of the disagreement?
- Is the disagreement organization-wide, or more specific?
- Has this area been addressed previously? If so, how?

Even if many respondents agreed with a DIA statement, there is still opportunity to learn. Explore the various ways the organization demonstrates behaviors to gain insight into individual and organizational strengths. Investigate the level of institutionalization of the position or behavior to ensure sustainability.

Identify the Level of Significance
For each DIA dimension / statement, consider the significance of the issue for your organization:
- Does the issue matter to the organization? To what extent?
- Does it make strategic sense to focus on this area now?
- Does it make sense to increase communication or transparency in any area?
- Is it feasible to have an impact on this issue now? (Consider both internal and external factors).

Decide
Based on the above considerations, decide whether you want to further explore or address this aspect of your organization now. If so, IMMEDIATELY ACT ON IT.

Act

Investigate
If there are issues to explore or address, create a team* to research, audit or assess the situation. If knowledge in this area is closely held, inquiry with those ‘in the know’ will be needed.

Plan and Implement
If the issue warrants a change to policy, practice or procedure, create a team* to research and plan for the implementation of the changes.

Communicate
Identify who needs more information and why. Create key messages around the issue and engage a variety of mechanisms to communicate this information to the target audiences.

*When forming teams, always consider which stakeholders can or should be included (e.g., management, direct service staff, board members, volunteers, clients / program participants or even vendors).
About Mid-Minnesota Legal Aid DIA Participants

Stakeholder Groups

- Vendor, Consultant, or Contractor (current or former): 1%
- Board (current or former): 12%
- Client/Customer (current or former): 6%
- Community Member/Advocate: 4%
- Community Partner/Organization: 16%
- Staff (current or former): 57%
- Other: 4%

Primary Language

- English
- Spanish
- Somali
- Hmong
- Español
- Yoruba

Spiritual or Religious Group

- Christian
- Jewish
- N/A
- None
- Catholic
- Lutheran

Race, Ethnicity, and/or Cultural Group

- American
- Black
- White
- LGBTQ
- Native
- Asian
- African
- Middle Eastern
- Scandinavian/German
- European
- Russian
- Middle Eastern
- Mexican
- African American
- Somali
- Disability
- Female

Household Income (Thousands of Dollars)

- ≤ $40
- (40, $115]
- ($115, $170]
- > $170

Age (Years)

- ≤ 35
- (35, 55]
- > 55
Diamond Inclusiveness™ Assessment

MID-MINNESOTA LEGAL AID DIA GAP REPORT

DIAMOND INCLUSIVENESS PICTURE

- Level of Overall Agreement for this Organization
- Level of Agreement for All Organizations (Average)

Natural Environment
Financial Investment
Political Capital
Social Capital
Cultural Capital
Spiritual Capital
Built Environment

See Addendum 1 for a more detailed comparison

GAP BY DIMENSION

- Agree & Strongly Agree
- Disagree & Strongly Disagree
- Don't know
- Does not apply
Diamond Inclusiveness™ Assessment

MID-MINNESOTA LEGAL AID DIA GAP REPORT

STRATEGIC IMPROVEMENT FOCUS AREAS

**Relative DIMENSION OF STRENGTH**
According to the DIA results

**Overall:**
- Highest Agreement
- Lowest
- Disagreement
- Lower Don’t Know

**Relative DIMENSION OF WEAKNESS**
According to the DIA results

**Overall:**
- Lowest Agreement
- High Don’t Know
- Higher Disagreement
- Pivotal to DEI success

**Chosen DIMENSION OF OPPORTUNITY**
According to Leadership

**Overall:**
- Leverages Assets
- Addresses Trends
- Supports Existing Strategies
- Importance to the Organization

**SOCIAL CAPITAL**

**FINANCIAL INVESTMENT**

**CULTURAL CAPITAL**
Eight DIA statements address aspects of a welcoming and culturally inclusive built environment. This includes all human-made items, such as the building, offices, signage, machines, furnishings, and technology. It also reflects choices made, such as location.
Eight DIA statements describe aspects of your organization’s ability to create a shared intercultural identity and community. It may do this through its symbols and language, celebrations, events and relationships.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Graph</th>
</tr>
</thead>
<tbody>
<tr>
<td>Where it is located, this organization actively participates in maintaining a safe and healthy neighborhood for residents with different histories, beliefs, family structures, and values.</td>
<td></td>
</tr>
<tr>
<td>This organization routinely works with people involved in or affected by the organization to learn about and understand their cultural assets.</td>
<td></td>
</tr>
<tr>
<td>Intercultural values, statements, and habits are constantly communicated to all groups involved in or affected by the organization.</td>
<td></td>
</tr>
<tr>
<td>This organization’s employees and volunteers (if any) actively support its intercultural values and practices.</td>
<td></td>
</tr>
<tr>
<td>This organization routinely taps into the different cultural assets of its employees, customers, and visitors to find ways to better serve them.</td>
<td></td>
</tr>
<tr>
<td>This organization includes and interprets different cultural items (such as art, music, literature and dance) in its activities, services, and events.</td>
<td></td>
</tr>
<tr>
<td>This organization routinely taps into the strengths of cultural brokers to find innovative solutions. These cultural brokers may include artists, mediators, interpreters, religious leaders and others.</td>
<td></td>
</tr>
<tr>
<td>This organization routinely hires culturally diverse artists, mediators, interpreters and other experts – either on staff or as contractors.</td>
<td></td>
</tr>
</tbody>
</table>
Eight DIA statements describe aspects of a culturally inclusive financial program, including from whom money is acquired, to whom it goes, and where it is invested.
Eight DIA statements describe aspects of a culturally inclusive human development program, including hiring, development, promotion, and engagement.

- This organization routinely collects and analyzes demographic data, including race, ethnicity, and language, of all the key groups that are involved in or affected by it.
- This organization uses demographic data segmented by race and ethnicity to better meet its mission with culturally diverse clients, customers/members, visitors, program participants, and employees.
- This organization has an objective process for finding, hiring, and retaining people of different cultures and views for roles across the organization.
- This organization provides full access to quality development opportunities for all employees.
- This organization routinely gathers input from culturally diverse people involved in or affected by the organization.
- This organization closes the loop on input and feedback by communicating specific actions taken in response to comments.
- Job descriptions relate to diversity and inclusion goals.
- Performance reviews are tied to reaching diversity and inclusion goals.
Eight DIA statements describe aspects of your organization’s approach to environmental health and sustainability.

- This organization demonstrates a commitment to environmental sustainability.
- This organization makes it easy to recycle paper, plastic, metal, glass and food waste.
- This organization helps solve environmental issues that affect its neighborhood and quality of life for nearby residents.
- This organization’s properties are well-maintained and environmentally sustainable.
- This organization buys at least 10% of its materials, equipment, and services from local businesses.
- This organization has a policy to encourage the use of recycled or sustainably produced materials and supplies.
- This organization supports the use of alternative transportation by all employees and volunteers (if any).
- This organization regularly looks at how its programs, services and decisions affect the local natural environment.
POLITICAL CAPITAL

Eight DIA statements describe aspects of an organization that makes decisions in a culturally inclusive manner and has strong ties to diverse external leaders.

- The executives and managers are culturally diverse and mirror the demographics of its customers, users, or program participants.
- This organization has a transparent decision-making process that requires input and feedback from all groups of people involved in or affected by the organization.
- Decisions affecting employees and volunteers (if any) are made with their input and feedback.
- Major decisions are made through general agreement whenever possible, instead of using a majority-rules or unilateral process.
- This organization has influence on local, state, or national government decision-making.
- This organization routinely engages in talks about shared challenges and solutions with politicians from different cultures.
- This organization supports community-based leaders from different cultures in meeting shared goals.
- This organization tells culturally diverse populations about its actions and how those actions may affect them.
SOCIAL CAPITAL

Eight DIA statements describe aspects of your organization’s ability to shape social interactions across cultures, especially with external groups.

- This organization routinely builds cross-cultural networks (such as personal, professional, learning, etc.) for all employees and volunteers (if any).
- This organization routinely taps into networks of culturally diverse employees and volunteers (if any) to better meet its mission.
- This organization provides resources to employees and volunteers (if any) to help them build more effective cross-cultural networks.
- Organizational leaders participate in formal networks in different cultural communities.
- This organization has successfully carried out activities with different cultural groups.
- This organization routinely reflects on and learns from its experiences with different cultural groups.
- This organization works with other institutions within different cultural communities to meet shared goals.
- This organization complements the activities of institutions in different cultural communities. It does not replace, compete with, or control them.
SPIRITUAL CAPITAL

Eight DIA statements describe aspects of your organization’s ability to deliver inclusive moral behavior, trust, sharing and motivation.

This organization routinely measures satisfaction levels for all groups of people involved in or affected by the organization.

This organization follows an annual plan to improve the satisfaction of people involved in or affected by the organization.

This organization has a charitable giving program that allows employees to contribute to programs meaningful to them.

Employees and volunteers (if any) laugh often.

Employees and volunteers (if any) address stereotyping, bias, abuse and other damaging talk.

Employees and volunteers (if any) consistently help each other.

Employees and volunteers (if any) routinely go above and beyond their duty for the good of the customer, client, member, user, visitor, or program participant.

Employees and volunteers (if any) are willing to go above and beyond their duty for the good of the organization.
### ADDENDUM
Diamond Inclusiveness Picture - Comparison in greater detail

#### DIAMOND INCLUSIVENESS PICTURE
- Level of Overall Agreement for this Organization
- Level of Agreement for All Organizations (Average)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Mid-Minnesota Legal Aid</th>
<th>Average for All Other Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Built Environment</td>
<td>41%</td>
<td>49%</td>
</tr>
<tr>
<td>Cultural Capital</td>
<td>46%</td>
<td>51%</td>
</tr>
<tr>
<td>Financial Investment</td>
<td>21%</td>
<td>19%</td>
</tr>
<tr>
<td>Human Development</td>
<td>43%</td>
<td>37%</td>
</tr>
<tr>
<td>Natural Environment</td>
<td>22%</td>
<td>62%</td>
</tr>
<tr>
<td>Political Capital</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Social Capital</td>
<td>52%</td>
<td>52%</td>
</tr>
<tr>
<td>Spiritual Capital</td>
<td>50%</td>
<td>62%</td>
</tr>
</tbody>
</table>
Strategic Improvements

Based on the results from the Diamond Inclusiveness Assessment and the Context report, the Senior Leadership Team selected two Strategic Improvements to implement with excellence in 2023:

- The demographics of employees mirror the demographics of its service area.
- The organization routinely taps into the different cultural assets of its employees to find better ways to serve them.
CONTEXT

CultureBrokers hosted two Facilitated Debriefing Sessions for DIA invitees to provide context and insight into the DIA Gap Report data.

Seventeen people participated from the locations and stakeholder groups as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minneapolis</td>
<td>13</td>
</tr>
<tr>
<td>St. Cloud</td>
<td>2</td>
</tr>
<tr>
<td>Duluth</td>
<td>1</td>
</tr>
<tr>
<td>St. Paul</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee, current or former</td>
<td>15</td>
</tr>
<tr>
<td>Board, current or former</td>
<td>1</td>
</tr>
<tr>
<td>Partner</td>
<td>1</td>
</tr>
</tbody>
</table>

Participants were asked to complete an Insight collection tool online, identifying any statement they wanted to discuss. They were then asked to provide answers to these three questions for each statement they selected.

- Why might people have agreed with this statement?
- What specific policy, practice, or situation might they know of or have witnessed?
- Why might people have disagreed with this statement?

In addition, the link to the collection tool was distributed to all staff, board, and DIA invitees who did not attend the live sessions providing them an opportunity to provide their insights. CultureBrokers collected 30 sets of responses, which follow. The responses are minimally processed as follows:

- Corrected spelling, grammar, and punctuation.
- Combined any substantially similar insights and provided the number of responses in brackets at the end.

SOCIAL CAPITAL INSIGHTS

1. This organization routinely builds cross-cultural networks (such as personal, professional, learning, etc.) for all employees and volunteers (if any).

   **Agree**

   We held a training about bias on the bench and among legal colleagues. This includes practitioners encountering bias in court and among colleagues. We had a group for this. We have company-wide trainings and opportunities, such as the litigation trainings hosted by our litigation directors, or the judicial panels we are invited to that are just MMLA and MN court judges. [3]

   At least in the immigration unit, our work involves so many different cultural groups it's built into our work to make cross-cultural networks through use of interpreters, connections to community organizations for referrals, outreach opportunities in the community, etc.

   We have the community clinics that bring opportunities to experience cross-cultural experiences. They also bring clients into the organization that will need help in different areas and possibly become an employee. A lot of our staff are involved in community clinics in diverse neighborhoods and working
with Somali and African American clients. Within DLC, we target our outreach to members of BIPOC communities. We have community clinic partnerships with cultural organization in Minneapolis. [3]

*Disagree*

People don't have enough professional trainings for the type of job they have. For example, if it's too focused on lawyers or management and not support staff.

We used to have meetings hosted by the Allyship Group concerning DIA, but they have tapered off and I can't remember the last time one happened. Previously, the MMLA Allyship group was helpful in conducting meetings for this type of personal networking. However, due to the changes in staffing, this type of interaction has stopped. [2]

We do not see enough professional cross-cultural partners. We do have cross-cultural networks in our clinic settings, but in other work areas, it is primarily working with primarily white organizations. There are a number of cross-cultural bar associations in Minnesota, but we haven't heard of MMLA reaching out to those organizations or haven't been asked to participate in such networking. [2]

Outreach might be limited to certain employees. Siloed workers and volunteers may not receive relevant communications. Work silos and COVID have meant that different departments in the organization don't really work together. [2]

Everyone does not have an opportunity to engage regularly. Some people are stuck in a niche. I don't know because some people just put their heads down and do their work, which is their legitimate decision.

I don't think MMLA does a very good job of sharing with the whole team the policies and partnerships that are happening across all units and at the organizational level; therefore, I don't think staff have enough info to answer this question.

*Don't Know*

Someone might not know about cross-cultural professional networks because their specific role in the office has very little interaction with groups or partners outside of the organization (for example, IT, some support staff). People might not know because their job is insular, for example IT. [2]

There is no information about how to get connected to these networks if you're not in community clinics or in a unit that has more of these networks.

2. This organization routinely taps into networks of culturally diverse employees and volunteers (if any) to better meet its mission.

*Agree*

Some staff members have roles such as community advocates/community liaisons who formally engage with culturally diverse communities on behalf MMLA.

In the past we've had small groups or committees on various issues to provide feedback to leadership or training to staff. For example, supporting colleagues who've experienced microaggressions, BIPOC focused groups, DEI committee.
This organization is regularly asking its employees of all races to better build and imagine this organization.

Employees are tapped to do outreach or give advice on outreach to certain communities. MMLA utilizes diverse employees to review resumes. [2]

When doing outreach, there is encouragement for people from diverse communities to take the lead on projects and provide feedback; for example, during recent outreach with Latino community, ensuring there was someone present who spoke the language and understood the culture of those attending involved.

**Disagree**

A person might be a culturally diverse person [themself] and has not been asked to tap into their personal networks; [may not] know that the organization does this.

We don't have a very diverse staff.

There is not a huge amount of diversity within the organization, especially at the higher levels.

This organization is not very diverse, so it is not doing much.

There are examples of MMLA not considering people's religious or cultural background in accommodations, etc. making it an uncomfortable environment for people to participate in the networks.

The organization does not make a comfortable environment for the LGBT+ members to feel safe to out themselves. Therefore, there are missed opportunities to tap into more staff networks.

As a mostly white organization, someone being consulted to be "tapped into" may feel uncomfortable. I think it's also important to note that we do not know what culture someone is a part of just by looking at them unless they are open about what groups they belong to.

This organization is comprised of mostly white people and asking someone their cultural perspective may feel like a tokenizing experience. They could feel targeted. Instead, invite people to share and let them bring their whole selves forward.

Someone who is culturally diverse might not have ever been asked.

**Don't Know**

Some staff members do not know how diverse our staff is.

Staff recently employed don't know our history or haven't been told about DEI efforts. Also, there has been less interaction because of COVID-19.

MMLA is siloed and each unit/person is in their own bubble. Other staff and senior leadership don't know about each other and their cultural backgrounds to maximize tapping into networks of culturally diverse employees.

The visible result is not there. DEI does not have an end point where one can say we succeeded or "this result" was a success.
3. **This organization provides resources to employees and volunteers (if any) to help them build more effective cross-cultural networks.**

**Agree**

There have been DEI trainings over the past couple of years.

DEI website and Microsoft Teams channels exist for DEI work. Also in my unit, my supervisors encourage us to discuss this during weekly case reviews, and we have done trainings on racial justice in our work. [2]

We have the funding for development each year for training and knowledge ($400 stipend).

People know we bring in speakers, and they are aware of opportunities in their local offices and units. They know we are investing in this SREAP.

MMLA provides its employees with opportunities to consciously reflect on cross-cultural humility and competency, for example through seminars and discussion groups.

There has been a focus on DEI work. We have had consultants come in and work with us as an org on this point.

Yes, employees understand what a resource is. It can be a notebook, a handout, a training, or a mentor.

**Disagree**

We haven't had DEI training in a while. Newer employees haven't had the training.

Maybe you know the website or Microsoft Teams channels exist, but you don't have the time to look for resources that match your situation or because the resources are available in a self-paced/self-motivated format and not presented by the org.

There's not much sharing of knowledge of what has been done and what is available to us.

We have employee resource groups (ERGs), but some of them are not active or people do not know about them. The outreach or promotion of these groups seems nonexistent from the organization or upper management.

There are some channels within Microsoft Teams that have been started and are not currently active. That doesn't mean that meetings aren't occurring; however, the outreach for this type of resource is nonexistent. Laken previously coordinated the ERG group and has since left.

We could do a better job of being clear in how much time and energy each individual employee should spend on doing this work.

It does not feel like there are resources. Employees often feel like they are on an island.

**Don't Know**

We have a lot of new staff.

I haven't heard about any of these resources and haven't had the opportunity to look at the DEI website or know about it.
There is a lack of knowledge and communication amongst staff about available resources and what has been done previously.

Resources may be available, and people know about their unit or office but not known as an [entire] organization.

**4. Organizational leaders participate in formal networks in different cultural communities.**

*Agree*

I know they do. They are out in the community meeting people and shaking hands.

MMLA has set up formal relationships with community clinics focusing on different cultural communities (i.e., Cedar Riverside's Somali community, AIOIC indigenous community).

*Disagree*

Information and the work in [the community] clinics aren't communicated across all units and all staff levels. Also, staff don't know what formal networks organizational leaders (E.D. and deputies, or even supervisors) belong to and regularly meet with.

*Don't Know*

There is a lack of information being shared about what people are doing. [3]

We need a communication tool.

There isn't always a reason to share [this information].

**5. This organization has successfully carried out activities with different cultural groups.**

*Agree*

The organization partners with different cultural groups for many of our community clinics, such as the clinics at the Division of Indian Work, Promise Neighborhood, and Brian Coyle Center. We also work with outside groups on specific issues, for example our wage theft work with CTUL and IX.

We have a lot of different community partners within units. We have developed relationships with some community organizations to have community clinic attorneys at their sites.

*Don't Know*

Someone might be unaware of where our community-based clinics are, and who are our partners in them.

**6. This organization routinely reflects on and learns from its experiences with different cultural groups.**

*Agree*

Priority-setting involves focus.

I think in the past two years, with our work with Team Dynamics and the Mixed Blood Theater group, we have had opportunities to reflect individually and as an organization on our efforts. I also know that there
has been an effort to review hiring practices and each new hiring decision must go through a metric designed to understand its racial bias impacts.

_Disagree_

We don't do well at asking staff who work in specialty clinics or projects about what they have learned from the work they do, and how that should inform our general work.

7. This organization works with other institutions within different cultural communities to meet shared goals.

_Not know_

Not aware of MMLA’s direct involvement with other cultural communities.

8. This organization complements the activities of institutions in different cultural communities. It does not replace, compete with, or control them.

_Agree_

We try to provide the legal services that many culturally specific organizations cannot provide.

_Disagree_

We do not provide social work or caseworker services. We do not duplicate services, but it would be helpful to have a social worker on team to help navigate referrals and resources for our clients.

Financial Investment Insights

1. This organization has an annual budget for diversity and inclusion work that allows it to meet its goals.

_Agree_

We have hired CultureBrokers to work with MMLA to develop SREAP.

In legal server under "other time" there is a place to bill for DEI work, which means there must be a budget for DEI work.

Well, this survey is proof. There was also a Diversity committee that got a pay bump. And there is money set aside to do stuff like this.

Information about the annual budget is shared at DEI team meetings when it is discussed what to do with it.

We have been doing trainings and assume there is a budget for it.

We have hired trainers and conducted trainings and we have hired consultants such as CultureBrokers.
Disagree

Budget isn't sufficient to meet goals; we haven't re-hired/filled the DEI officer role.

The organization did not share the annual budget with staff in 2022, unlike in past years. In past years, only supervisors and upper-level admin saw the annual budget.

Someone might know much about our budget items overall, or might not know where funding for DEI work comes from (i.e., grants, operating budget, reserves, etc.)

Someone might be new to the staff and haven't attended anything related to DEI and don't know where to look to find it.

There is not a line item for diversity and inclusion. This is something that we could do.

Don't Know

If you are not on a DEI team that discusses the budget, then you may not know.

The organization doesn't communicate internally about what its budget is made up of and whether its commitment to D&I work have warranted its own budget line, or if it is on an issue-by-issue basis.

Does it have its own separate line item?

I would like more clarity on this. I feel like the budget is a work in progress with many long-time staff having left and new management still figuring it out. It would be great to communicate this budget line item to staff and set clear expectations of how much time we should bill for DEI work. I would also love to see more general grants that give us the flexibility to respond more to community needs rather than being so specific our hands are tied to very specific grant deliverables.

We haven't been given access to the MMLA budget demonstrating its commitment to D&I work.

People may not see our annual budget or know what is in it.

2. This organization has a diversity and inclusion budget that is tied to clear and measurable goals.

Agree

Developing SREAP is a clear and measurable goal.

Disagree

Not sure of the actual goal for SREAP. I had diversity training a few years ago with mission and diversity goals but haven't seen the goals since then.

We have had various committees for DEI work but there hasn't been a clear or measurable goal or goals for what those committees are meant to be doing besides generally making MMLA more inclusive.

Diversity and inclusion goals have not been communicated, nor has a budget for DE&I.

Don't Know
Newer staff might not be aware of previous trainings or goals of org, and existing staff haven't been kept in the loop.

3. This organization consistently spends its money to meet measurable goals that have been broken down by race, ethnicity, and language.

*Agree*

We consistently hire interpreters to communicate with all clients and potential clients, and we translate key documents. Outreach is measurable and money is committed to implementation.

MMLA pays for interpretation services and has in-staff interpreters to meet the goal of serving clients in their primary language.

*Disagree*

Not sure that outreach is consistent across units/offices.

*Don't Know*

Siloed staff doesn’t know what is happening in other units/offices.

4. This organization gets at least 10% of its revenue from BIPOC sources.

*Agree*

Our clients are more than 10% diverse but we don't really get revenue unless it is legal fees.

We are a grant-funded organization.

*Disagree*

We don't make money at MMLA.

Someone’s work might directly relate to revenue and revenue sources (i.e., accounting, development, grants, etc.). Much of our funding is tied to federal grants, the courts and state legislature, and private donations from the legal community, which is not as diverse as our community.

*Don’t Know*

The organization doesn't share where the money is going and where it came from. It might be in the annual report or mentioned at our fund raiser, but I don't read the report. Work is enough reading.

This information is not specifically reported, or staff may not have access or information about the overall budget.

5. This organization spends at least 20% of its expense budget with BIPOC-owned businesses.

*Agree*
DLC got funding to translate our brochures with a Somali.

Don’t Know

If we have a demographic breakdown of our vendors, I haven't seen it.

The organization does not inform staff about how intentional it is with what businesses we engage with. Are our interpreter services BIPOC-owned businesses?

It is not clear where we spend our money. Do we order our office supplies from BIPOC businesses?

6. The demographics of this organization's employees mirror the demographics of its service area or customer/member base.

Agree

We have a large diversity of languages spoken within our staff, particularly among support staff, which often makes us able to provide services in clients' main languages.

Agree if you are in a white area of Minnesota.

Disagree

A lot of people disagreed with this. As a majority-white org, we represent mostly POC clients. This could be an important area of improvement.

At higher levels there is much less racial, ethnic, and language diversity among staff (like attorneys, managers, etc.)

It just does not. I think BIPOC is like 80% or more of the clients while staff BIPOC is like 10%. You are blind. I don't think MMLA will ever fulfill this. There just aren't that many BIPOC lawyers to fill the void or even want to. This is a great job, but there are other opportunities in the legal field.

It does not. There is not much to describe here other than looking at the staff making up the organization and demographics of the community we serve.

Don’t Know

Even if MMLA hired more culturally diverse employees, it would need to change its public face to not be white-appearing, straight, cis, able-bodied, etc.

Employees who don't work directly work with clients and are unaware of the demographics of them as compared with our mostly white staff.

7. The pay rate of individual employees with the same job classification are the same.

Agree

Our pay scale is based on years of service and job title and employees move up on the pay scale every year.
I believe this is true because of the pay chart we have. But I wonder if this is true for new hires because experience can be a factor in setting initial pay and I would like to know more about whether diverse experience is rated the same way as more traditional experience. [4]

There is a compensation schedule published annually and everyone in the same classification moves on the same line.

**Disagree**

Employees start at different starting points. Some are given an opportunity to negotiate while others are not. So two employees hired the same day, both lawyers, one might start at $53,000 while the other might be given an opportunity to negotiate and start at $65,000.

There is little transparency (even for people on the hiring committee) for what they classify as a year of "experience" on the salary schedule. More years of experience mean a much higher salary at MMLA and determines where your salary starts upon hiring. I would also note how many replied "don't know," probably given this lack of transparency.

Employees might discuss their personal situation, such as how many years of experience were counted, or issues that aren't directly related to pay rate, but are related to their work, such as whether their position should be reclassified.

This is an opportunity for MMLA to provide some sort of outline of pay schedules that are accessible to all employees.

**Don't Know**

It may be hard to find the pay scale on SharePoint and you don't know where it is or not staff.

Employees are not supposed to discuss pay.

People that aren't staff or don't know where the pay scale is saved on SharePoint or have a hard time finding things in messy SharePoint.

The compensation schedule publication isn't well-known and because deviations not always explained.

8. If differences in pay rates exist, they are transparent. The reason for the difference is objective, clearly identified, and applied to everyone consistently.

**Agree**

Our pay scale is based on years of service and job title and employees move up on the pay scale every year.

We have a salary schedule available to all that establishes pay for each position based on years of experience. I think the salary schedule is a strength of MMLA in payment transparency and a fairly applied standard of salary. A great weakness at MMLA is our low pay rates in general, given cost of living expenses and rates at other legal non-profits that I have seen on job posting sites. [3]

**Disagree**

When questions about differences in pay arise, the questions are not answered well - if at all.
People do know how they are getting paid, and they can find the document. Maybe people who don't know are outside the organization.

The pay rates are not applied consistently.

Differences in pay rates are not transparent and made available to all employees.

This is an opportunity for MMLA to provide some sort of outline of the hiring process in determination of payrate. As a member of the Recruiting and Hiring Committee, I make decisions by discerning transferrable skills in candidate experience. I can do this due to my previous experience as an employment consultant managing a diverse caseload.

_**Don't Know**_

It may be hard to find the pay scale on SharePoint, especially for non-staff.

You don't ask and we are not supposed to discuss our pay.

These issues can be HR related.

**Cultural Capital Insights**

1. **Where it is located, this organization actively participates in maintaining a safe and healthy neighborhood for residents with different histories, beliefs, family structures, and values.**

   **Agree**

   Our Minneapolis office made explicit decisions when we moved into the new space about making our office visually welcoming and reflective of our client community.

   Over the years, MMLA has been on task forces, committees, etc. in the community to promote safe and healthy neighborhoods; different locations across the state have different levels of activity.

   **Disagree**

   In Minneapolis our office is not open to walk-ins, we really only see clients with appointments, and we have had increased security measures to not even allow non-clients to sit in the couches outside our lobby.

   Being in the downtown area is great for people who are using public transit, but is very difficult for clients who drive to us. Our lobby set up is confusing - many clients do not realize they have to go up the stairs to get to our reception area. We are also in a struggle right now to balance personal safety of staff with being open and accessible to the community.

   **Don't Know**

   I am unsure of how many clients we serve live where our office is located.

   People may not be aware of any direct efforts in maintaining a healthy neighborhood in the specific office in where they work. Additionally, as we have multiple office locations, and hybrid workers, the connection to the physical office space and the surrounding community, especially in Minneapolis and St. Paul, is not as connected as it was before the pandemic.
They work remotely (off-site) and are unaware of what efforts are made at the new downtown office or at other office locations.

2. This organization routinely works with people involved in or affected by the organization to learn about and understand their cultural assets.

Agree
Staff routinely network in the community to better understand the need in the community and develop partnerships.

Disagree
We feel like we don't have the time to learn and understand others cultural assets. We focus on getting the work done.
They haven't seen any examples of this in their office space, or they are not regularly in their offices with remote and hybrid work.
We do this, but we don't do this routinely. We do sessions that are valuable, but we don't have a planned schedule for this. We had a presentation where elders came to talk about divorce in the Somali community, but this was one time and was not repeated.
We have done focus groups with cultural communities, which are valuable, but are only done infrequently.
People may disagree if they don’t know, assuming it is not done.

Don’t Know
Line attorneys and support staff are not privy to this information and not always asked to do this work, so it is not well known. [2]

3. Intercultural values, statements, and habits are constantly communicated to all groups involved in or affected by the organization.

Agree
Our retainer agreements state that as an organization we don't discriminate in providing services and that we expect our clients not to discriminate against other clients or staff. We also have a non-discrimination value statement in our employee handbook and lobby for people to see when they come in. [4]

Disagree
You don't know what a value statement is, or you don't agree that the current one goes far enough.
Could see how staff that aren't part of the "dominant culture" (for lack of better words) could see this as hypocritical because we don't really have conversations about what those signs/values mean.
There is a lack of follow-through with continuing to communicate intercultural values rather than a "one and done" approach.
Communication about intercultural values have started and then stopped when staff changes (ie, teams channel has not been active since DE&I coordinator Jolene Chestnut left) and there's not continuity of value statements.

Do not see examples of separate, constant, examples of communication across the organization or in their specific work.

*Don't Know*

New hire to the organization

Not seeing it regularly - not visible to employees

4. This organization's employees and volunteers (if any) actively support its intercultural values and practices.

*Agree*

I feel a sense of community with my coworkers in that the things they say always seem to be in line with our mission to assist people in poverty.

MMLA has moved toward adding personal days instead of relying solely on the observance of Christian holidays. [2]

Staff are engaged and active in participating in intercultural training and community events.

*Don't Know*

Employees are siloed in their departments or offices and may not know much about other employees or volunteers across the organization; lack of interaction prevents knowledge of this.

Our practices aren't talked about as much as they were several years ago. The only practice that is regular is reiterating our Racial Justice statement.

5. This organization routinely taps into the different cultural assets of its employees, customers, and visitors to find ways to better serve them.

*Agree*

We do a survey with community members and clients about their needs - this forms the basis of our organizational priorities. We also have customer satisfaction surveys for clients in St. Cloud.

More than an awareness, we attempt to keep BIPOC client needs as consideration and find ways to address them; same within disability community.

*Disagree*

The key word again is routinely, this is done, but I'm not sure it is routine. When we moved to our office, we did consult with people in making sure it was welcoming, but as time as passed, we have not updated this review.

*Don't Know*
They are not aware about the surveys and priority-setting processes the organization uses.
There are no widespread reports of these activities specifically.

6. This organization includes and interprets different cultural items (such as art, music, literature and dance) in its activities, services, and events.

Agree

When we have had in person activities, we make an effort to include different options according to cultural practices (vegetarian, non-port, etc.).

The organization routinely employs interpreters to translate its materials.

Disagree

No. I see this as an opportunity for all MMLA staff to get involved as representatives of MMLA to participate in local community events. We could call in local artists from the communities we serve to perform at a gala or other company events. This could fit in to the newer and developing vision for MMLA visibility. [2]

As a law firm, we don't really incorporate any art at all. It would be interesting to brainstorm how we could incorporate the art of the cultures we represent into events (African American, Somali, Hmong, Mexican primarily).

MMLA [partners with] a lot of organizations that already integrate different cultural items in their activities and events rather than proactively doing so on its own. For example, MMLA will do outreach at a New Citizen event that has cultural elements that were already planned for without MMLA's direct involvement.

Don’t Know

COVID-19 has prevented many activities, services, and events, so they haven't participated.

7. This organization routinely taps into the strengths of cultural brokers to find innovative solutions. These cultural brokers may include artists, mediators, interpreters, religious leaders and others.

Agree

In the housing unit, we were trying to do outreach at Little Earth (Native American public housing) to ask the tenant group what they needed in their community -- we've done this in other contexts as well.

We work regularly with interpreters; we do this with community clinics so that we can tailor services to the cultural communities that we partner with disagree with the rest of it.

Continued on next page.
8. This organization routinely hires culturally diverse artists, mediators, interpreters, and other experts – either on staff or as contractors.

Agree

We routinely have interpreters available for both conversations with clients, and interpreting of documents, websites, brochures, etc. We try to hire interpreters that are native speakers and for the immigration unit we are starting to use a cooperative of local interpreters in the Twin Cities made up of native speakers. [4]

We once had a small-business Mexican food truck at a social event. Would love to see that again.

Disagree

The idea of hiring a contractor with a disability to produce materials for Disability Law Center was met with the response of "Well, we've never done that before. We usually use __(*insert contractor name*)_____ for this, but if you want to go to all the work of finding someone, you can." (Essentially passive acceptance of the status quo?)

While we regularly hire interpreters, we haven't hired any other cultural experts to help develop programs/initiatives/messages (or are not aware of having hired them).