

# APPENDIX A

## Organizational Assessment of Staff Characteristics

**Directions:** Use this checklist to assess your overall staffing needs. Engage organizational leaders and existing staff in dialogue about characteristics needed to work effectively with immigrant youth, families, and communities. Tailor the following list of skills, attitudes, and knowledge areas so they meet the specific needs of your agency and community. In the second column, record skill areas that specific staff already possesses and in the third column, note any areas that need further development.

Skills, Attitudes, Knowledge	Already Strong in this Area	Needs Further Attention
<b>KNOWLEDGE OF COMMUNITY AND IMMIGRANT EXPERIENCE</b>		
Is aware of changing population demographics in the local community		
Knows circumstances and conditions in home countries of immigrant participants		
Understands the cultural customs, norms, and family structures of local immigrant communities		
Understands the legal and political context of immigration		
<b>CULTURAL COMPETENCE</b>		
Has a positive outlook about demographics in local community		
Can relate to individuals from a wide variety of cultural backgrounds		
Understands diversity within specific ethnic and immigrant populations		
Respects the fact that immigrants' basic values, traditions, and beliefs may vary from those in the dominant culture		
Avoids pre-judging participants on the basis of cultural background and does not treat individuals unfairly or unjustly		
Communicates in culturally inclusive and respectful ways		

Skills, Attitudes, Knowledge	Already Strong in this Area	Needs Further Attention
<b>LANGUAGE PROFICIENCY</b>		
Provides services in the language(s) of participants, including regional proficiency		
Ensures that written materials are translated or adapted so they are accessible to diverse immigrant groups		
Understands that nonverbal cues may have different meanings for different cultures		
<b>ABILITY TO RELATE TO IMMIGRANT YOUTH AND FAMILIES</b>		
Reflects the immigrant population (current and/or proposed)		
Shares the experience of being an immigrant		
Is bicultural and/or bilingual		
Has international experience		
<b>CONNECTIONS WITH FAMILIES AND COMMUNITIES</b>		
Accepts immigrant youth and families as participants who have a right to be here and receive services		
Can make initial connections and build trust with participants' parents or caregivers		
Networks effectively with members of the immigrant community		

# APPENDIX B

## Staff Recruitment Checklist

**Directions:** Use this checklist to organize your efforts to recruit and hire staff who can work effectively with immigrant youth. Make notes about additional tasks that need to be taken to accomplish any relevant action steps. Assign the tasks to a staff member, along with a completion date.

Action Steps	Additional Tasks	By When	Person Responsible
<b>IDENTIFY THE NEEDS</b>			
Conduct research to identify target immigrant populations and their specific needs			
Engage in organizational dialogue about how to respond to the needs of immigrant populations			
Determine the specific skills staff will need to work with immigrant youth			
<b>ADVERTISE &amp; MAKE USE OF NETWORKS</b>			
Advertise in culture-specific media			
Enhance your reputation as an organization that serves immigrant populations			
Utilize community contacts and networks to identify candidates			
Arrange college credit for interns and volunteers			
<b>RECRUIT FROM WITHIN</b>			
Cultivate and hire past program participants			
Recruit staff members' friends			
<b>INTERVIEW CREATIVELY AND SENSITIVELY</b>			
Create a sensitive and thoughtful interview process			
Use creative alternative strategies to discover a candidate's qualifications			
<b>OFFER INCENTIVES</b>			
Market professional development opportunities as career incentives			
Offer incentives to recruit qualified staff who are also bilingual			

# APPENDIX C

## Staff Retention Checklist

**Directions:** Use this checklist to organize your efforts to retain staff who are working effectively with immigrant youth. Make notes about additional tasks that need to be taken to accomplish any relevant action steps. Assign the tasks to a staff member, along with a completion date.

Action Steps	Additional Tasks	Date to Accomplish	Person Responsible
<b>NURTURE PASSION</b>			
Connect staff to the organizational mission			
Support healthy caring relationships between youth and staff.			
<b>PROVIDE LEADERSHIP DEVELOPMENT</b>			
Identify and nurture individual staff strengths			
Create pathways for gaining increased responsibility			
Foster development			
<b>CREATE A CULTURE OF APPRECIATION</b>			
Express appreciation to individual workers on a regular basis			
Hold "appreciation events"			
Create a sensitive and thoughtful interview process			
Incorporate and appreciate the perspectives and cultural traditions of staff members			
View immigrant staff and participants as assets and tap into their strengths			

# APPENDIX D

## Professional Development Checklist

**Directions:** Use this checklist to organize your efforts to prepare and support staff who are working with immigrant youth. Make notes about additional tasks that need to be undertaken to accomplish any relevant action steps. Assign the tasks to a staff member with a completion date.

Action Steps	Additional Tasks	By When	Person Responsible
<p><b>INCORPORATE A FOCUS ON IMMIGRANT YOUTH INTO THE ORIENTATION PROCESS</b></p> <p>Incorporate services to immigrants into the organization's mission, goals, standards, and practices</p>			
<p>Inform new staff about specific immigrant populations being served</p>			
<p>Communicate organizational values</p> <p><b>ENCOURAGE INDIVIDUAL LEARNING AND SELF-REFLECTION</b></p> <p>Communicate the expectation that staff members do individual work to learn about immigrant participants</p>			
<p>Provide staff with resources such as books, culture-specific newspapers and field trips</p>			
<p>Design your own planning tools and curricula to meet specific needs</p>			

Action Steps	Additional Tasks	By When	Person Responsible
<b>IMPLEMENT TRAINING SESSIONS</b>			
Incorporate immigrant issues into “cultural competence” trainings			
Offer specific training on working with immigrant youth			
Ask staff to design and implement training			
Invite leaders, elders, and others from the immigrant community to educate staff			
<b>SET UP STAFF DIALOGUES</b>			
Hold a dialogue session in response to a specific issue or challenge			
Use regularly scheduled events to promote staff dialogue			
<b>NATIONAL ORGANIZATIONS CREATE NETWORKING OPPORTUNITIES</b>			
Create a nationwide professional affinity group			
Offer local-to-local mentoring and conference calls			

## APPENDIX E

### Creating an Inclusive Environment Checklist\*

Directions: *Place a check in the column beside each item that your organization already has in place.*

<input type="checkbox"/>	Policies and procedures are available to guide our services to individuals with limited or no English. Individuals' English proficiency is documented and known to staff, volunteers, and leaders. Procedures address how to determine an individual's or family's need for language-access services, and the best way to address communication problems.
<input type="checkbox"/>	Resources are allocated to ensure that our organization provides language-access services (bilingual staff, volunteer translators, brochures translated into community languages, etc.)
<input type="checkbox"/>	Procedures for addressing complaints about bias or discrimination are documented and accessible to staff, volunteers, leaders, and youth. Such information enables newcomers and immigrants to advocate on their own behalf, should they experience discrimination in their interaction with our organization.
<input type="checkbox"/>	The demographic makeup of the community we serve is reviewed regularly to determine whether additional or new language services are required, or whether modifications to policies and practices are needed to address new and emerging populations.
<input type="checkbox"/>	Basic cross-cultural communication training is provided to staff, volunteers and leaders.
<input type="checkbox"/>	Organizational policies and procedures include efforts to recruit and retain staff members who reflect and respect the cultural and linguistic diversity of the communities we serve.
<input type="checkbox"/>	Job descriptions and recruiting notices include skill sets and areas of knowledge related to cultural and linguistic competence.
<input type="checkbox"/>	All staff, volunteers, and leaders are encouraged to participate in professional development and training in the area of cultural and linguistic competence.

\* Adapted from the YMCA 's *Engaging Newcomer and Immigrant Communities in Your YMCA*