Inspire Action for Social Change
Inspired Boost

Series on Leadership & Sustainability Strategies for Supervised Visitation Programs
Part 1: Leadership and Core Values Alignment
February 15, 2023
Presented by:

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Leadership and Core Values Alignment

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Credit and Disclaimer

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Learning Objectives

As a result of this series, participants will be better able to:

 Define core values and their impact on your organization

 Examine your organization's core values for alignment with agency culture and infrastructure.

 Utilize tools and resources for reviewing and aligning your organizational core values.

Introductions

Chat:

Name/Pronouns
Organization
Location

Your goal for participating

Group Guidelines

Operational Agreements

- Use the "raise hand" function to share—or use the chat box
- Minimize distractions for yourself and do what you need to do
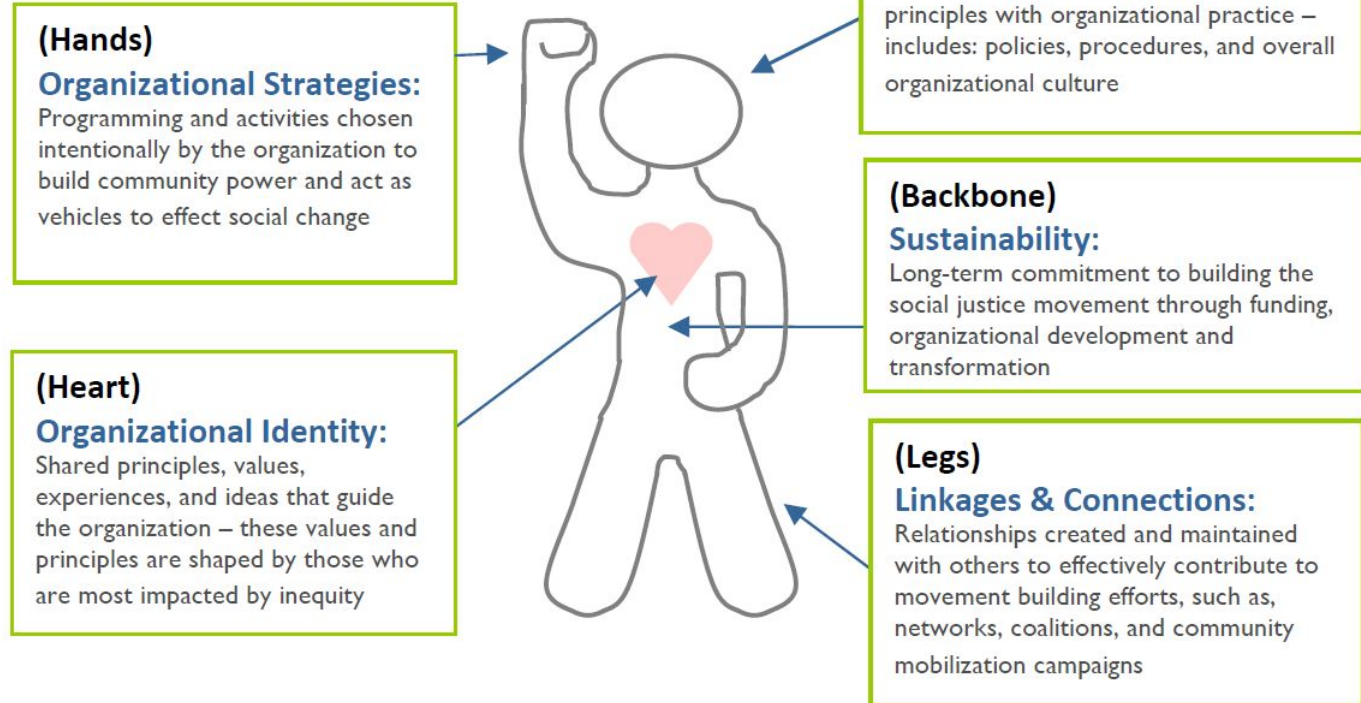
Relational Agreements

- There is room for multiple truths
- Intent matters, always be accountable to impact
- What is said stays, what is learned leaves
- Move up, move back

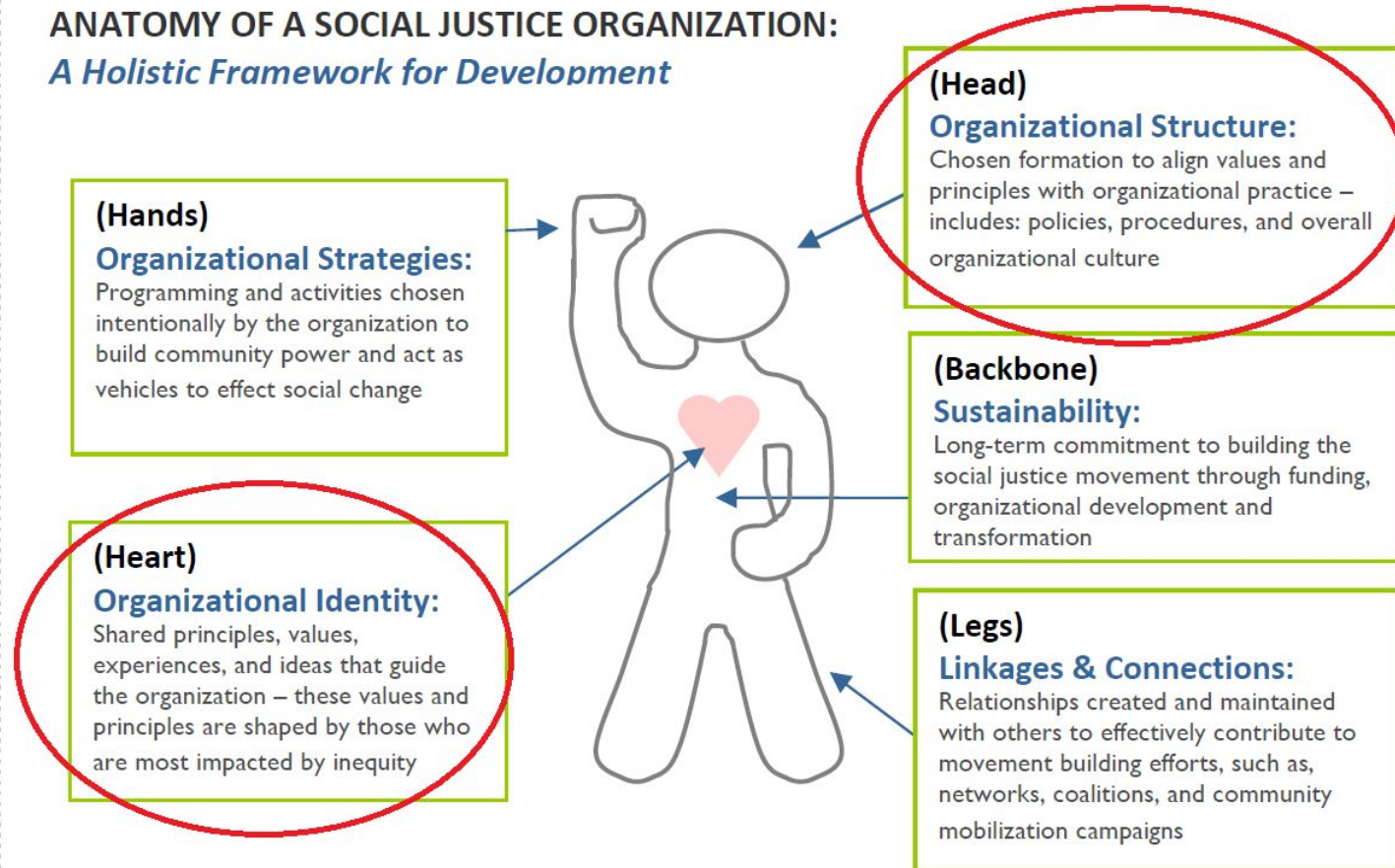# Organizational Structure – Social Justice Anatomy

ANATOMY OF A SOCIAL JUSTICE ORGANIZATION:
A Holistic Framework for Development

(Head)
Organizational Structure:
Chosen formation to align values and principles with organizational practice – includes: policies, procedures, and overall organizational culture

(Hands)
Organizational Strategies:
Programming and activities chosen intentionally by the organization to build community power and act as vehicles to effect social change

(Backbone)
Sustainability:
Long-term commitment to building the social justice movement through funding, organizational development and transformation

(Heart)
Organizational Identity:
Shared principles, values, experiences, and ideas that guide the organization – these values and principles are shaped by those who are most impacted by inequity

(Legs)
Linkages & Connections:
Relationships created and maintained with others to effectively contribute to movement building efforts, such as, networks, coalitions, and community mobilization campaigns

From *Building Organizational Capacity for Social Justice* the National Gender and Equity Campaign

Focus of these sessions

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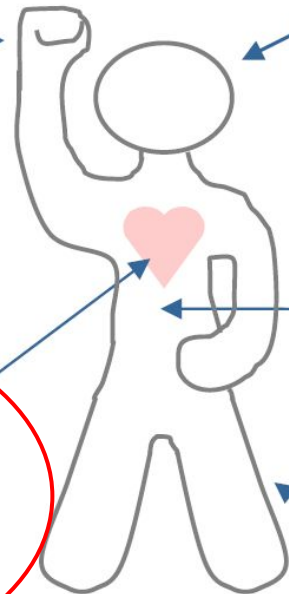
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Starting with the Heart: Core Values

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Mini-Activity: Core Values

"Organizational Values are those beliefs held so strongly that they drive people's behavior and dictate how people interact with and treat each other.

Core values guide the way the organization operates, makes decisions, and treats its employees, volunteers and clients."

Core Values and Their Role

❖ Provide vision and purpose

❖ Bolster leadership

❖ Basic elements of how we go about our work and practices

❖ Make the purpose of the organization "real" to staff

❖ Support the vision and shapes the culture to reflect the organization's identity

❖ Timeless, enduring, important

Poll: does your organization have established core values?

❏ Yes, we have established core values

❏ We are currently reviewing our core values

❏ No, they are not established—but there are common values the organization shares

❏ No, values are not consistent across the organization

❏ I don't know

❏ Other

What are your organization's values?

Non-existent   Fully existent

1. Choose one value that you feel most aligned with personally– don't overthink it!

2. Where does that value fit on this spectrum for the day-to-day operation of your organization?

   - Consider programmatic decisions, hiring, staff support, day-to-day of programs, volunteer engagement, fundraising, board involvement, etc.

Core Values Contribute to Organizational Culture

- Organizational culture consists of the dominant values, beliefs, and norms, which develop over time and become relatively enduring features of organizational life.

Organizational Elements & Capacity

Governing Body/Board

Organizational Policies & Procedures

Leadership & Management

Organizational Culture

Staff Development & Retention

Mission & Core Values

Planning Short & Long Term

Collaborations

Communication Internal & External

Regular Program Review
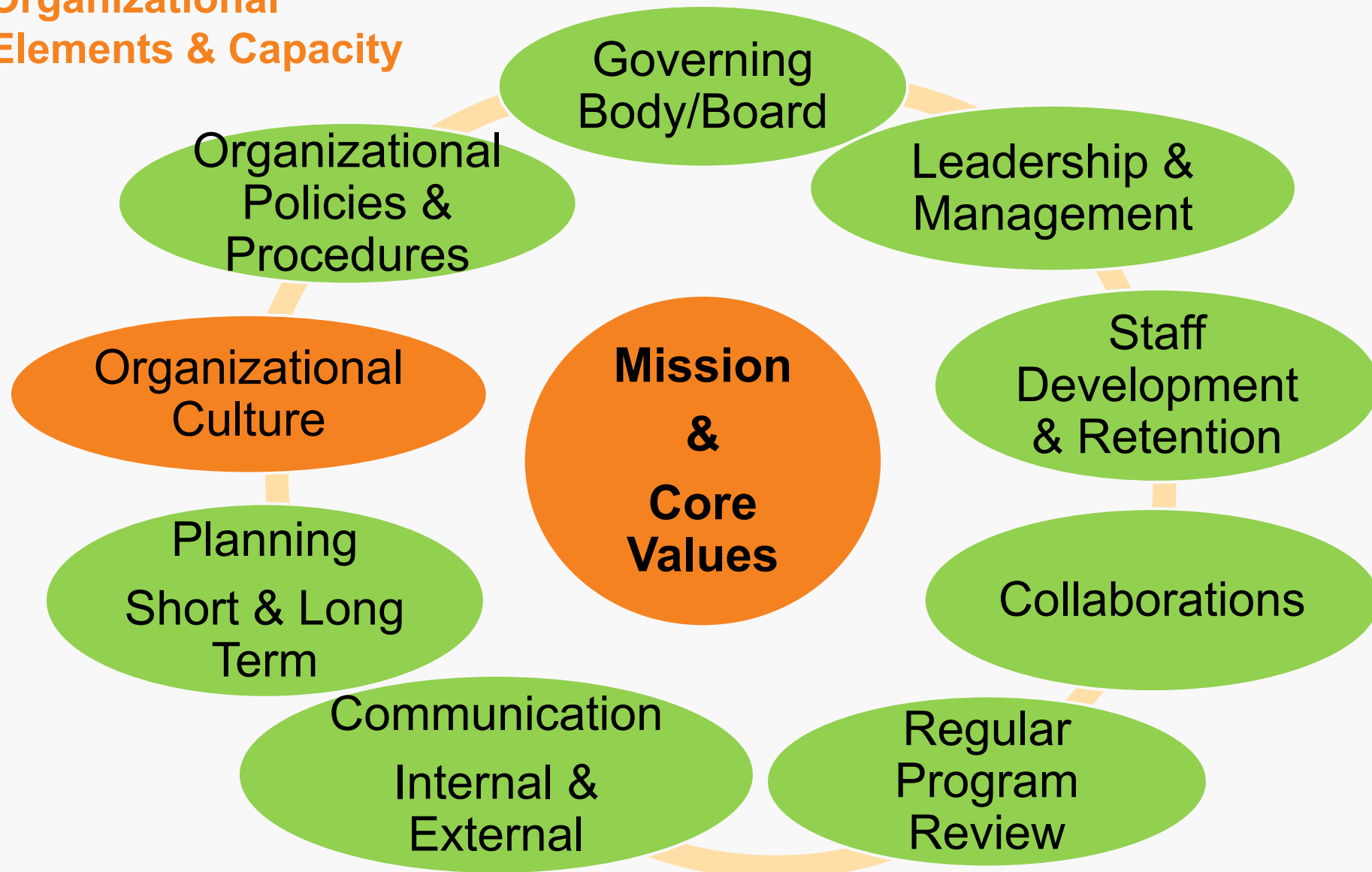
Organizational Culture is Created by:

 The actions and behaviors of leaders.

 What leaders pay attention to.

 What gets rewarded and what gets punished.

 The allocation and attention of resources.

Group Exchange on Core Values and Culture

How are you institutionalizing your organization's core values?

What role do you play as a leader?

How does this impact the organizational culture?

❖ Internally: hiring practices, staff support, leadership, policies and practices

❖ Board of Directors

❖ Services

Moving from the heart to head

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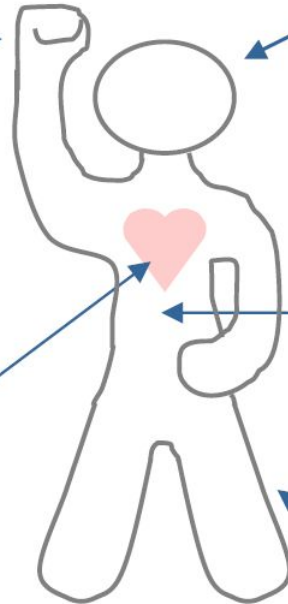
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Head
Organizational Structure:

Strategies to align values and principles with organizational practice – includes policies, procedures, and overall organizational culture

Peer exchange – Small Groups

Do we act in a manner consistent with our values?

How connected are we based on our mission and values?

- Strategic planning

- Programs

- Budgeting

- Human resources

How are you institutionalizing your organization's core values?
Consider: hiring practices, staff support, leadership, policies and practices, human resources, communication, decision making, budget, and also services.

Staff satisfaction surveys which are shared and inform decisions

Staff recognition by an employee based on core values - so x demonstrated Service ... story. These are visable to everyone, shared at staff meeting and we draw for $100

being actively antiracist; bringing it into conversation during interviews, policy discussions, staff meetings

Values: Inclusivity & Accessibility. Getting buy in from from all parties, supporting mistakes, encouraging others to try and try again.

holding respect for children's safety and comfortability, allowing children full autonomy in decision-making during visits

Value: Empowerment...Allowing all clients to use our space to amplify their voice, and connecting them with resource needs

leave policies to support work/life balance

VOICES group for employees who are also survivors

Starting meetings with personal wins and meaningful stories.

Value: Safety; safety in policies and communication paths as well as survivor focused. Making our services the most acessible while focusing on safety of the victims

maintaining neutrality and openmindedness when interacting with parents

Value: Inclusivity...Meeting Clients where they are and offering support and resources.

Staff retreats for fun, team building, balance

Annual staff awards for each value; nominated by and voted on by staff

discussing safety concerns during staff meetings; using to inform best practices in day-to-day operation

Value: Safety; going the extra mile when protective orders are in place and upheld from the interactions with the families, to communication, and policies. Meeting clients where they r.

Debrief

What did you learn from each other?

Are there strategies others are using that you

would like to implement?

Tips for Aligning Values

❑ Recruit and onboard staff with a commitment to mission and value alignment.

❑ Reinforce the values through the culture of the organization.

❑ Embed your valued when making big or difficult decisions.

❑ Review your policies and procedures and update to align with your values.

❑ Use your staff retreat to review and strengthen core values.

❑ Clarify values in partnerships and collaborations.

Next Steps: Core Values Review Activity

Concluding Points

✔ Identify core values and align them with your mission.

✔ Use your core values as a foundation for your organization's processes across all levels.

✔ Explore and apply strategies to strengthen the organizational culture through your core values.

Mission and Core Values Resources
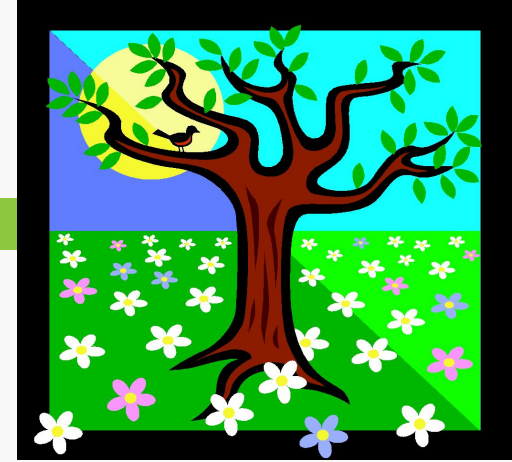
Toolkit:

Mission and Core Values

Activities and resources to help examine mission and core values.

https://www.futureswithoutviolence.org/organizational-mission-and-values-toolkit/

Webinar:

Core Values Within Domestic & Sexual Assault Organizations

Strategies to keep core values alive and align them to practices.

https://www.futureswithoutviolence.org/core-values-webinar/

Mission and Core Values Resources

Aligning Values: What's Undermining Your Organization?

https://www.proinspire.org/commit2shift-aligning-values/

How to Develop and Use Core Values

https://www.managementcenter.org/resources/how-to-develop-and-use-core-values/
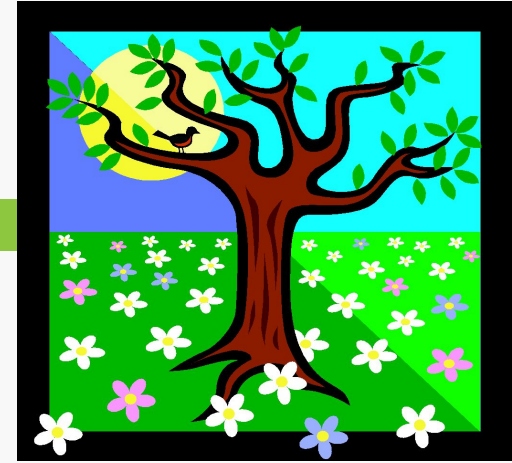
Thank you!

- **Assignment review**

- **Feedback**

Join us for the remaining sessions in this series:
Sustainability and Leadership

Part 2- February 22**:** The Art of Communication: Non-Profit Leadership

      Guest Trainer Alicia Williamson

Part 3 - March 2: Trauma-Informed, Equity Centered Leadership

      Guest Trainer-Erin Fairchild

Part 4 - March 16: Transitioning into Leadership

      Guest Trainer: Alicia Williamson

Part 5 - March 30: Financial Leadership and Sustainability

      Guest Trainer: Deborah Seinkopf

8-9:30 AM Hawaii / 10-11:30 AM Alaska / 11-12:30 AM Pacific / 12-1:30 PM Mountain

1-2:30 PM Central / 2-3:30 PM Eastern

Information and registration links for these sessions: http://www.inspireactionforsocialchange.org/inspired-sessions

*Facilitating
Healing and Change*
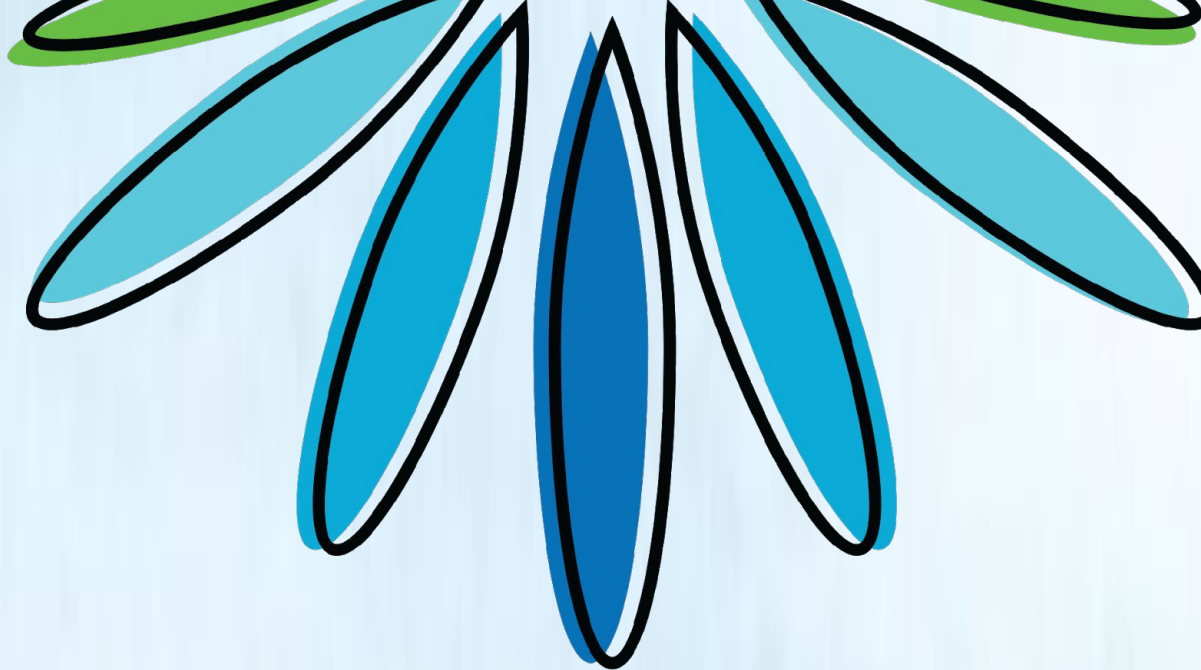
We are here to provide you support - please contact us anytime!

Amrita Hanjrah (she/her): amrita@inspireactionforsocialchange.org

Beth McNamara (she/her): beth@inspireactionforsocialchange.org

Jennifer Rose (she/her): jennifer@inspireactionforsocialchange.org

Promising Futures: Best Practices for Children, Youth, and Parents Experiencing Domestic Violence
Program Readiness Checklist

Infrastructure:

No matter where your children's program is in its development, you can benefit from revisiting philosophical conversations and advancing policies and practices regarding children's programming.

Providing children's programming can bring up issues of personal beliefs and values for staff. It can also feel like a stretch of core principles and resources to consider and adequately respond to the needs of children, teens and families. Because of this, it is important for all programs to have ongoing conversations about their work with children. Time can be set aside in staff and board meetings, retreats, and supervision to talk about your work with children, teens and mothers.

Conversations may include:
- Exploring issues of ageism and adultism
- Staff feelings regarding working with children and teens
- Challenges that arise when embracing thoughtful children's programming
- Staff values regarding parenting styles, cultural diversity, personal bias, and child abuse.

Children's program and shelter policies may reflect best practices by shifting toward greater empowerment and support for mothers and children as well as a focus on strengthening their relationships. **Use these questions to help guide your conversations:**

Philosophy

- What is our program's philosophy?
- Does our mission statement include a specific commitment to children and their needs?
- Does our program have a clear philosophical statement or policy about nonviolent treatment of children and teens?
- Does our program have a well articulated statement about provision of services to children and teens which includes survivor centered/empowerment model language?
- Is the safety of non-offending parents and children primary in our decisions?
- Do you allocate sufficient resources to providing direct services to children and teens?

Core Values

Children and Teens:

- How do all staff members feel about working with children? Teens?
- Does our program consider children and teens direct recipients of our services?
- How do we see the needs of children as both separate and connected to their mothers'?
- How does our program feel about all staff building capacity in child advocacy, child development, and supporting parents?
- How well does our program apply our survivor centered/empowerment model in our work with children and teens?
- How does our program feel about information sharing, confidentiality and parental consent for children and teens?
- How do we respond to mothers requesting shelter for their teen boys? What are our feelings about teen boys in shelter?
- Do our guidelines provide enough autonomy and independence for older children?
- How do staff members feel about children missing their fathers and visitation with batterers?
- Does our program go beyond providing respite for mothers and focus on providing direct advocacy and support for children and teens?
- Have we explored conversations about ageism and adultism?

Parenting:

- What do we feel our role is regarding supporting parents in shelter?
- How do individual staff members feel about nonviolent discipline?
- Do we have a consistent message, common goal or overarching guideline about treatment of children and youth?
- Are all staff members comfortable providing parenting support to mothers?
- Does our program support mothers' parenting power or take it away?
- Do we support mothers' desire for their children to have safe and positive contact with fathers?
- What comes up for staff members regarding cultural values and practices related to discipline and parenting?

Child Abuse and Reporting:

- Do all staff understand their mandates regarding child abuse reporting?
- What programmatic challenges do we face given the overlap of child abuse and domestic violence?
- Do our child abuse reporting policies adequately pay attention to both child safety and parent empowerment?
- How does staff feel about situations where child abuse occurs in shelter?

Immigration

- What are our program's policies about working with undocumented survivors and their children?
- Are our services culturally relevant to immigrant and refugee families?

Physical Environment

At a minimum, programs are beginning to think beyond the status quo toward creating environments that:

- Empower families to make their own decisions and reclaim their autonomy and dignity
- Create a sense of security with clearly defined boundaries between the shelter and surrounding community
- Support families to reconnect with others and break the isolation of abuse
- Create spaces that make parenting less stressful and that support opportunities to play, strengthen family relationships and easily supervise children
- Create spaces specifically for teens
- Minimize the need for rules and the possibility of conflict

Information on physical environment was adapted with permission from the Washington State Coalition Against Domestic Violence's Building Dignity project.

Personnel Policies

Staff Recruiting and Hiring Practices:

- When we recruit for all positions, do we seek experience in working with children, teens and families?
- Do all position interviews include questions about experience and philosophy regarding working with children and supporting parents?
- Do we ask questions that elicit feelings and values about working with children and teens and parenting approaching?
- When hiring, do we consider cultural diversity, knowledge of trauma informed approaches, understanding of the needs of under-served populations, and demonstrated skill in working with diverse families?
- Do we check child abuse registries and criminal records before hiring staff or engaging volunteers?

Staff Development and Support:

- Are all staff trained in child development, child advocacy, nonviolent discipline and supporting parents?
- Are all staff trained in providing trauma informed services with some focus on how trauma impacts children and brain development?
- Does our program provide adequate supervision for all advocates which includes opportunities for reflection on the challenges of working with a diversity of children and families?

- How can we better build program-wide capacity for all staff regarding cultural values and practices related to discipline and parenting within families?

Program Practice

Foundational:

- Does our program strive to balance advocacy with children and mothers both as individuals and together as families?
- Do we have clear lines of communication, coordination, and collaboration between children and adult focused advocates?
- Do parents and children have places to play together, have time alone, and cook and eat together? Do we have teen friendly spaces?
- Do all staff members have training and skills to help heal and strengthen parent, child, sibling relationships?
- Do we consider cultural values and practices related to parenting, discipline, and mental health within families?
- Are all staff trained in nonviolent discipline strategies and skills to support parents?
- Have we had training to ensure that our programming is trauma informed?
- Are our programs and materials accessible to all people with disabilities, who are deaf or hard of hearing, and people for whom English is not their first language?

With Children and Teens:

- Does our program support children's healing by:
    - Supporting strong bonds between children, mothers, and siblings?
    - Providing a sense of safety for children?
    - Supporting environments that are structured and predictable?
    - Connecting children and families with their communities and support systems?
    - Creating safe spaces for children and teens to express their feelings, be heard and understood?
    - Allowing for children to not feel responsible for the care of adults?
    - Providing access to counseling and support groups?
    - Supporting decisions regarding contact with noncustodial parent if safe and doesn't interfere with healing?
- Do we create programs for teens which consider their individual needs and concerns
- Do we allow for teen autonomy, protected space, and privileges?
- Do we have clear practices about sharing children and teen's information, and parental consent for services that allow children and teens the most confidentiality possible?

With Mothers:

- Does our program empower mothers to care for their children without unnecessary rules and unnatural structures?
- Are staff available to support parents and children in informal ways (e.g., casual conversations, providing recreation)?

- Does our program support parents in reclaiming and redefining their parenting and family culture while offering resources and support?
- Are staff prepared to support mothers who want their children to visit their fathers, provide information on impacts, options and safety?
- Are all staff able to provide information about the impact that batterers have on children and ways to support children's healing?
- Are all staff able to talk with mothers about the impact that batterers have had on their parenting, the stressors related to parenting in shelter and beyond, and brainstorm parenting supports?

Child Abuse and Reporting:

- How do we define what constitutes child abuse and/or neglect?
- Are our child abuse reporting policies and protocols articulated to both adult and child service users in appropriate ways at the onset of services?
- What is protected and what is not?
- What happens when the children's interests and mothers' interests differ?
- How will our program determine if a child is in danger? If a child is in immediate danger, how will the agency respond?
- What will our program do beyond compliance with mandated reporting requirements?
- How will we support battered mother's protection and parenting of their children?
- What resources could our program offer to assist battered women in their role as mothers?
- How will cultural considerations change our advocacy?
- Does our program work closely with mothers when reporting child abuse whenever possible?
- Does our agency provide advocates with consultation with supervisors or managers prior to making the report?

Cultural Considerations:

- Does our staff represent the diversity of the populations we serve?
- Are all staff allowed time for personal work and training on developing cultural competency including self examination, understanding power differentials, accepting different values, and understanding the diversity of the communities accessing our program?
- Do we ask families how we could better meet their unique needs and consistently incorporate their feedback into our practice?
- Do all staff understand the history that guides a particular community's perception of services (e.g. domestic violence shelters, police, child welfare)? Have we taken steps to create plans that will meet the needs of individuals from that community?
- Have we truly made efforts to collaborate with under-served communities and their representing organizations, learn from them, and create sustainable plans for working together and providing a wider range of culturally sensitive services for families affected by domestic violence?
- Do we have outreach strategies to reach under-served communities?
- Do we have a plan for accessing relevant language, deaf and hard of hearing interpreters?
- Do we avoid asking children to interpret our communications with their mothers?

- Do we consistently examine our shelter spaces, decorations, food, recreational and printed materials, and personal care items for cultural relevancy?

Community Connections:

- Do we have established connections and referral protocols with community programs and mental health providers that will support children and teens and promote resilience and healing?
- Are we working with schools and early education programs to coordinate services whenever possible?
- Are we effectively collaborating with community organizations to better meet the needs of the diversity of families with whom we work?
- Do we have an established relationship with child protection which allows communication about supporting the safety of children as well as adult victims of domestic violence and ensures that children are not removed from non-abusive parents?
- Do we intentionally build and sustain relationships and partnerships with staffs of other agencies and systems that affect family safety?
- Do we work with community partners to establish a shared vision for practice based on safety for all family members?
- Do we understand various perspectives and work processes and acknowledge the experience and skills of staffs in other agencies.
- Have we developed joint protocols and policies with key community partners to guide practice?

Partnering with Supervised Visitation Centers

- How are our program's services linked to other family service agencies, and in particular services for men and fathers?
- What support and services does your program have for mothers who are post-separation?
- In what ways does your program support women and children using your local supervised visitation program?
- Does your provide training and support to your local supervised visitation program on the dynamics of domestic violence?

Partnering with Programs for Fathers and Abusive Men

- How do fatherhood programs, batterers intervention and supervised visitation centers safely keep the lived experiences of women and children at the center of their work?
- What type of training and on-going supervision does staff receive about domestic violence and children's exposure to domestic violence?
- What is each programs philosophy about domestic violence and battering?
- What is each programs approach to engaging with the partners and children of the men they are serving?
- How do programs work towards holding men who use violence responsible for their behavior while supporting opportunities for change and healing?

Core Values Within Survivor-Serving Organizations

> Organizational Values are those beliefs held so strongly that they drive people's behavior and dictate how people interact with and treat each other.
> Core values guide the way the organization operates, makes decisions, and treats its employees, volunteers and clients.

A Socio-Ecological Approach

A social-ecological framework for supporting survivors allows you to assess how your core values align with your organization's programs and practices.
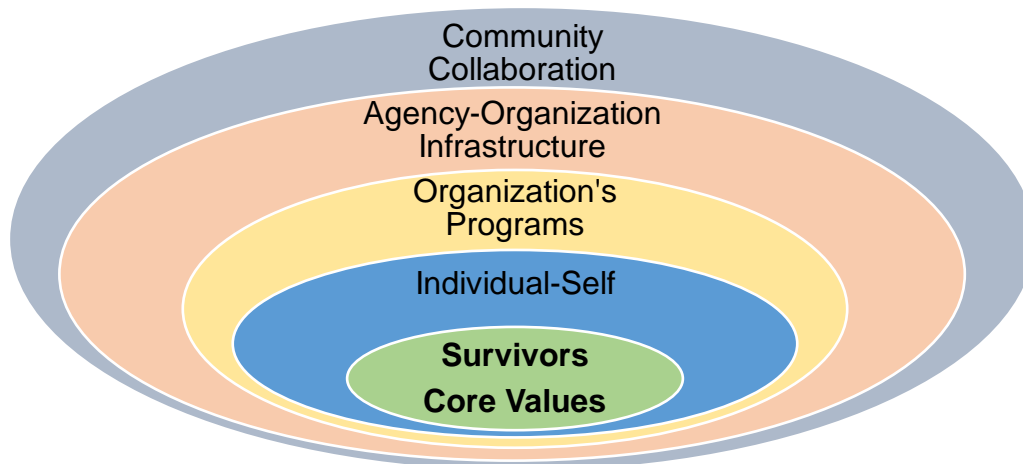
Over the past decade terms like "trauma-informed", "survivor-centered", and "culturally responsive" have become a common part of the anti-violence lexicon. The increased visibility of these concepts has led to sometimes using them interchangeably and superficially. As a result, some "core values" can feel esoteric or prescribed. It is important that your organization's mission and its core values operate harmoniously in all your programs, policies, and practices and that decision-making is not at odds with your values. This worksheet provides the opportunity to explore and clarify your core values beyond the buzzwords and create internal meaning for your organization as they show up in everyday operations and relationships.

Core Values Review Worksheet

1. What are your personal values that reflect your individual philosophy when working with survivors and collaborating with others in your organization?

2. What are your organization's core values? Please describe. (If your organization does not have explicit core values—what are the implicit values that seem to be shared across the organization?)

3. How are these values lived out in your organization (or not)? In individual and organizational practices and decision making. What is your role?

4. Organizational current activities or programs and how values are reflected.

Program or Activity	Benefit to Community	Values Reflected

5. What infrastructure and practices demonstrate alignment with your values and beliefs? Example: human resources, policies, procedures, wellness, and board.

Structure or practice	Staff/leadership engagement	Values Reflected

6. What changes or strategies can you implement to ensure that values are aligned to the mission and also applied to individual and organizational practices?

Goal:

Objective:

Strategies:

Who can take the lead?

Timeline:

Values Alignment Review Instructions:

The assessment below can help you **consider** how well your organization's systems, structure, and infrastructure **align with its current values**, capacity, and needs. Select either "no", "unsure" or "yes" for each statement. Add any important context or opportunities for building capacity or adaptations to infrastructure or practices in that area.

BRIDGE Organizational Assessment Tool	No	Unsure	Some	Yes	Context and Opportunities
The Heart: Organizational Identity					
The organization "lives" its values by practicing internally the change it seeks externally.					
The organization has an assessment of both the community's and the organization's strengths and assets.					
The people who work for the organization are diverse in terms of age, race, class, gender, sexual orientation, ethnicity, culture, or other forms of diversity. Most importantly, their perspectives, expertise, and leadership is valued as an integral part of the organization.					
The Head: Organizational Structure					
The organization incorporates plans for sustaining its human resources (such as leadership succession and staff retention) so that its institutional vision moves forward.					
Those most impacted by inequity are involved in the organization's decision making.					
There is an appropriate degree of management and staff capacity to achieve the organization's mission and goals.					

The Hands: Organizational Strategies and Programs					
The organization's staff, board and constituents are able to inform and activate others in supporting the organization's work					
The organization is able to engage across issues and / or communities.					
The Legs: Linkages and Connections					
The organization seeks resources and knowledge through collaborations, coalitions, networks and partnerships.					
The organization enlists culturally sensitive community members, leaders, consultants and other partners to further its work.					
The organization identifies shared values and principles and explores common ground across issues and across communities.					
The organization evaluates its current capacity and role before engaging in collaborations, coalitions, networks and partnerships.					
The Backbone: Sustainability					
The organization structures itself, engages others, and acts consistently with its mission, vision and values.					
The organization reflects and measures its impact in the community that it serves.					

Adapted from *Building Organizational Capacity for Social Justice* the National Gender and Equity Campaign

BRIDGE Organizational Assessment Tool (BOAT)
The Anatomy of a Social Justice Organization

Adapted from *Building Organizational Capacity for Social Justice* the National Gender and Equity Campaign

Organizational Identity – "The Heart"
- ☐ The organization "lives" its values by practicing internally the change it seeks externally (such as condemning any form of violence within the organization in its work to eradicate domestic violence).
- ☐ The organization has an assessment of both the community's and the organization's strengths and assets.
- ☐ The people who work for the organization are diverse in terms of age, race, class, gender, sexual orientation, ethnicity, culture, or other forms of diversity. Most importantly, their perspectives, expertise, and leadership is valued as an integral part of the organization.

Organizational Structure–"The Head."
- ☐ The organization incorporates plans for sustaining its human resources (such as leadership succession and staff retention) so that its institutional vision moves forward.
- ☐ Those most impacted by inequity are involved in the organization's decision making.
- ☐ There is an appropriate degree of management and staff capacity to achieve the organization's mission and goals.

Organizational Strategies & Programs. "The Hands."
- ☐ The organization's staff, board and constituents are able to inform and activate others in supporting the organization's work.
- ☐ The organization is able to organize across issues and / or communities.

Organizational Relationships & Linkages–"The Legs"
- ☐ The organization seeks resources and knowledge through collaborations, coalitions, networks and partnerships.
- ☐ The organization enlists culturally sensitive community members, leaders, consultants and other partners to further its work.
- ☐ The organization identifies shared values and principles and explores common ground across issues and across communities.
- ☐ The organization evaluates its current capacity and role before engaging in collaborations, coalitions, networks and partnerships.

Organizational Sustainability.–"The Backbone."
- ☐ The way that the organization structures itself, engages with others, and acts is consistent with its mission, vision and values.
- ☐ The organization reflects and measures its impact in the community that it serves and society more broadly.