

**Creating a Climate for Change Within the Presbyterian Church (U.S.A.)
REPORT TO 218th GENERAL ASSEMBLY (2008)**

**Submitted by
Advocacy Committee for Racial Ethnic Concerns (ACREC)**

Recommendations

In order to provide continuity and direction for the continuing consultations between the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Executive Officers of the six corporate entities related to the General Assembly, ACREC recommends that the 218th General Assembly (2008) approve the following actions:

1. Direct the General Assembly Council (GAC), Office the General Assembly (OGA), Presbyterian Board of Pensions (BOP), Presbyterian Foundation (Fdn.), Presbyterian Investment and Loan Program (PILP), and the Presbyterian Publishing Corporation (PPC) to prepare a written plan for the continuing implementation of cultural proficiency or comparable approach to organizational change. This plan will be a mechanism for assessing needs, setting goals and developing strategies with measurable action steps, and will address the following:

- a. Develop a organizational plan to sustain cultural proficiency that addresses the particular needs of both management and employees, through:**
 - Education
 - Increased awareness
 - Application
- b. Communicate commitment to cultural proficiency to management and staff.**
 - Is there a vision statement or other expression of agency policy?
 - Are cultural proficiency expectations expressed in job descriptions, performance goals and evaluations?
 - Is there an agency-wide communication strategy to promote employee awareness of cultural proficiency goals?
- c. Review agency policies and practices assessing barriers to diversity and inclusiveness.**
 - What policies have been reviewed?
 - What is the process for review?
 - As a result of agency review, what changes have been made to support cultural proficiency goals?
 - What policies or practices are scheduled for review?
- d. Assess employment profile using statistical data that includes:**
 - Salary range, occupational category (including senior management)
 - Separations and new hires
 - Race, ethnicity and gender
- e. Develop strategies to increase diversity in employment through:**
 - Recruitment and hiring

- **Internal mobility**
2. **Direct ACREC to develop a report format and timeline for the consultation process. The Cultural Proficiency Plan and report of accomplishments for each entity shall be reviewed as part of the regular, recurring consultations between ACREC and agency executives [General Assembly Minutes, 216th General Assembly (2004), pp. 542-543].**
 3. **Direct the Moderator of the 218th General Assembly (2008), in consultation with the Advocacy Committee for Racial Ethnic Concerns, the Advocacy Committee for Women’s Concerns, the Associate for Cultural Proficiency and the General Assembly Nominating Committee, appoint a Climate for Change Task Force composed of 12 members.**
 - a. **Instruct the Climate for Change Task Force to review the current Presbyterian Church (USA) Affirmative Action/Equal Employment Opportunity (AA/EEO), contracting and purchasing policies; and recommend revisions.**
 - b. **The focus of the Climate for Change Task Force will be to:**
 - (1) **Update churchwide AA/EEO policies to reflect the church’s commitment to using the tools of Cultural Proficiency for organizational change;**
 - (2) **Provide guidance and standards for consistent application of the Minority Vendor Policy in the six corporate entities related to the General Assembly;**
 - (3) **In consultation with staff, develop new guidelines and procedures to be used in lieu of services formerly provided by Project Equality; and**
 - (4) **Revise and update AA/EEO and Minority Vendor policies to reflect changes in the agencies related to the General Assembly and the changing business environment created by emerging technology.**
 - c. **In doing its work, the task force shall be staffed by the Racial Ethnic and Women’s Ministry (GAC), in consultation with the Associate for Cultural Proficiency and the Manager for Purchasing, and consult with representatives of the six corporate entities related to the General Assembly, as appropriate.**
 - d. **The Climate for Change Task Force shall provide an interim report to the 219th General Assembly in 2010 and a final report to the 220th General Assembly in 2012.**

RATIONALE

I. Introduction and Overview

The church’s capacity to achieve its goals for effective multiracial and multicultural ministry in the future is dependant on its willingness today to transform itself through intentional actions:

- reflecting the abundant diversity of God’s human family;

- equipping the church to minister effectively in diverse racial and cultural contexts; and
- dismantling systemic barriers to full and inclusive community.

General Assembly policy calls for the agencies of the church to reflect this commitment in their employment policies and practices, helping to equip the whole church to live into this vision.

The church is called to promote social righteousness and to exhibit the Kingdom of Heaven to the world [*Book of Order, G-1.200*]. The church professes that racism in any form is a sin. [*Facing Racism: A Vision of the Beloved Community, 211th General Assembly (1999)*]. Without deliberate efforts to transform the systems of privilege and power, we perpetuate patterns of discrimination through our inaction.

The agencies of the General Assembly participating in the ministry of the whole church are called to demonstrate leadership through this change.

Cultural Proficiency is a proactive process that works for individual and organizational change. The expected outcome is an organization that more effectively:

- recruits, hires and promotes for a diverse workforce;
- functions internally in ways that nurture and sustain the gifts and strengths of diversity; and
- responds constructively to the challenges of diversity,

The ACREC Task Force report *Creating a Climate for Change Within the Presbyterian Church (U.S.A.)*, adopted by the 216th General Assembly (2004) directs the six corporate entities related to the General Assembly^[1] to utilize the tools of Cultural Proficiency, or other comparable processes, to develop and sustain healthy organizational cultures.

As directed by the General Assembly, ACREC’s consultations with the Executive leadership of the six agencies includes:

- on-going implementation of cultural proficiency or similar processes;
- monitoring and assessing the employment profile of each agency by race, ethnicity and gender, consistent with PCUSA AA/EEO policy; and
- monitoring and assessing GA policies pertaining to Project Equality and Minority Vendors.

^[1] General Assembly Council (GAC), Office the General Assembly (OGA), Presbyterian Board of Pensions (BOP), Presbyterian Foundation, Presbyterian Investment and Loan Program (PILP), and the Presbyterian Publishing Corporation (PPC).

II. Summary of Findings

The 2007 consultations between ACREC and the corporate executives of the six agencies related to the General Assembly^[1] continued to focus on the implementation of Cultural Proficiency and the representation of women and people of color, particularly in senior management.

Cultural Proficiency is an intentional, proactive approach to creating a work environment that welcomes the diversity of race, culture, gender, class, abilities and other factors; building an organizational culture that utilizes the strengths of diversity and can respond to conflicts that arise out of diversity in

constructive ways. To sustain the commitment to Cultural Proficiency and live into the vision of creating healthy corporate cultures that reflect the vision of becoming a truly inclusive multiracial, multicultural church, ACREC finds that agencies need to be able to articulate a concrete plan of action that:

- communicates management's commitment to the vision of diversity and inclusiveness; and
- provides for education, increased awareness and application of the tools for cultural proficiency.

To sustain momentum, provide direction and create accountability for cultural proficiency efforts, agencies need to:

- evaluate policies and practices, and
- identify areas for improvement, set goals and develop action plans with measurable action steps.

ACREC believes that efforts to implement cultural proficiency would be strengthened with a systematic approach that includes a means of accountability. A written plan developed by each agency would provide the mechanism for planning and a means of assessing its accomplishments. Future consultations between ACREC and the agency executives will focus on the implementation of each agency's plan of action. To provide clear and consistent guidance to the agencies and to facilitate the work of ACREC in monitoring the implementation of cultural proficiency, or comparable process, the Committee should outline a standardized format for the agencies to use.

Since 2001, when the ACREC *Task Force to Review GA Entities* began its work, the single most critical finding has been the persistent absence of people of color in the top management levels of the six GA entities it monitors. In consultations with the executives, all reported that the greatest barrier to change at this level is the relative slow rate of turnover. ACREC has observed this slow rate of turnover in 5 of the 6 agencies monitored. However, in the GAC--where retirement, downsizing and reorganization created almost complete turnover in senior management between the 2005 and 2007 consultations—the GAC failed to take advantage of the opportunity to increase diversity at the top. ACREC laments the loss of this opportunity, and in light of this failure, it must seriously question the commitment of the GAC to the vision of Cultural Proficiency.

The 2004 report of the ACREC Task Force to Review GA Entities, *Creating a Climate for Change*, adopted by the 216th GA, called for the GA related agencies to commit resources and procedures to provide for effective recruitment to address the need for greater diversity in upper management. In the 2005 consultations, the executives of these agencies expressed their support for this concept. In 2007 the agencies reported that discussions had begun, but that a plan was not yet in place. There is a critical need for an effective recruitment strategy. ACREC urges the GAC, working in cooperation with the other five agencies, to make this an urgent priority, and will continue to monitor its implementation.

In order to provide for a more comprehensive analysis of each agency's employment profile, ACREC requests that agencies provide statistical data on separations and new hires, in a format consistent with the data currently report to ACREC.

ACREC notes that strong support for Cultural Proficiency, the Minority Vendor Policy and Project Equality by an agency's governing board has a positive impact on implementation of these policies in the organization. ACREC urges the governing boards of each of the corporate agencies to include regular education for cultural proficiency in their agendas.

There is a need to review and update the policies of the General Assembly concerning Affirmative Action, Equal Employment, and Minority Vendors. Current policies date to the 1980's and early 1990's. Application and implementation of these policies is not consistent across the agencies that relate to the General Assembly. Moreover, a rapidly changing business environment is changing the way General Assembly agencies do business in ways that were not anticipated by the makers of this policy.

- The Minority Vendor Policy, established in 1984, sets the goal for 10% of goods and services purchased by General Assembly level entities to be purchased from minority-owned businesses. Statistical data in support of the Minority Vendor Policy is not maintained or reported consistently by all GA-related entities.
- Project Equality, a non-profit organization supported by the Presbyterian Church (USA), provided Affirmative Action /Equal Opportunity audits and compiled a Buyer's Guide. It has been a primary resource in support of the Minority Vendor Policy. However, Project Equality closed its door in 2007, and is no longer available to provide those services.
- Affirmative Action/ Equal Opportunity policies of the General Assembly pre-date the commitment to Cultural Proficiency.
- Purchasing is increasingly done through the internet, with credit cards and by individual employees directly, rather than through a purchasing office or agent. This has made it harder to identify and track goods and services purchased from women and minority vendors. It also means that achieving the goals of the Minority Vendor policy are much more dependent on educating employees so that they make decisions consistent with church policy.

A review of these policies needs to consider;

- Providing guidance for consistent application in all General Assembly related agencies;
- Updating current policies to reflect the church's commitment to Cultural Proficiency; and
- Revising existing policies to reflect organizational changes in the agencies related to the General Assembly, changes in the way they do business, and changes such as the loss of Project Equality.

[¹] General Assembly Council (GAC), Office the General Assembly (OGA), Presbyterian Board of Pensions (BOP), Presbyterian Foundation, Presbyterian Investment and Loan Program (PILP), and the Presbyterian Publishing Corporation (PPC).

III. Agency Highlights and Areas for Growth

A. General Assembly Council

1. Cultural Proficiency

General Assembly Council has shown some faithfulness toward implementing Cultural Proficiency. Actions include:

- Created the Office of Cultural Proficiency and employed a full time Associate for Cultural Proficiency.

- Implemented training for employees in Cultural Proficiency.
- Launched *InterJournal*, a monthly in-house electronic commentary lodged on CenterNet, with a focus on human diversity and cultural proficiency.

2. *Employment Profile*

However, the General Assembly Council when given opportunity to increase its Cultural Proficiency profile in upper management, failed.

- In previous reports, GAC executives cited the lack of turnover as the single greatest barrier to increasing diversity in upper management. With nearly 100% turnover in the senior management category of the GAC, ACREC views this as a missed opportunity to be faithful to the General Assembly mandate of 2004.
- In the senior management category, there is a total of 9 people: 3 white females (33%) and 1 person of color (11%). Of the three deputies for the major GAC ministries: Communications and Funds Development, Mission, and Shared Services—there are two white males and one white female.
- In contrast to the above, the total number of all managers and supervisors (209), including all Associates, is 61 % female and 23 % people of color.

3. *Minority Vendor Policy and Project Equality*

The 2006 minority vendor expenditures of 13.1 % is the highest percentage that has been achieved in the fourteen years this report has been prepared by the purchasing office. ACREC's observation is that the primary reason for this percentage was due to a construction project at Ghost Ranch with \$2,547,192 spent with Blue Sky Builders, Inc., a Hispanic construction company. At the same time, GAC lost some major minority vendors in other areas. Without the Ghost Ranch project the percentage of minority vendor purchasing would have been only 5%, a significant drop in comparison to prior years.

ACREC strongly encourages intentional efforts to maintaining a 10% minority vendor purchasing in accordance with GA policy.

At the time of ACREC's consultation with the GAC, Project Equality had only recently closed its doors. The GAC was just beginning to explore alternatives to using the Project Equality Buyer's Guide and audit services.

B. *Office of the General Assembly*

1. *Cultural Proficiency*

ACREC observes that OGA is a relatively small organization. The leadership of OGA promotes a culture of inclusiveness that relates as a family. OGA promotes a strong culture of self-development and upward mobility. OGA actively

encourages employees to take advantage of tuition reimbursement & continuing education opportunities.

2. *Employment profile*

In the senior management category there are a total of 8: 25% are women of color and 75% are white males. In the management category 18% are people of color, 64% are white females.

3. *Minority Vendor Policy and Project Equality*

OGA reported that for office purchasing, it participates through the GAC.

In lieu of Project Equality, OGA reports that it works with local agencies to provide AA /EEO assessments for General Assembly arrangements with hotels and convention centers.

C. *Presbyterian Church (USA) Investment and Loan Program (PILP)*

1. *Cultural Proficiency*

PILP is a small organization of 14 employees. It receives Human Resources services through the GAC and participates in Cultural proficiency programs such as the Cultural Proficiency training in Education Day and other activities in 100 Witherspoon and have had discussions about language usage in staff meetings.

2. *Employment Profile*

PILP's greatest challenge in increasing its diversity in employment is low staff turnover. In 2006 one clerical position was filled. The person selected was a white female. PILP does not expect to increase staffing. Management expects one retirement in the next 18 months.

3. *Minority Vendor Policy and Project Equality*

PILP reported that for office purchasing, it participates through the GAC. PILP reports that the major vendors with which it has contracts are committed to equal employment opportunities.

D. *Presbyterian Publishing Corporation*

1. *Cultural Proficiency*

PPC reports that it continues to promote equal opportunity in all aspects of employment: salary administration, continuing education assistance, and target recruiting. It identified its greatest accomplishment in cultural proficiency in the diversity of the titles/authors they publish.

However, it reported minimal activity directed towards creating an organizational climate for change. ACREC noted that, regrettably, PPC terminated its minority internship program.

2. *Employment Profile*

Staff representation is currently below the General Assembly recommended percentage of 20% for persons of color. According to PPC management, two factors contribute to this: a reduction in force and voluntary turnover. The lack of diversity is greater at management levels. PPC has 6 people in Senior Management, one Native American and 2 white females.

3. *Minority Vendor Policy and Project Equality*

PPC does not gather minority vendor data on its own purchasing. It reported that it purchases catering, office supplies, printing, editorial services, production services, marketing products, and marketing services from a variety of minority vendors.

E. *Board of Pensions*

1. *Cultural Proficiency*

The Board of Pensions employs *M.E.E.T. on Common Ground: Speaking up for Respect in the Workplace* as an alternative approach to Cultural Proficiency.

The Board of Pensions reports the following activities to further implement Cultural Proficiency within its agency:

- Tuition reimbursement;
- Mentoring new and potential managers;
- Training for prevention of harassment; and
- Strong support for upward mobility.

2. *Employment Profile*

Senior management is a total of 12 persons: One (8%) person of color and 4 (33%) white females. In the official/managerial category, there are a total of 45 persons: 14 (31%) persons of color and 18 (40%) white females.

3. *Minority Vendor Policy and Project Equality*

The Board of Pensions reports to ACREC that it does not maintain minority vendor data in the format requested by ACREC. For many local purchases, it utilizes the Project Equality Buyers Guide to identify new vendors. When minority vendors are identified, it utilizes them when appropriate. For example, BOP identified a minority owned printing and design firm. In 2006, it has spent over \$500,000 with this firm.

The Board of Pensions reports that in its contractual arrangements with financial institutions it actively seeks minority and women-owned companies. In addition, it seeks with all of the companies in its investment portfolio, to establish relationships with racial ethnic and/or women principals, portfolio managers or client service officers. It requests that existing managers complete a detailed EEOC report every three years and provide their current policy on the advancement of women and racial ethnic employees in the firm. These reports are provided to the Board of Directors for the Board of Pensions.

F. *The Presbyterian Foundation*

1. *Cultural Proficiency*

ACREC observes with appreciation the efforts of the Foundation to implement Cultural Proficiency within its agency. It has:

- Conducted a survey of employee perceptions of the Foundation's work culture;
- Implemented a senior management team building course;
- Conducted prevention of harassment training for managers and for employees;
- Completed a one-day training program on managing diversity;
- Completed one-day training for all employees in Cultural Proficiency, including all field staff;
- Provided training for all employees on effective listening skills; and
- Promoted its tuition reimbursement program.

The Foundation reported that due to limited turnover, management has placed an emphasis on changing the organizational culture to increase employee satisfaction.

2. *Employment Profile*

In senior management the Foundation has a total of 11 persons: one (9%) person of color and two (18%) white females. In the officials and managers category, it has a total of 13 persons: two (15%) persons of color and 8 (62%) white females.

3. *Minority Vendor Policy and Project Equality*

The Foundation has not been required by the GA to gather minority vendor data. It began collecting data in 2004. In 2006 it reports the following figures for purchasing: 5.8% African American, .1% Asian/Pacific Islander, 16.4% women

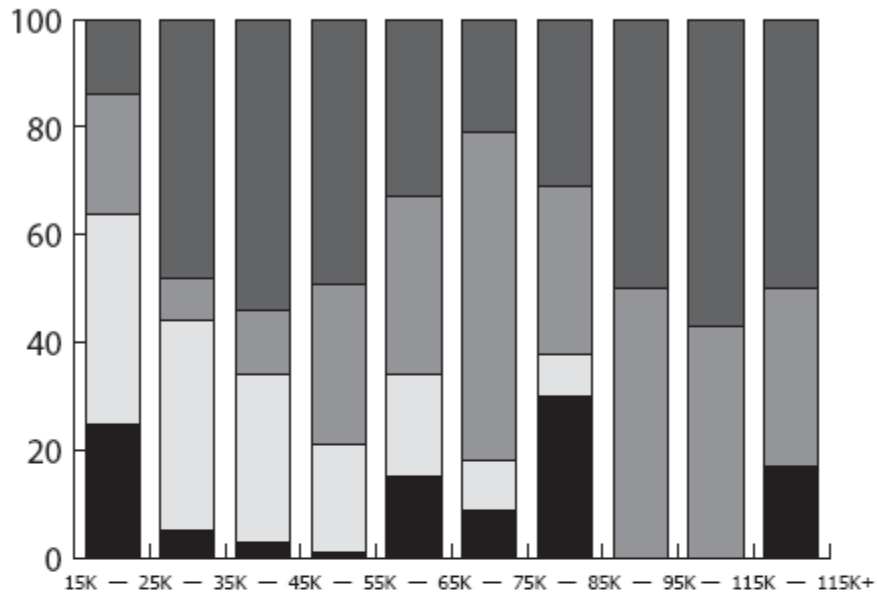
With major contractors the Foundation expresses its commitment to equal employment policies and requests information on their equal employment opportunity policies. The Foundation reported that in one instance a company put a policy in place in order to do business with the Foundation.

IV. **Statistical Assessment**

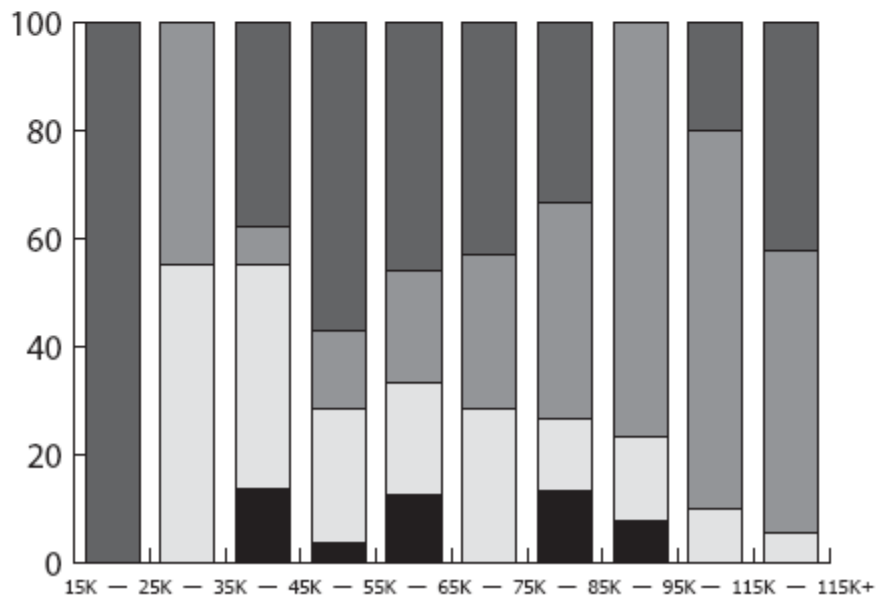
The following bar graphs illustrate employment in the six agencies, by race and gender, broken down by salary range. The data shown is by percentage. The statistical tables from which the data is drawn are included in Appendix B.

Agency Employment Statistics
 Jan. 1, 2007 – Dec. 31, 2007

Racial Ethnic Men
 Racial Ethnic Women
 White Men
 White Women



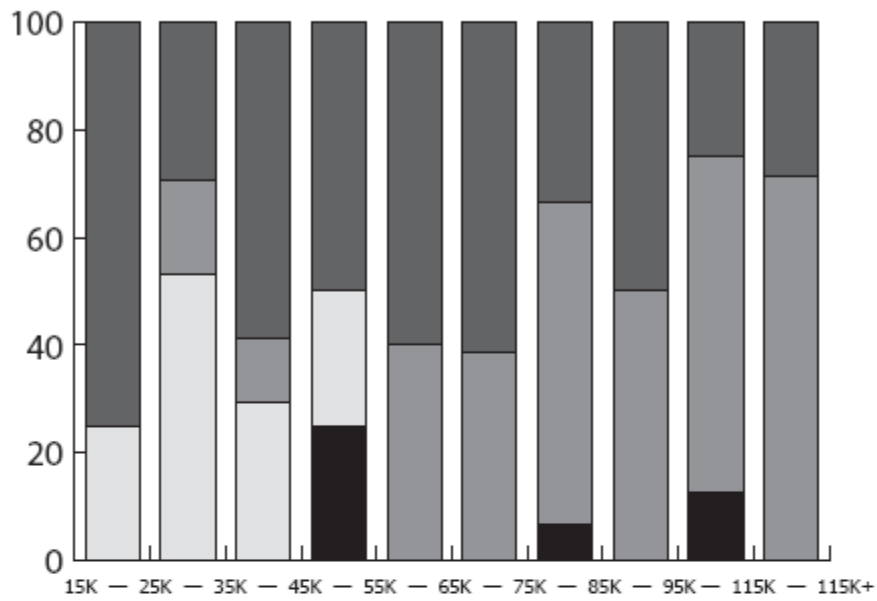
GAC – General Assembly Council



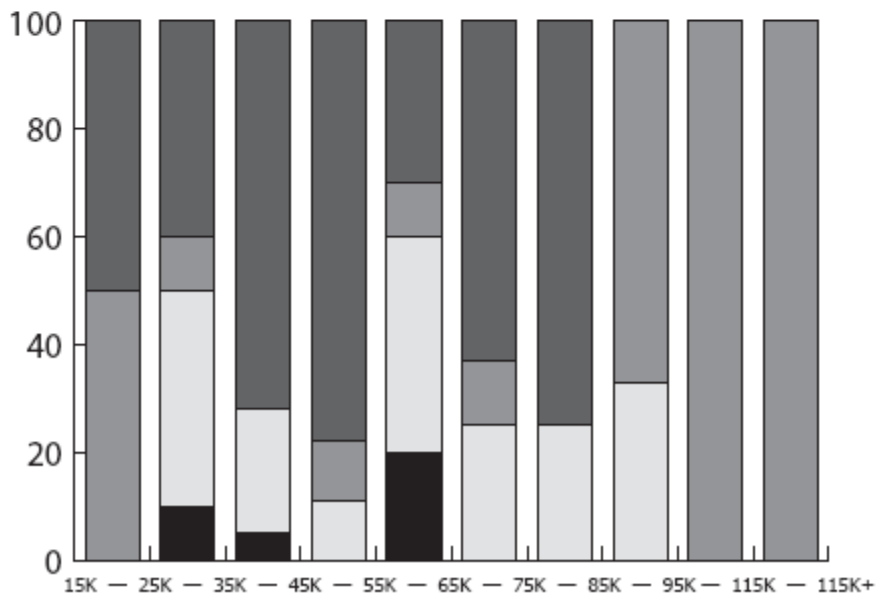
BOP – Board of Pensions

Agency Employment Statistics
 Jan. 1, 2007 – Dec. 31, 2007

Racial Ethnic Men
 Racial Ethnic Women
 White Men
 White Women



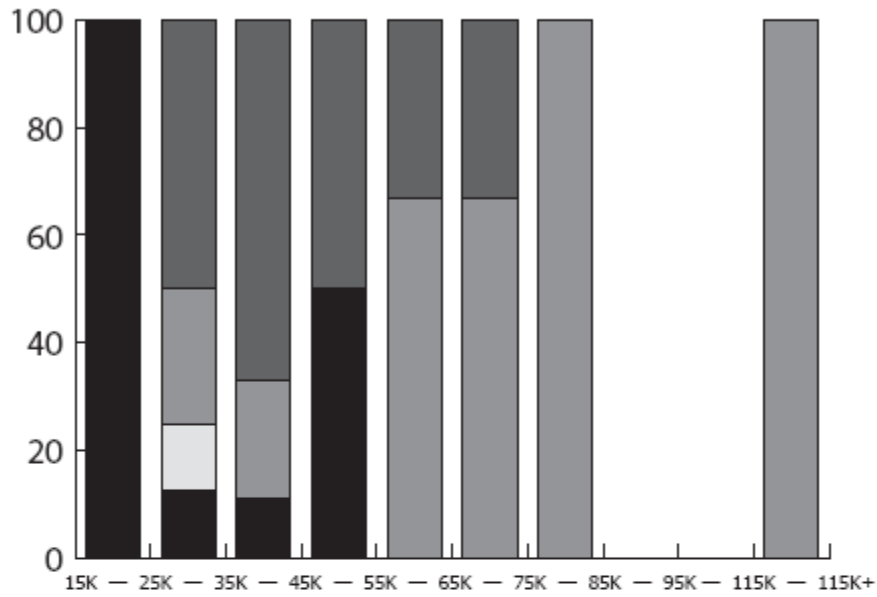
FDN - Presbyterian Church (U.S.A.) Foundation



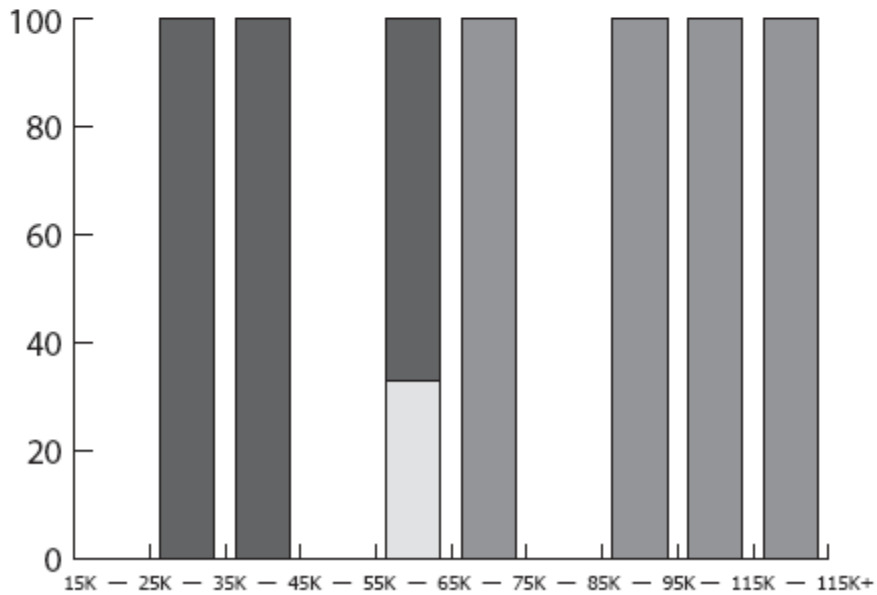
OGA - Office of General Assembly

Agency Employment Statistics
 Jan. 1, 2007 – Dec. 31, 2007

Racial Ethnic Men
 Racial Ethnic Women
 White Men
 White Women



PPC - Presbyterian Publishing Corporation



PILP - Presbyterian Investment and Loan Program, Inc.

VI. Conclusions

“Justice is the order God sets in human life for fair and honest dealing and for giving rights to those who have no power to claim rights for themselves” (*Book of Order*, W-7.4002).

The church is called to give full expression to God’s abundant love by embodying the diversity of God’s human family in all facets of its life, including the work and management of its institutions. In faithful witness to God’s love and justice, the church must confront and combat the historical patterns of racism, ethnocentrism, sexism and classism that divide our society and our church. This challenge requires that its own corporate institutions examine themselves, and work with urgency, diligence and creativity to remove all barriers to the full and equitable participation of all of God’s people in their employment and management.

The Advocacy Committee for Racial Ethnic Concerns expresses thanks to the members of its subcommittee who conducted the consultations with agency executives and prepared this report: Eugene Turner, Noushin Framke and Irvin Porter; and staff: Teresa Chavez Saucedo and Sherri Pettway.

APPENDIX A: DEFINITIONS

Cultural Proficiency: Cultural proficiency provides language to describe, and standards to assess, both healthy and nonproductive policies, practices and behaviors. It acknowledges that change does not happen overnight, that people and organizations move on a continuum from highly exclusive and oppressive organizations and behaviors to highly inclusive organizations and behaviors. It is built on a foundation that aligns the principles of inclusivity in diversity with the core values and mission of the organization. It also acknowledges that organizations are resistant to change and that the causes of resistance must be taken into account and addressed openly in order to bring about cultural transformation within an organization.

M.E.E.T. on Common Ground – Speaking Up for Respect in the Workplace: A training program utilized by the Board of Pensions. It introduces a four-step practical model to promote mutual respect and improve cross-cultural communication in the work environment:

- M – Make time to discuss
- E – Explore differences
- E – Encourage respect
- T – Take responsibility

APPENDIX B: STATISTICAL DATA

The following statistical data on employment by job category and salary range, is provided by the six General Assembly entities in response to ACREC’s request for an annual statistical update, as of 12/31/07.