

Minimum standards for respecting diversity in practice

Based on the review of scientific knowledge, the legal framework and the way in which institutions (national, regional, international) and civil society organizations deal with respecting diversity, it can be concluded that the success and level of respecting diversity depends on the systematic, comprehensive and structured approach in this regard.

In order for the institution/organization to be **culturally competent**, i.e. to successfully respond to the diverse needs of its employees and users with whom it works, it is necessary that the promotion of this value permeates all aspects of the institutional functioning of the institution/organization (culture and climate) and that it arises from individual actions employees (cultural competence).

In other words, in order for an institution/organization to be said to respect diversity, it must meet four **minimum standards**, i.e. have:

- 1 **ORGANIZATIONAL CULTURE** whose elements exude respecting diversity: vision and mission that imply respecting diversity; policies, procedures and practices that clearly emphasize the importance of respecting diversity; rituals, traditions and ceremonies that take into account the needs of all employees; architecture, artifacts and/or symbols that reflect diversity;
- 2 **ORGANIZATIONAL CLIMATE** characterized by: respect and appreciation of all employees; open communication and cooperation; security; consistent and fair application of policies, procedures and practices;
- 3 **EMPLOYEES WITH DEVELOPED CULTURAL COMPETENCES** who have: adequate and appropriate attitudes, opinions and assumptions about different cultures; understanding of own and other cultures in terms of cultural norms; and the ability to effectively and impartially communicate and interact with individuals belonging to different cultural groups.
- 4 **Simultaneous and congruent appreciation of diversity at ALL THREE LEVELS OF FUNCTIONING** – organizational culture, organizational climate and employees.