Challenging Organizational Norms and Paving the Way for Equity

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Peer Run Respite and Warmline

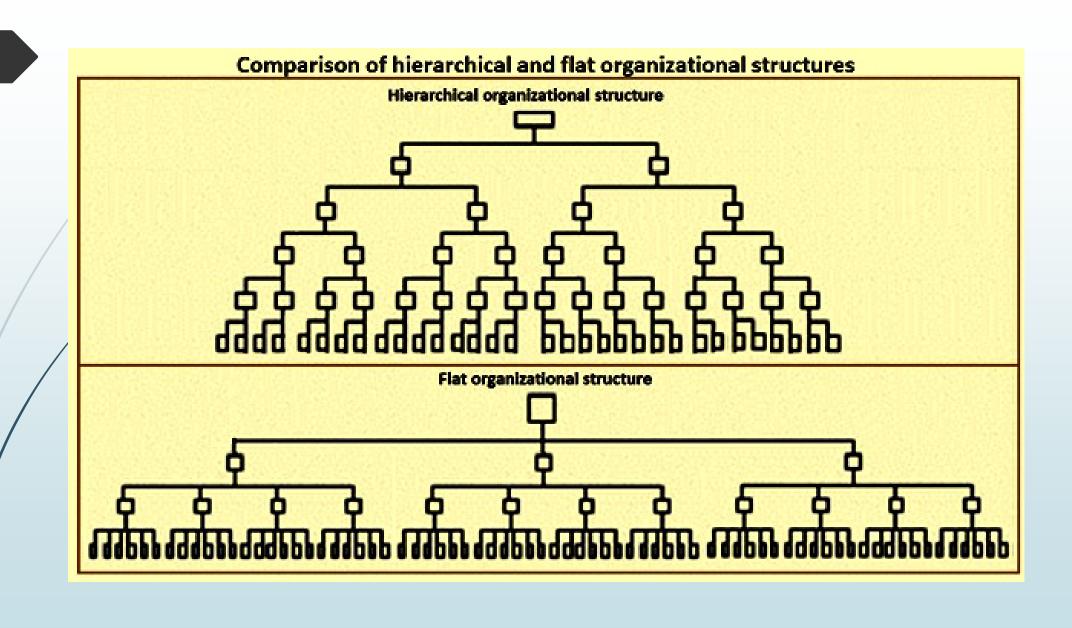
A Brief History

- ► Formed in 2016
- ► ARPA Funds in 2021 got us started
- Change in Direction from Detox Transition to Peer Run Respite
- Hit the Ground Running
- Staff Changes
- Challenging Organizational Norms
- Creating community



Organizational Structure

- ▶ Defines how task allocation, coordination, and supervision are directed toward the achievement of organizational aims.
 (1)
 - A hierarchical organizational structure resembles a pyramid, authority starts with a single person at the top and drops down to different levels of management and supervision.
 - A flat organizational structure is characterized by few levels of hierarchy. Decisions are made collectively by all team members.
 - ► An organic organizational structure is an ecosystem. It operates with flexibility, adaptability, and collaboration.



Exploring Restructuring

Asking WHY

- Why are administrative positions typically paid more?
- Why are administrative tasks seen as more complex?
- **Why** is a degree or certification held in higher regard than lived experience?

Asking WHO

- **Who** can the organization function without and for how long?
- Who is making the greatest impact on the organization? Service group?
- **Who** determines the monetary worth of each position?

Exploring Restructuring cont.

- Is the team on board for changing job expectations?
- Identifying skillsets among current staff to alleviate need for additional management and supervisory positions.
- What positions/tasks can be outsourced or contracted for a lower cost?
- Assessing the salary budget and pay equity.
- How to maintain checks and balances? Internal controls.
- Decision making and consensus.
- Supporting the team.

Changing Mindsets

■ Recognizing the contributions of individuals that may not have traditional education or have unique experiences is imperative when offering positions and job tasks that fit the needs of the organization as well as the desires of the team member.

■ Peers can be a wealth of knowledge and acknowledging those skills while providing an opportunity to use them builds the peer, builds the organization and builds confidence that we are capable.



Changing Mindsets cont.

- Changing how we view administrative positions can open the door to more equitable pay, and opportunities for the whole team.
- Challenging the traditional mindset regarding team member contributions and how acknowledging all members as skilled cultivates innovation and community.
- Using the skillsets that already exist with the current staff to trim the budget, provide opportunities for growth and lessen the wage gap between administrative and direct staff.
- Respecting all positions as essential will inevitably build and grow a strong organization, impacting staff turnover and job satisfaction.

Let's Discuss

Saying the things that need to be said but you may be reluctant to say.



Sources

(1) Pugh, D. S., ed. (1990). Organization Theory: Selected Readings. Harmondsworth: Penguin.

<u>Comparison between Hierarchical and Flat Organization Structures – IspatGuru</u>