

*Partners for Children and Families*  
*Cultural Competency and Gender Specific Services Committee*

**Cultural Competency Guidelines &  
Suggested Output and Outcome Measures**

- 1) Organization ensures that clients/consumers receive effective, understandable, and respectful services that are provided in a manner compatible with their cultural beliefs and practices, preferred language, physical ability, and gender.**

Output Measures

- Documentation of written policies and/or plan, which call for the program to become culturally competent and provide gender-specific services.
- Description of the reasonable accommodations have been made to ensure access to services by removing architectural and structural barriers
- Description of posted information that is written in a variety of appropriate languages. The atmosphere in the organization acknowledges and welcomes people from diverse cultural backgrounds and from both genders through artwork, posters, books, etc
- Documentation of the organization's ability to communicate effectively with diverse populations. For examples, the organization provides written material and resources that accommodate a culturally and linguistically diverse clientele. This includes information written in languages other than English, such as Spanish, Russian, and Vietnamese. Staff delivers services that are linguistically appropriate and is able to understand and use various communication styles, including culturally specific communication styles that may involve different uses of nonverbal communication (eye behavior, smiling, etc.), conflict management, etc.
- Documentation of the organization using of qualified interpreters and translators when necessary.
- Organization encourages staff provide services from within the community (rather than from the office) and promotes staff involvement in the community. Services are made available without allowing geography, developmental issues, mental health, or culture to be barriers.
- Documentation of how staff obtains knowledge and skills, e.g. research literature, training, clients, and community partners, etc. to provide culturally competent services to people of different races, ethnicities, languages, countries of origin, acculturations, ages, classes, genders, religious and spiritual beliefs, sexual orientations, and physical abilities.
- Copy of assessment instruments that are strength-based, contemporary, gender-specific, without cultural bias, and appropriate to the population being served.
- Assessments are used and implemented by qualified and culturally competent professionals.

- Copy of case plan/treatment plan that are culturally and gender appropriate and include cultural beliefs and needs as well as strengths and resources found within specific racial/ethnic and special groups when planning service to youth and families.
- Contracts include 1) language that requires funded programs and services to follow effective cultural competency and gender specific programming guidelines and 2) formal objective criteria for determining whether a contractor is, in fact, delivering culturally and gender appropriate services.
- Provide opportunities for contracting organizations to assess their own level of cultural competency and offer training when the assessment indicates a need in this area.

#### Outcome Measures

- Documented use of evidence-based, or best practices, (when known) for different client populations (e.g. communication when English is the second language is primarily verbal and is done by a native speaker; or services for young women are provided in “girls only” groups)
- Documented culturally appropriate referrals to treatment services and resources that match clients’ needs and process to monitor whether programs are meeting clients’ needs and modify referrals as necessary.
- Evidence of case/treatment plan and services are delivered with recognition and sensitivity to every individual, regardless of that person’s background.
- Proportionate utilization of services (organization serves clients in ratio commensurate with the ethnic/cultural and special group demographics of community)
- Proportionate improvement in targeted service outcomes (e.g., clients from all backgrounds successfully complete program in similar ratios)
- Copy of a current list of culturally and gender specific treatment services and resources and make the list readily available to staff throughout the organization. Resources could include in-house or external classes and training programs, the World Wide Web, external cultural experts or community members, and written materials such as books and articles, etc.

## **2) Organization implements strategies to recruit, retain, and promote a diverse staff at all levels of the organization and leadership that are representative of the population being served and the demographic characteristics of the service area.**

#### Output Measures:

- Documentation that personnel records reflect non-discriminatory practices in hiring, promotion, and retention of staff.
- Copy of HR plan/policy to ensure that diversity is represented at all stages of the hiring process and among evaluators (interviewers, scorers, raters, etc.)
- Advertise for vacancies, volunteer opportunities, internships, and practicum in both the leading newspapers and culturally focused publications.
- Establish partnerships with (1) colleges and universities that have diverse student bodies, and (2) groups that focus on the needs and interests of potential candidates from racial and

cultural groups that are under-represented in the general workforce. Actively recruit from these groups and schools.

- Develop and use examination and interview questions that will assess a candidate's cultural competency, ability to work in a culturally diverse environment, and ability to serve a culturally diverse population.

Outcome Measures:

- Organization has the capacity to serve clients from all ethnic/cultural and special demographics in the community. Documentation that staff composition is reflective of the diversity within the community.
- Analyze the multilingual and multicultural needs within DCJ and develop strategies to address specific gaps in service. Where specific linguistic or cultural skills are necessary for successful completion of job responsibilities, require those skills for the position (for example, designate positions as “bilingual required”).
- Documentation of a cultural competence committee, workgroup, or taskforce within the organization that include policy-making administration and staff at all levels.

**3) Organization develops participatory, collaborative partnerships with communities and tribes, and utilizes a variety of formal and informal mechanisms to facilitate community and client/consumer involvement in designing, implementing, and planning a service delivery system and cultural competency standards.**

Output Measures:

- Documentation that organization has identified resource people from various cultural and special populations of the community
- Organization has maintained ongoing direct person-to-person contact with these resource persons.
- Description of both formal and informal mechanisms (network, focus groups, etc.) used to facilitate community and client/consumer involvement from design, implementation, delivery, to evaluation of programs and services.
- Description of planning processes and policy-making groups, and the diverse populations represented in each by name, organization and method.
- Identification of barriers to broad-based participation and real involvement, and plans for addressing barriers. For examples, focus groups, community surveys, a more interactive website, regular newsletters mailed to key community members and posted on the website, community meetings, a process for community members—including families, crime victims, employers, members from the faith community, and others—to request specific programs and services and give feedback, grievance process, etc.

Outcome Measures:

- Documentation of representations from all cultural and special populations of the community actively participated in organization's advisory committees and workgroups

- Partners from all cultural and special populations of the community actively involved in the design, implementation, delivery, and evaluation of programs and services.
- Partners from all cultural and special populations of the community actively involved in the development of the organization's cultural competency policy and plan.

**4) Organization ensures that staff at all levels and across all disciplines received ongoing education and training in culturally, linguistically and gender appropriate service delivery, policy, and planning.**

Output measures:

- Documentation of the organization cultural competence self-assessment.
- Documentation of organization's cultural competency and gender specific services training plan.
- Organization has incorporated cultural competency development into the organization overall staff development/ training plan.
- Evidence of involvement of culturally diverse staff, partners and clients in training activities.
- Documentation of all staff members and volunteers received at least eight hours of cultural competency training annually, including gender-specific services.
- List of knowledge and skill development opportunities for all staff, providers, and partners to strengthen cultural and gender specific services understanding and competency, and Civil Rights and Disability's legislation.
- Availability of resource library containing up-to-date articles, books, tapes, etc. related to cultural, gender and special needs issues.

Outcome Measures

- Percentage of staff and volunteers received cultural competency and gender specific services training
- Percentage of service providers received cultural competency and gender specific services training
- Improvement in organization cultural and gender self-assessments.

**5) Organization ensures that data on the individual client's/consumer's race, ethnicity, gender, and primary language are collected in client records, confidentially maintained, and integrated into the data information systems and periodically updated.**

Output Measures:

- Documentation of intake form that is designed to collect current and accurate data includes the following information but not limited to race/ethnicity, socioeconomic status, geography, education status, primary language/linguistic proficiency, health or disability status, gender, cultural/religious, etc.
- Demographics of the community aggregated by race/ethnicity and gender

- Demographics of the juvenile justice involved youth aggregated by race/ethnicity and gender
- Demographics of clients served by the organization aggregated by race/ethnicity and gender.
- Database systems to track service or program utilization and outcomes for all clients, families, and communities.

Outcome Measures:

- Documentation of program evaluation(s) using demographic data to ensure all cultural and special populations receive equal access and/or equity in services to meet their needs and assessing the degree to which these groups are accessing services, the level of satisfaction with the services received, and the successful completion rate.
- Program evaluation(s) assessing the performance of programs and services and monitoring their progress in achieving stated goals and objectives.
- Program evaluation(s) assessing differences in gender and racial representation at key stages in the criminal justice system.

Please note: these are suggested output and outcome measures (no one agency is going to evaluate using all of the outputs listed.)