
An Organizational Approach to Cultural & Linguistic Competence

BBI Fall Training Event
Andover, MA, October 3, 2017

Presenter: Lloyd Bullard, M.Ed.
Building Bridges Initiative Provider Exchange Coordinator
The Journey to Cultural and Linguistic Competence ...
What is Culture?
**Definition of Culture**

*Culture* is the learned and shared knowledge that specific groups use to generate their behavior and interpret their experience of the world. *Culture* is an integrated pattern of human behavior which includes but is not limited to:

- Communication
- Practices
- Routines
- Roles
- Customs
- Beliefs
- Courtesies
- Manners of interacting
- Languages
- Expected behaviors
- Thought
- Relationships

*Slide Source - National Center for Cultural Competence, Georgetown University. Data Source: Goode, 2005.*
Helping professionals are frequently asked to assist families. Often, because service providers do not learn the unique culture of a family, their interventions effectively ignore how this family operates. Service providers are then sometimes puzzled why the family does not respond to services or why their "buy-in" or cooperation is low. Culture is about differences – legitimate, important differences. Cultural competence in the area of family culture occurs when service providers not only discover what the individual culture of a family is, but appreciate the cultural differences of the family.
What is Cultural Competence?
...is a set of congruent behaviors, attitudes and policies that come together in a system, agency or among professionals to work effectively in cross cultural situations. 
...requires that organizations have a clearly defined, congruent set of values and principles, and demonstrate behaviors, attitudes, policies, structures, and practices that enable them to work effectively cross-culturally.
**Linguistic Competence** is the capacity of an organization and its personnel to communicate effectively, and convey information in a manner that is easily understood by diverse groups including persons of limited English proficiency, those who are not literate or have low literacy skills, individuals with disabilities, or those who are deaf or hard of hearing.
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE BASICS

Organizational Approaches: Cultural & Linguistic Competence

- Leadership
- Cultural & Linguistic Competence Committee
- Competency Drivers
- Organizational Supports
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE BASICS

Leadership: Approaches for Achieving Cultural & Linguistic Competence

- Provide Rationale for Direction
- Integrate Values & Principles
- Align Mission, Vision, & Values
- Champion Efforts
- Reflect the Racial, Ethnic, and Cultural Diversity of Youth & Families
- Clear & Frequent Communication
- Seek Feedback & Engage Stakeholders
“An agency must start their cultural and linguistic competence initiative from the top. While it may have to start at the top, it has to be driven by a team of professionals that are committed to the process. The process must also ensure that all stakeholders have genuine opportunities to contribute to the process.”

Leonardo Rodriguez, Deputy Executive Vice-President
Jewish Board of Family & Children Services, NY
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

Leadership: Approaches for Achieving Cultural & Linguistic Competence

1. Establish & Empower a Decision-Making Committee

2. Include members from all levels of staffing, youth, family members, & community members

3. Integrate Policies, Structures, & Practices

4. Conduct Self-Assessment
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

Cultural & Linguistic Competence Committee: Self-Assessment

Establish a Structure for Implementing the Process

Leadership Role

Attaining Buy-In

Community Collaboration & Partnerships
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

Cultural & Linguistic Competence Committee: Self-Assessment

- Establish Priorities
- Allocate the Necessary Resources
- Develop Strategic Plan
- Maintain Involvement & Partnerships
- Celebrate Successes
“One cannot expect the organization’s initiative to gain steam without the active support from the executive leadership, which includes adequately funding the initiative and empowering committees and groups to make decisions.”

Louise K. Johnson, Director
Division of Children, Adolescents & Their Families
South Carolina Department of Mental Health
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE
Competence Drivers: Board Member, Staff, and Volunteer Selection

- Interview Questions
- Job Descriptions
- Recruitment Announcements & Materials
- Diversity of Board Member, Staff & Volunteers
- Interviews
DePelchin Children’s Center recruits staff from diverse communities by advertising in community newspapers and magazines and targeting publications in diverse communities. The agency also provides a scholarship grant with the University of Houston to support master’s level social worker training of Spanish-speaking students. The agency gives a $1,000 bonus to any staff fluent in Spanish.
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

Staff Development Approaches to Support Cultural & Linguistic Competence

- Orientation Training
- Ongoing In-Service & external trainings
- Selection of Trainers
- Assess Staff Values & Knowledge
- Supervisors & Managers Training
- Coaching, Mentoring, & Formal Supervision
- Performance Evaluations/Appraisals
Lawrence Hall Youth Services identifies key staff at all levels throughout the agency to go through a six-month diversity and LGBTQ training and then serve as an agency expert. The agency also uses experts in the field of cultural and linguistic competence and LGBTQ to routinely provide training and consultation onsite.

“It has been exciting and enlightening to watch our LGBTQ youth train their peers, staff, and volunteers.”

Orson Morrison, VP Clinical Services
Kevin Pleasant, Diversity Coordinator

Slide Source: Building Bridges Initiative Cultural & Linguistic Workgroup. (2011)
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

Organizational Supports

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data-Driven Decision-making</td>
<td>Policies, Procedures &amp; Practices</td>
</tr>
<tr>
<td></td>
<td>Community Engagement &amp; Collaboration</td>
</tr>
<tr>
<td></td>
<td>Performance Assessment</td>
</tr>
</tbody>
</table>
“To successfully move our Undoing Institutional Racism Initiative forward has required both Passion and Power.”

Sandra Killet, Parent Advocate
Mona Swanson, Chief Operating Officer
Children’s Village, NY
Organizational Supports: Policies, Procedures, and Practices

- Family-Driven & Youth-Guided Approaches
- Review of Existing Policies & Procedures
  - Clinical Policies
  - Educational Policies
  - Recreational Policies
  - Personal Hygiene Policies
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE
Organizational Supports: Policies, Procedures, and Practices

Language Access Policies

- Identify Linguistic Needs
- Provision of Documents
- Interpretation Services:
  - Bilingual/Bicultural Staff
  - Human Resources Support of Interpretation Service
  - Certified Translation/Interpretation Service
  - Internal Capacity

Identifying, Funding, & Securing Linguistic Services and Supports
Organizational Supports: Policies, Procedures, & Practices

- Fiscal Policies
- Facility Policies
- Human Resource Policies
Amity Foundation’s Los Angeles facility “Amistad de Los Angeles” located in a very poor neighborhood in South Central Los Angeles, was a 30-year-old center operated by the California Department of Corrections. The facility was stark, institutional, and ugly. Amity executives were determined to make the facility as non-institutional as possible. The parking lot became a beautiful plaza with trees, flowers, and fountains, and, the small dark dining room with a low ceiling was opened up to become a very large, bright room with a 25-foot ceiling. Small institutional rooms were renovated and painted bright colors, and a large industrial space was renovated and populated with posters, sculptures, and paintings representing African American and Hispanic culture, as most of the residents are either black or Latino. Children of the residents were welcomed on the weekend, and as renovations progressed, more and more family members and children visited.
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

Organizational Supports: Community Engagement and Collaboration

- Collaborate with Support Networks
- Partner with Key External Supports
- Create Peer-to-Peer Support System
- Collect & Disseminate Information
- Promote the Use of Systems of Services & Supports
- Garner Support for Systems of Services
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE
Organizational Supports: Performance Assessment

- Review Outcome Measures
- Assess Performance Objectives
- Assess Quality of Interventions, Services, & Supports
“It is important that organizations take time to acknowledge and to celebrate successes along their journey.”

Bud Milner, President
Teaching-Family Association
AN ORGANIZATIONAL APPROACH TO CULTURAL AND LINGUISTIC COMPETENCE

References


Building Bridges Initiative

Advancing partnerships among residential and community-based services providers, youth and families to improve lives.

http://www.buildingbridges4youth.org/

Contact Information:
Lloyd Bullard, Provider Exchange Coordinator, Building Bridges Initiative
Email: bbi.lbullard@gmail.com