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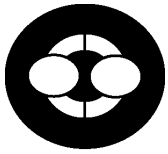
Cultural Competency Technical Assistance Project Year Two Final Report

July 15, 2010

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Cultural Competency Technical Assistance Project Year Two Final Report

Executive Summary

During the past two years, twenty-six of twenty-eight VAWA funded programs have participated in the Cultural Competency Technical Assistance Project. Participating programs have made substantial progress in ninety-two percent of their efforts to achieve cultural competency in seven established goal areas. Additionally, one hundred percent of participating programs made substantial progress in most of their cultural competency efforts.

New Jersey is one of only a few jurisdictions that have a statewide initiative to develop cultural competency in domestic violence and sexual assault programs. The resulting work has created crucial foundations for cultural competency, and has made programs better able to serve the needs of domestic violence and sexual assault victims in New Jersey, the fourth most diverse state in the nation. Programs have submitted cultural competency plans for the upcoming year that will build on this initial effort. The organizational assessment completed in year two shows that the admirable work performed this year must be continued to achieve and maintain cultural competency in program services.

Introduction

It is well established that cultural competency¹ initiatives in domestic violence and sexual assault programs are especially needed. Too often, service providers have focused only on gender-based violence issues, but have failed to recognize that victims from

¹ We use the term, “cultural competency,” to mean the consistent behaviors, attitudes, and policies that function as a system to allow individuals to work effectively in cross-cultural situations.

marginalized groups (racial and ethnic minorities, persons with disabilities, persons who are poor, persons who speak English as a second language, persons who are gay, lesbian, bisexual or transgender, persons who practice a religion other than Christianity, etc.) experience violence in the context of other forms of oppression, and have specific culturally-driven needs that are different from other victims. Thus, organizations that have not addressed the entire cultural background and experience of the clients they serve will tend to provide inadequate services.

The Beyond Diversity Resource Center believes that incorporating cultural competency as an organizational priority requires that a commitment to cultural competency be established as part of the foundation of an organization. Cultural competency must be incorporated into organizational values so it can manifest itself in organizational goals and practices. Unless it becomes a core value of an organization, cultural competency is likely to be an initiative of short duration and little benefit. Additionally, as workplaces become increasingly diverse, the need for cultural competency in organizations increases. To meet this challenge, emphasis must be placed on key factors that help an organization enhance cultural competency: (1) determining an appropriate starting place for an organization's initiative, (2) understanding where an organization needs to go, (3) helping an organization move forward, (4) helping an organization assess its effectiveness, and (5) ensuring that cultural competency is valued and becomes an ongoing part of an organization's work.

In undertaking this project, we have approached it with an understanding that implementing cultural competency initiatives is often difficult because organizations fall along a continuum of cultural ability. At one end of the continuum are culturally "traditional" organizations that do not see the importance of changing organizational policies and practices to meet the needs of a diverse population, but instead expect individuals to "fit into" institutional norms. In the middle of the continuum are culturally "colorblind" organizations that operate on the erroneous assumption that all people are the same. At the other end of the continuum are culturally "proficient" organizations that have a high level of respect for diversity, and promote innovative practices for improving cross-cultural relations. During the course of this project, we have strived to meet the needs of each program according to where it is along this continuum.

Prior Activities

During the past two years, the Center has received a grant from the New Jersey State Office of Victim Witness Advocacy to carry out the Cultural Competency Technical Assistance Project. That STOP Violence Against Women Act (VAWA) grant is designed so that subgrantee programs will receive assistance in creating and implementing plans to become more culturally competent. In the first year, the Center worked with each program to assess its performance on cultural competency measures, and to develop an initial cultural competency plan. Our specific goal was to enable each program to make “substantial progress²” in improving its performance on seven cultural competency standards that were developed for the project. (See Cultural Competency Standards.) The initial assessments showed that all but two subgrantees needed to make improvements in **every** standard area that applied to their programs. It was clear that much work needed to be done. Additionally, the assessment showed that none of the programs had adopted a process for creating long-term, institution-wide change relating to cultural competency. (See Overview of VAWA Subgrantee Status Year One.)

The Center worked with programs to develop plans over the next year, and to implement those plans. The development of those cultural competency plans rested on four important premises:

1. Making an organization culturally competent is an ongoing process that involves planning, implementation, evaluation and change over several years.
2. The task of creating a culturally competent organization is never complete; instead, organizations continually evaluate and plan based on changes within the agency and with the population it serves.
3. Programs must make changes that will make substantial progress to improve their cultural competency, but are also sustainable because the changes are an organizational “fit.”
4. Programs must understand that cultural competency is essential to providing services to victims of domestic violence and sexual assault.

² We use the term, “substantial progress,” to mean a program’s good faith, ongoing efforts to change its operations to meet the applicable cultural competency standards.

In May 2010, the programs submitted reports on their progress over the year. This document summarizes our findings.

Progress on Meeting Standards

During the past two years, twenty-six of twenty-eight VAWA funded programs have participated in the Cultural Competency Technical Assistance Project.³ Participating programs report that they made substantial progress in most of the standard areas they pursued. Specifically, programs made substantial progress in ninety-two percent of the established seven standard areas, which include organizational commitment, staff training, data collection and evaluation, hotline protocol, shelter protocol, outreach, and community engagement and collaboration. (See Overview of Each VAWA Program's Progress in Year Two.)

The Beyond Diversity Resource Center directed programs to undertake efforts in three standard areas of their own choosing. The majority selected organizational commitment and staff training as two of their three selected areas. Of the twenty-one programs that selected organizational commitment, nineteen made substantial progress toward fulfilling the standard. Of the twenty programs that selected staff training, all made substantial progress toward fulfilling the standard. In the remaining five standard areas, programs made substantial progress in ninety percent of their efforts toward cultural competency. An overview of the work in each standard area is set forth below.

Organizational Commitment (Standard 1). The programs that pursued this standard primarily worked on developing clear goals and policies relevant to cultural competency and developing a written statement of commitment to cultural competency for their organization. At the urging of the Center, most programs established a steering committee to guide the cultural competency initiative. Such committees are recommended in subpart F of this standard, and were established before year two goals were set.

³ Two programs, SAFE in Hunterdon and the Hudson County Rape Crisis Center at Christ Hospital, have not participated in the Cultural Competency Technical Assistance Project despite continuing efforts to encourage them to do so.

The Center urged programs not to merely adopt statements of commitment, but to have extensive staff discussions about the ways a commitment to address diversity issues would affect staff, clients, board members, and volunteers. The idea was to enable organizational change that would be systemic and long lasting. As a consequence, programs sponsored small group discussions about diversity issues with staff, volunteers, and board members; held staff meetings that focused only on cultural competency issues affecting the organization; included cultural competency as a consistent agenda item at regular staff meetings; and included cultural competency issues as part of regular organizational reports.

Staff Training (Standard 2). This standard requires that programs adopt a policy specifying that all staff members, board members, and volunteers receive at least eight hours of diversity training related to oppression, cultural conditioning, cultural privilege, and the needs of marginalized populations. As previously stated, programs made substantial progress in this area. Because of the project, many programs have adopted diversity training requirements for the first time. We note, however, that programs expressed difficulty in finding training that met the standard and that was affordable. Most programs were unable to provide eight hours of training, but nevertheless ensured that staff members attended available training as a way to emphasize the importance of cultural competency in their organizations.

Data Collection and Evaluation (Standard 3). An evaluation of the cultural competency of an organization is an essential step in making institutional progress in serving diverse clients. Because the Cultural Competency Technical Assistance Project required programs to perform an initial evaluation, only five programs pursued the standard in greater depth. Other programs said that they could not incorporate cultural competency into the evaluation of staff, board, and volunteer performance until they had taken the necessary steps to establish cultural competency as an organizational priority in year two. (See Standard 1.)

Hotline Protocol (Standard 4). This standard ensures culturally and linguistically appropriate hotline services, and culturally and linguistically appropriate referrals for callers. Programs focused on training hotline staff to use (1) Language Line to identify callers who speak languages other than English, and (2) TTY for persons with hearing

disabilities. Training was also provided to make staff aware of cultural cues relevant to non-mainstream populations.

Shelter Protocol (Standard 5). In addition to addressing the culturally appropriateness of shelter décor, food, and personal care items for a diverse population, the programs that focused on this standard developed systems to gather feedback from current and former shelter residents. This information helped programs to better assess whether shelter clients felt welcomed and included.

Outreach (Standard 6). Better program outreach enables programs to become more aware of the availability of services and barriers to access for marginalized populations. Most of the programs' work was directed in two areas: (1) increasing collaboration with diverse service providers, and (2) as a consequence, revising or creating new outreach materials to underserved populations.

Community Engagement and Collaboration (Standard 7). Only three programs pursued this standard although all programs have collaborative relationships in their communities. In the future, collaboration aimed at working better with diverse populations must be emphasized.

Plans for Year Three

Programs have submitted plans for year three. (See Overview of Each VAWA Program's Goals for Year Three.) In the upcoming year, programs have placed a greater emphasis on different standard areas, especially data collection and evaluation, outreach, and community collaboration and engagement. In light of these new emphases, the Beyond Diversity Resource Center will provide technical assistance that will be especially responsive to the initiatives. If properly facilitated, the plans promise to build on the efforts during the past two years.

Conclusion

We are pleased to report that with few exceptions programs have performed well in moving toward the delivery of culturally competent services. We are also pleased to note how cooperative and energetic most programs have been in carrying out this important initiative at a time of nationwide economic difficulty. This bodes well for domestic violence and sexual assault services in New Jersey, and we can draw some important conclusions.

First the programs have created the foundations for cultural competency. This means that they have made substantial progress during the first year to build capacity in the following areas:

1. Valuing cultural diversity.
2. Identifying barriers to accessing services related to ethnicity, race, ability, sexual orientation, religion, class, and other cultural factors.
3. Establishing goals, policies, and procedures that support cultural competency.
4. Establishing support for cultural competency across all levels of the organization, including staff, board, volunteers, and clients.
5. Ensuring that the physical surroundings are welcoming to all clients.
6. Collaborating with communities they serve to foster accountability on diversity issues.
7. Accessing training that enhances appreciation for cultural diversity.

Second, the transformational steps the organizations have taken will have a direct and positive impact on the clients they serve. In particular client services are being enhanced in the following ways:

1. Service providers are becoming better able to address women's experiences in the context of the many cultural factors that shape their lives.
2. Service providers are better able to create programs that will meet a greater diversity of cultural needs.

3. Clients receive less secondary victimization when they seek services.
4. Clients experience fewer barriers to services.
5. Staff and volunteers are less likely to make invalid assumptions and generalizations based on an aspect of a client's cultural background.

New Jersey is one of only a few jurisdictions that have approached cultural competency on a statewide basis. We are pleased to report that programs have made substantial and impressive progress during the past year in their efforts to achieve cultural competency. We note, however, that our earlier survey showed that almost every program needed to make improvements in all standard areas. Furthermore, most programs have just begun to create a foundation for systemic change around diversity because of this project. Thus, there is still much important work to do although the programs' initial work at bridging the competency gap has been commendable. Systemic organizational change in this area is never accomplished through quick fixes or short-term projects, but is instead the result of the long-term efforts by staff, board members, volunteers, and partners to make programs welcoming, inclusive, and culturally appropriate. With that background in mind, the Beyond Diversity Resource Center respectfully submits this report on the admirable work of the New Jersey VAWA programs.

	Year Two Goals, Substantial Progress Made													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
<i>Did the subgrantee make substantial progress over the past year in reaching the planned goal?→</i>														
American Friends Services Committee	B	C D	B				B C							
Babyland Family Services*														
Bergen Family Center	B		A			A								
Camden County DV Assistance and Representation Project					B						C		A	
Camden County Women’s Center****														
Center for Family Services	B		A						A					
Christ Hospital Hudson County Rape Crisis Center**														
Domestic Abuse And Sexual Assault Intervention Services Sussex County (DASI)	A,B D,E F,G		A,B						A,B					

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

	Year Two Goals, Substantial Progress Made													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
<i>Did the subgrantee make substantial progress over the past year in reaching the planned goal?→</i>														
Jersey Battered Women’s Services (JBWS)	A,G		A						D					
La Casa de Don Pedro		B									C		A	
Manavi, Inc.	B				A						C			
New Jersey Coalition Against Sexual Assault (NJCASA)	A,B D		A,B								A,B	C		
New Jersey Division on Women***	A,B, C		B											
Northeast New Jersey Legal Services	A		A								A			
Orange, East Orange, and Irvington Rape Care Initiative	A,B C		A,B				A,B C,D							
Passaic County Women’s Center	A,F		A			A								

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

	Year Two Goals, Substantial Progress Made													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Project S.A.R.A.H.	B,F		A										C	
Providence House	B,C F,G		A,B										A	
Resource Center of Somerset					A		B,D				A			
Rutgers University	A	B,C	A,B								A,B			
SAFE in Hunterdon**														
Saving Our Sisters (NJ Dept. of Corrections)	A		B								C			
St. Francis Community Center Ocean County	A		A,B				A							
Union County Rape Crisis Center	B,C		A									B		

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

	Year Two Goals, Substantial Progress Made													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
<i>Did the subgrantee make substantial progress over the past year in reaching the planned goal?→</i>														
Womanspace	A,B		A				C							
Women Aware Middlesex County	A,B		A,B				A,B							
YWCA of Bergen County			A,B				A,B C,D				A,B			
180 Turning Lives Around	B,C		B				A							

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

Key to Notations:

- * This organization did not submit a year one progress report.
- ** These organizations have not complied with any requirements of the VAWA Cultural Competency Technical Assistance Project during the past two years.
- *** Because of the nature of this organization, only two standard areas were applicable.
- **** This organization's progress report was incomplete.

	Year Three Goals													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
<i>Are the goals set new or continued from year one? →</i>														
American Friends Services Committee	B,C D,E G			A,B				A,B C,D						
Bergen Family Center		B		A		A								
Camden County DV Assistance and Representation Project	A												B	A
Camden County Women’s Center*														
Center for Family Services		A				A				A				
Christ Hospital Hudson County Rape Crisis Center**														
Domestic Abuse And Sexual Assault Intervention Services Sussex County (DASI)					A,B		A,B C,D				A,B			
Jersey Battered Women’s Services (JBWS)	D			A,B						D				

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

	Year Three Goals													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
<i>Are the goals set new or continued from year one? →</i>														
La Casa de Don Pedro*														
Manavi, Inc.		C							A,B C,D		A			
New Jersey Coalition Against Sexual Assault (NJCASA)		A,B D		A,B								A,B C		
New Jersey Division on Women***														
Northeast New Jersey Legal Services												A,C	A	
Orange, East Orange, and Irvington Rape Care Initiative					A,B						A,C		A,B	
Passaic County Women’s Center				A,B			A,B D				A,C			
Project S.A.R.A.H	A			A										C

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

	Year Three Goals													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
<i>Are the goals set new or continued from year one? →</i>														
Providence House	A				A,B				A,B C,D					
Resource Center of Somerset	B,C					A						A		
SAFE in Hunterdon**														
Saving Our Sisters (NJ Dept. of Corrections)		G		A										C
St. Francis Community Center Ocean County				B	A,B						A,C			
Womanspace		A	A				A							
Women Aware Middlesex County*														
YWCA of Bergen County				A,B				A,C D				A		

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

	Year Three Goals													
Subgrantee	Standard 1 Organizational Commitment		Standard 2 Staff Training		Standard 3 Data Collection & Evaluation		Standard 4 Hotline		Standard 5 Shelter		Standard 6 Outreach		Standard 7 Collaboration	
	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.	New	Cont.
<i>Are the goals set new or continued from year one? →</i>														
180 Turning Lives Around											A,C		C	

Note: The Cultural Competency Technical Assistance Project established seven standards for VAWA subgrantees. Letters in each column represent the specific focus areas for the applicable standards.

Key to Notations:

- * These organizations have not turned in their year two plans.
- ** These organizations have not complied with any requirements of the VAWA Cultural Competency Technical Assistance Project during the past two years.
- *** This organization is not applying for a VAWA grant in year two, but is planning to continue the Cultural Competency Technical Assistance Project

Special Note: Babyland Family Services, Rutgers University, and Union County Rape Crisis Center are not applying for a VAWA grant in year two and are not continuing to participate in the Cultural Competency Technical Assistance Project.

Overview of VAWA Subgrantee Status Year One

Updated 7-15-2010

Subgrantee	No. Grants	Assessment	Assessment Areas Needing Improvement							Plan	Year One Focus Areas							Approved
			<i>Organ. Comm.</i>	<i>Staff Training</i>	<i>Data Col/Eval</i>	<i>Hotline</i>	<i>Shelter</i>	<i>Outreach</i>	<i>Collab.</i>		<i>Organ. Comm.</i>	<i>Staff Training</i>	<i>Data Col/Eval</i>	<i>Hotline</i>	<i>Shelter</i>	<i>Outreach</i>	<i>Collab.</i>	
			1	2	3	4	5	6	7		1	2	3	4	5	6	7	
American Friends Services Committee	1	Y	x	x	x	x	n/a		x	Y	x	x		x				Y
Babyland Family Services	1	Y	x	x	x	x	x	x	x	Y	x			x		x		Y
Bergen Family Center	1	Y	x	x	x	n/a	n/a			Y	x	x	x					Y
Camden County DV Assistance and Representation Project	1	Y	x	x	x	n/a	n/a	x	x	Y			x			x	x	Y
Camden County Women's Center	2	Y	x	x	x	x	x	x	x	Y	x	x		x				Y
Center for Family Services	2	Y	x	x	x	x	n/a	x	x	Y	x	x			x			Y
Christ Hosp. Hudson County Rape Crisis Ctr.	1	N								N								N
Domestic Abuse and Sexual Assault Intervention Services Sussex County (DASI)	1	Y	x	x	x	x	x	x	x	Y	x	x			x			Y
Jersey Battered Women's Services Morris County (JBSW)	1	Y	x	x	x	x	x	x	x	Y	x			x	x			Y
La Casa de Don Pedro	1	Y	x	x	x	n/a	n/a	x	x	Y	x					x	x	Y
Manavi, Inc.	1	Y	x	x	x	n/a	n/a	x	x	Y	x		x			x		Y
Northeast New Jersey Legal Services	1	Y	x	x	x	n/a	n/a	x	x	Y	x	x				x		Y

			Assessment Areas Needing Improvement								Year One Focus Areas							
Subgrantee	No. Grants	Assessment	<i>Organ. Comm.</i>	<i>Staff Training</i>	<i>Data Col/Eval</i>	<i>Hotline</i>	<i>Shelter</i>	<i>Outreach</i>	<i>Collab.</i>	Plan	<i>Organ. Comm.</i>	<i>Staff Training</i>	<i>Data Col/Eval</i>	<i>Hotline</i>	<i>Shelter</i>	<i>Outreach</i>	<i>Collab.</i>	Approved
			1	2	3	4	5	6	7		1	2	3	4	5	6	7	
Orange, East Orange, and Irvington Rape Care Initiative (Essex County)	1	Y	x	x	x	x	n/a	x	x	Y	x	x		x				Y
Passaic County Women's Center	2	Y	x	x	x	n/a	n/a	x	x	Y	x	x	x					Y
Project S.A.R.A.H. Passaic County	1	Y	x	x	x	n/a	n/a	x	x	Y	x	x	x					Y
Providence House Burlington County	1	Y	x	x	x	x	x	x	x	Y	x	x					x	Y
Providence House Ocean County	1	Y	x	x	x	x	x	x	x	Y	x	x					x	Y
Resource Center for Women and Their Families (RCWTF Somerset County)	1	Y	x	x	x	x	x	x	x	Y			x	x		x		Y
Rutgers University	1	Y	x	x	x	n/a	n/a	x	x	Y	x	x				x		Y
SAFE in Hunterdon	2	N								N								N
Saving Our Sisters (NJ Dept. of Corrections)	1	Y	x	x	x	n/a	n/a	x	x	Y	x	x				x		Y
St. Francis Community Center Ocean County	1	Y	x	x	x	x	n/a	x	x	Y	x	x		x				Y
180 Turning Lives Around Monmouth County	4	Y	x	x	x	x	n/a	x	x	Y	x	x		x				Y
Union County Rape Crisis Center	1	Y	x	x	x	x	n/a	x	x	Y	x	x				x		Y
Womanspace Mercer County	2	Y	x	x	x	x	x	x	x	Y	x	x		x				Y
Women Aware Middlesex County	1	Y	x	x	x	x	x	x	x	Y	x	x		x				Y
YWCA of Bergen County Rape Crisis Center	1	Y	x	x	x	x	n/a	x	x	Y		x		x		x		Y

Cultural Competency Technical Assistance Project For VAWA Subgrantees

Cultural Competency Standards

Standard 1. Organizational Commitment

The commitment to cultural competency will be established as part of the program foundation. The commitment will be incorporated into program values and goals.

- 1A. The program will develop clear goals, policies, and a plan supporting the program's commitment to provide culturally competent services.
- 1B. The program will develop a written statement of commitment to cultural competency.
- 1C. The program will disseminate the written statement of commitment to all employees, volunteers, clients and other customers with which it interacts.
- 1D. The program will have in place a structure to support cultural competency that includes procedures to monitor management and staff accountability.
- 1E. The program will be diverse in composition, reflecting the composition of the communities it serves. This diversity should be reflected in the board, staff, volunteers and advisory committees of the program and be included as part of the program's strategic plan.
- 1F. The program will establish a steering committee to oversee the creation, implementation and sustainability of cultural competency initiatives. The steering committee will be culturally and linguistically diverse and will be given the power to implement change.
- 1G. The program will continually assess the demographics of the communities it serves, and adapt practices, governance, policy and outreach activities accordingly.

Standard 2. Staff Training

All staff, board, and volunteers will receive training on cultural competency as part of their initial orientation and as part of training that is held each year.

- 2A. The program's cultural competency plan should specify the number of hours of training each year that its staff, board, and volunteers will receive and this number of hours of training should be no less than eight hours each year.
- 2B. Cultural competency training should include (1) understanding oppression and its effect on the individuals in society, (2) an investigation of individual cultural conditioning and its effect on cross-cultural interaction, (3) understanding cultural privilege and its absence, and (4) addressing the needs of marginalized populations.

Standard 3. Data Collection and Evaluation

The program will have a basic, standardized method of collecting data on the effectiveness of cultural competency on program services.

- 3A. The program will complete an initial assessment and ongoing assessments of the effectiveness of its work to incorporate cultural competency.
- 3B. Cultural competency requirements will be incorporated into the evaluation of staff, board and volunteer performance, and client satisfaction.

Standard 4. Hotline Protocol

A clear protocol for answering hotline calls in culturally appropriate ways will be established.

- 4A. All staff and volunteers who answer hotline calls will be trained to respond to callers in a way that is culturally and linguistically appropriate.
- 4B. The protocol and training will include language identification, a clear process for handling calls from clients when no translator is available, and written prompts to assist responders who do not speak the language of the caller.
- 4C. Hotline protocol will also require an awareness of cultural cues, based on race, gender, sexual orientation, religion, and so on, that can affect communication.
- 4D. Culturally and linguistically appropriate referrals will be provided to callers. Protocol regarding these referrals will be clearly established and communicated to all staff and volunteers working on the hotline.

Standard 5. Shelter Protocol

The shelter will be an environment that welcomes and includes clients from all culturally and linguistically diverse groups.

- 5A. The shelter program will conduct an assessment to identify any policies and procedures that may discourage culturally and linguistically diverse clients from accessing services.
- 5B. The assessment will include input from individuals who bring racial, sexual orientation, ability, religious, linguistic and ethnic diversity. The process will include several individuals who do not work or volunteer for the program.
- 5C. The assessment will include length of stay limitations, food and food preparation, rules on child rearing practices, policies for carrying out religious practices, decor, requirements and expectations for client interactions, and general atmosphere.
- 5D. Information gathered about the shelter will be used to create an environment that welcomes and includes clients from culturally and linguistically diverse groups.

Standard 6. Outreach

The program will develop culturally appropriate client outreach plans geared towards historically marginalized populations.

- 6A. Plans will be made in collaboration with diverse service providers, organizations, agencies, and individuals in the community the program serves.
- 6B. The program will conduct a needs assessment with historically marginalized populations in the communities it serves to assess awareness of the availability of services and barriers to access. Plans and strategies for outreach will be based on the assessment.
- 6C. The program will create and distribute program materials for outreach that are culturally and linguistically appropriate for the historically marginalized populations it serves.

Standard 7. Community Engagement and Collaboration

The program will develop collaborative relationships with community groups and organizations to work with diverse populations.

- 7A. The program will gather feedback about the effectiveness of its services to culturally diverse populations from those with which it collaborates.
- 7B. Programs will establish protocols for collaborative relationships, and periodically evaluate those protocols. Protocols will include clearly defined responsibilities and objectives for all collaborating groups and organizations.
- 7C. Training on diversity, community partnership and collaboration will be arranged and carried out between the program and the collaborative partners.

The standards set forth in this document are adapted from cultural competency standards developed by the Tennessee Coalition Against Domestic & Sexual Violence.



Programs Participating in the Cultural Competency Technical Assistance Project

1. American Friends Services Committee
2. Babyland Family Services
3. Bergen Family Center
4. Camden County DV Assistance and Representation Project
5. Camden County Women's Center
6. Center for Family Services
7. Domestic Abuse And Sexual Assault Intervention Services Sussex County (DASI)
8. Jersey Battered Women's Services (JBWS)
9. La Casa de Don Pedro
10. Manavi, Inc.
11. New Jersey Coalition Against Sexual Assault (NJCASA)
12. New Jersey Division on Women
13. Northeast New Jersey Legal Services
14. Orange, East Orange, and Irvington Rape Care Initiative
15. Passaic County Women's Center
16. Project S.A.R.A.H.
17. Providence House
18. Resource Center of Somerset
19. Rutgers University
20. Saving Our Sisters (NJ Dept. of Corrections)
21. St. Francis Community Center Ocean County
22. Union County Rape Crisis Center
23. Womanspace
24. Women Aware Middlesex County
25. YWCA of Bergen County
26. 180 Turning Lives Around



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Programs Not Participating in the Cultural Competency Technical Assistance Project

1. Christ Hospital Hudson County Rape Crisis Center
2. SAFE in Hunterdon