Making Cultural Competency Efforts Come Alive in the Workplace

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GOALS OF TODAY

• Discuss approaches to developing a cultural competency roadmap to help overcome some of the challenges facing community justice programs.

• Identify simple ways to help staff gain cultural competency other than just taking classes.

• Develop concrete ways of asking the hard questions and holding each other and ourselves accountable.

• Discuss the process of preparing managers for a changing workforce.
HOW DID WE GET HERE?

- Previous Diversity Committees
- Input from staff
- Steering Committee with cross section of staff
- Decision to not just talk about race, sex etc. but **all** differences
- Acknowledge a variety of cultures within DCJ - e.g. 
  - Adult Probation/Parole Officers
  - Program/Treatment
  - Juvenile Custody
  - Juvenile Court Counselors
  - Management or Support
- Hired an expert to assist with development of an intercultural communications roadmap to help with challenges facing community justice programs
STEERING COMMITTEE CHARGE

• Drive and oversee diversity and cultural competency efforts;
• Create a strategic plan and effectively communicate strategies and goals to department;
• Establish a framework for increasing diversity and cultural competency;
• Establish mandates, strategies, technical assistance to assist smaller workgroups’ implementation of the Cultural Competency Plan(s);
• Create a supportive environment for advancing diversity and cultural competency efforts; and
• Work in coordination with Multnomah County Office of Diversity
GUIDING PRINCIPLES

1. Diversity and cultural competence are valuable assets given high priority in DCJ.

2. The Cultural Competency Plan will be developed and integrated into the organization with representation and participation from all levels and work units of DCJ.

3. The Plan will provide guidelines for changing the way services are provided. To meet the needs of youth, families, and the community, the Plan will ensure cultural competency at every level. When we become a culturally competent organization, our services and sanctions will assist us in addressing the issue of over-representation of certain racial and cultural groups within the justice system.

4. Cultural competence will be an integral part of every employee’s performance evaluation. We will not only evaluate and monitor the performance of our staff; we will also evaluate our providers and community collaborators. DCJ will collectively determine the criteria for measuring cultural competence. The Plan will incorporate those criteria.
GUIDING PRINCIPLES (Continued...)

5. The Plan will provide meaningful, legitimate opportunities for clients, families and the community to respond to and dialogue with the Department. We will use the results of that dialogue, along with other input from our stakeholders, to improve the decision-making process and enhance desired outcomes.

6. Every member of DCJ will be accountable for the success of the Plan. A critical element in the success of the Plan is to have culturally competent staff members who demonstrate a willingness to work with culturally, ethnically and pluralistically diverse populations.

7. The Plan will be integrated into all aspects of any future strategic planning process.

8. In consultation with the Cultural Diversity Committee, DCJ management will be responsible for monitoring the implementation of the Plan.
STRATEGIC PLAN

Making Differences Work:

Intercultural Strategies for Community Justice

Multnomah County
Department of Community Justice
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STEERING COMMITTEE MISSION:

- Identify and address DCJ cultural competency issues and develop guidance and plans for resolving the issues
- Oversee the on-going refinement and implementation of the Intercultural Strategies Plan (ISP) by tracking progress on the ISP elements
- Provide and improve the avenues of communication concerning cultural competency
- Provide a link to the Countywide Cultural Diversity Steering Committee (CCSC)
ACCOUNTABILITY and RESULTS

- Minority Over Rep Report for Youth for twelve years and discussions yearly
- Led to a statewide conference
- Objective Risk Assessment Instrument (RAI) so we made determination on who to hold and not hold
- OverRep in Sanctioning Practices – discussion of results – informal discussions with PPO’s –
- Differences clients have – Responsivity (different learning styles) staff cases using these factors
- Clear expectations of CCSC members (attend meetings, be on sub-committees, follow-through)
- Have senior managers involved
Devote resources to this organizational change

Be flexible in the way we structure the meetings (summers off, working meetings)

Pick 5-7 goals per year. Report out on a regular schedule - Exec Team must approve goals.

List accomplishments and celebrate what we have done

Executive Team may ask for advice and we respond
D – I – E Process:

**Description** What I see (only observed facts)

**Interpretation** What I think (about what I see)

**Evaluation** What I feel (about what I think)

Kristin Lensen Consulting 503-281-5544 klensen@pacifier.com  Adapted from Drs. Janet and Milton Bennett, 1991.
SIMPLE WAYS to HELP STAFF GAIN COMPETENCY

- “Communication Styles” poster in conference rooms and when hiring
- Performance Appraisals had goal related to becoming more culturally aware/competent
- Spotlight on Diversity Monthly Newsletter and emails
- Holiday Celebration Quiz and Poster; Holiday Blog
- Ask the CCSC
- Sponsored a variety of trainings- e.g. 40 hours of Building Partnerships Across Differences (BPAD), Classism, Gender, Generational, Communication Styles, Gender Identity, Gang Cultures, Culturally Competent Customer Service
- Use of a consultant to help directly at first and then just coach handling difficult conversations
SIMPLE WAYS to HELP GAIN COMPETENCY (Continued...)

- Support of Regional Cultural Diversity Training which has now morphed to the 16th Annual NW Public Employees Conference
- Use of the Internet and Intranet for resources
- Interactive Diversity Calendar
- Strengthening and encouraging language services, interpretation, translations
POSTERS

Can We Talk?

Good question!
The answer could depend on our communication styles.

What style do you tend to use at work?

Linear Communication Style
- Open, direct, and straightforward
- Likes to get to the point
- Likes to hear the 'bottom line'
- Prefers immediate feedback

Circular Communication Style
- Prefers interaction that is continuous and balanced
- Includes all team members in decision making
- Encourages discussion and input from all team members

Common judgments when linear and circular styles clash

It's a continuum!
We all move back and forth along this continuum.
We use a different style depending on who we are talking to, when, where, and why.

What linear and circular styles look like

Linear and circular communication styles can answer the same question quite differently.

"I know what you did.
I will make sure you don't do it again."

Linear answer: "Yes, he did. The consumption took place at the store and the return policy is that you can return the item within 30 days."

Circular answer: "I understand the situation and I can help. Can you please explain why you need to return the item?"

"I don't know what you mean by that."

Linear answer: "There were no issues with the payment."

Circular answer: "I see that there was a return policy violation. Can you please explain what happened?"

Communicating more effectively across styles

A few tips can help you see who you are talking to and adapt your communication style accordingly.

- Use open and closed questions.
- Ask questions that require input from the other person.
- Be sure to listen actively.
- Feedback is key to effective communication.

Department of Community Justice
Multnomah County Department of Community Justice
MONTHLY NEWSLETTER

Spotlight on Diversity/News You Can Use
August 2009

NEWS AROUND DCJ
Artists on the Move
Distinguished youth and staff at Juvenile are being treated to some amazing art and celebrating diversity at the same time. Our own Dana Schnell, Director, Scott Taylor’s assistant, was invited to create an art quilt depicting cultural diversity. Dana spent a lot of time thinking about cultural diversity and its impact on her quilt, which has tremendous movement and connections. To her, cultural diversity should be a verb, not a noun, because of the action it takes to embrace all of the complexities and rewards involved. View the quilt and read her story. The quilt was donated and is on permanent display in the lobbies.

For the next 6-8 months F1 will be used as an art studio!
The Regional Arts Council (RAC) is sponsoring Mr. Arnie Smith (and his son Mark Smith), to work with our long-term boys and our girls on a 25 piece panel project for the A-B-C hallway. The current art work, courtesy of SRTP volunteers, will be reinstalled to the D-E-F hallway in the near future. Arnie, a renowned artist whose work is on display throughout the country in galleries and public buildings. The theme of our project will be diversity, potential and hope using sports as a topic area.

TIPS AND TIDBITS
Can you support the Arts? August 25: September is a month to celebrate! Considered the most sacred holiday of the Muslim year, it is a holy month of fasting and repentance. Observing Muslims must fast from dawn to sunset each day. http://www.hijricalendar.com

EVENTS TO CHECK OUT IN AUGUST:
- National Health Observance
- National Depression Awareness Month
- Aug 24: Storytime Workshops Rockwood Library 1917 S.E. Stark St. TEENS - Free
- Aug 26: TAF Sponsored Youth Night Out: Music, food, all ages clothes exchange, crafts, food, music

RESOURCES
http://www.co.multnomah.or.us/dialogue/dialogue.html (public)
Multnomah Diversity Employment Network Group
http://www.co.multnomah.or.us/dialogue/subscribe.html
http://www.oregon.gov/apa/odhp/training/index.shtml
http://www.oregon.gov/apa/odhp/training/index.shtml
http://www.oregon.gov/apa/odhp/training/index.shtml
http://www.boardoftrustees.org/calendar/2009/12/

Have suggestions, tips, or comments? Send events by the 10th of the previous month. Please contact fantanard,#86108 or fantanard,#86111
ASK THE CCSC

Ask the Cultural Competency Steering Committee

Cultural challenges are often present in the work place. It's sometimes difficult to know what to do in certain situations and it can also be hard to ask such direct questions. Feel free to ask these type of questions here (confident that it can be done totally anonymously) and the Cultural Competency Committee will do their best to answer any questions posed.

Name:
(Optional)

Question(s)
Comments:

Ask Your Question  Reset

VIEW Questions and Responses

If you have any more ideas or just want to talk with someone, please feel to then contact Kathleen Treb or ANY of the CCSC members.
ASK THE CCSC Questions (Continued…)

Cultural Competency

The Department of Community Justice continues its forward movement through an organizational change effort that is centered on achieving culturally competence. This endeavor targets improving the skills, knowledge, and ability of staff at all levels of the Department to deliver culturally competent services. These efforts also strive to create safety and diversity in the workplace, with an appreciation of the richness of diversity within the community and clients that we serve.

Ask the Cultural Competency Steering Committee
Ask any awkward or difficult question about cultural situations and the Cultural Competency Steering Committee will do its best to help. It can be completely anonymous if you want.

Can We Talk Poster

Cultural Celebrations and Challenges "Blog"
The Cultural Competency Steering Committee invites you to share your stories or resource links and information about holiday customs, cultural traditions, and historical backgrounds of various holidays throughout the year.

Cultural Events Calendar
Hosted by Community Justice

Intercultural Strategies

Diverse Celebrations
- Cultural Celebration Guidelines 11-20-2008
- Cultural Celebration Guidelines 11-30-2008

Spotlight On Diversity
- 2009
- 2008
- 2007
- 2006
- 2005
ASK THE CCSC Questions (Continued…)

CCSC Faith-based Organizations
As a County employee who is also a person of faith I am reluctant to submit my comments unless it is anonymously due to concerns of repercussions. I appreciate the CCSC looking at ways to continue partnerships with faith-based organizations that provide valuable services to clients. I am wondering if anyone on the committee is a person of faith or a member of a faith-based organization.

CCSC Accent Question:
"It's uncomfortable for me when I cannot understand a foreign accent and I have to ask someone to repeat themselves." ...

CCSC Cultural Competency question:
"What does 'cultural competency' actually mean, anyway? It sounds like just another one of those meaningless buzzwords." ...

CCSC Eye Contact Question:
"Is looking directly at a Hispanic some kind of cultural insult?"

CCSC Feeling Left Out Question:
I was recently in a small group and two Spanish speaking staff members started conversing in Spanish. As a non Spanish speaker, I first felt intrigued to see if I could pick out some of the words I do know. I then felt sad that I didn't know more Spanish, but as the conversation continued, I just felt left out and uncomfortable. It's hard to know what is a good balance that respects language differences, but doesn't leave people out. Ideas?

CCSC Hidden Diversity Question
"What is hidden diversity"?

CCSC Hispanic vs. Latino/Latina Issue
"Recently, I saw an ad on MTV. MTV occasionally runs ads promoting diversity and tolerance. The ad featured a young person (late teens to early 20's) saying that the term "Hispanic" is a derogatory term that refers to the people that the Spanish enslaved when colonizing the Americas and that "Latino" and "Latina" is the appropriate name for the people whose heritage is from Latin and South America. I had not heard this before, and wondered if this is true."

CCSC Jewish Traditions Question UPDATED
CCSC Language Question

“Should an English-speaking employee try to learn simple Spanish phrases in an effort to communicate with Spanish-speaking clients, for instance, the employee was provided a list of phrases in Spanish, but the employee is not comfortable speaking in another language and cannot understand a response in that language?”

DCJ is committed to good customer service which includes doing everything we can to assist our non English-speaking offenders in any way we can. For example, sometimes it means for a staff person to learn the phrase or point to the phrase “No habla Espanol uno momento” for a native Spanish speaker.

DCJ is in the process of working out protocols across the department to include these steps:

1. If the client does not speak English and the receptionist does not speak the client’s language, then the receptionists should use the language card/poster to identify the language that client speaks and contact an appropriate bilingual staff in the building for assistance. If bilingual staff are not available, the receptionist will use the language line.
2. If the receptionist could figure out what the client needs or where the client needs to go without using the language line or bilingual staff (for example, the client brought an appointment letter with them), the receptionist should use the language card and point to the right phrase so the client understand what to do. E.g. Please sit down and wait for your counselor. I’m contact her/him right now. Or please bring this letter to the 2nd Floor, etc.
3. Don’t assume the client can read his/her native language. Please always remember to utilize your bilingual staff and use the language line.

It sounds like from your question, that the employee might not feel comfortable learning a new language. Learning languages can be difficult for some people. If you aren’t comfortable, please make sure you have quick access to bilingual staff and you talk to your supervisor if it becomes a problem.
USE OF INTERNET/INTRANET

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Hosted by Community Justice

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Diverse Celebrations
- Cultural Celebration Guidelines 11-20-2006
- Cultural Celebration Guidelines EAP's 11-30-2006

Spotlight On Diversity
- 2009
- 2008
- 2007
- 2006
- 2005

Staff Search
First
Name:
Last
Name:
Go

Email log-in
County Public Site
USE OF INTERNET/INTRANET (Continued…)

Cultural Celebration Guidelines 11-20-2008
Guidelines for Cultural Celebrations in the Workplace, including those with religious significance.

Cultural Celebration Guidelines FAQ's 11-20-2008
Updated FAQ's regarding cultural celebrations in the workplace.

Cultural Celebrations and Challenges “Blog”
The Cultural Competency Steering Committee invites you to share your stories or resource links and information about holiday customs, cultural traditions, and historical backgrounds of various holidays throughout the year.

Holiday_Decor_Memo112807.doc
wintercelebrationcollagelg121106.jpg
Winter Celebration Quizwithanswers120108.doc
ALL of us are ENRICHED when we share our winter celebrations with each other!
CULTURAL CELEBRATIONS BLOG

The Cultural Competency Steering Committee invites you to share your stories, resource links, or information about holiday customs, cultural traditions, and historical backgrounds of various holidays throughout the year. Please take a moment to share your stories and to listen to the stories of others. Thank you.

Each of us carries around lots of cultural experiences including special traditions, tender moments, or sometimes even troubling situations. This is meant to be a safe place to share your stories so we all can enjoy the richness that comes from sharing and learning together.

Name:
(Optional)

Stories or resources:
# ONLINE INTERACTIVE DIVERSITY CALENDAR

## Diversity Events Calendar

Read this page in other languages:  
[Chinese](#) | [Español](#) | [French](#) | [German](#) | [Italian](#) | [Japanese](#) | [Korean](#) | [Português](#)  

Please note that links are not translated.

### February 2009

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- **1st February**: Groundhog Day
- **2nd February**: Black History Month, American Heart Month
- **3rd February**: Rosa Parks Birthday
- **4th February**: Martin Luther King Jr. Day (United States)
- **5th February**: Ash Wednesday (Protestant, Roman Catholic)
- **6th February**: Chinese Lunar New Year (Year of the Ox)
- **7th February**: Tet Nguyen Dan (Vietnam)
- **8th February**: Foundation Day (Japan)
- **9th February**: Abraham Lincoln Birthday (United States)
- **10th February**: Race Relations Day (United States)
USE OF INTERNET/INTRANET (Continued...)
STRENGTHENING LANGUAGE SERVICES
REPORTING/CELEBRATING ACCOMPLISHMENTS

Cultural Competency Steering Committee (CCSC)
Beginning List of Accomplishments 2007/2008

- Prioritized 7 goals for the 2007/2008 - (Summarized below)
  1. Begin to address DCJ’s response and responsibility to undocumented clients and their families. - Cassandra Hernandez
     a. Developed cross-departmental work group that looked at these related issues and the impact for the County, the Justice System and the community at large.
     b. Discussed policy issues
        Due to the impact on the community and our department we have temporarily decided to have the employees’ staff cases with their CJM prior to notifying DHS/ICE.
  2. Identify issues involved with over-representation at ASD specific to sanctioning practices. - John McVey
     a. Worked with SMT and Field Units to address this as it also relates to offender responsivity and sanctioning practices
     b. Requested more current data
  3. To provide a culturally responsive customer service training twice a year for all department staff. Leslie Waldow
     a. Worked with IRCO to provide training
     b. Provided one training with positive feedback
     c. Working to build training into regular cycle that will be open for all
  4. Create guidelines for DCJ staff on the celebration of diversity during the holidays, particularly holidays with a religious significance. Rachel Harris
     a. Created workgroup that looked at specific guidelines that further clarified County guidelines.
     b. Implemented them during the recent holiday season
     c. Created a survey that went out to DCJ asking for specific and candid feedback
     d. Shared the results with CCSC and in the Spotlight with the expectation that suggestions will help strengthen the guidelines
  5. Explore issues involved with ensuring equal opportunities for advancement for Custody Service staff. Paul Holland
     a. Met with leadership to design job shadowing but faced Boll Laws that
PREPARING FOR A CHANGING WORKFORCE

- Affinity Groups
- All Managers were mandated to attend BPAD, Expected to Use these tools
- Ongoing Alumni Groups to keep skills strong and to address emerging issues
- Pew Report- Changing Demographics
- Executive Coaching for three top leaders in our Department
- Ongoing Commitment of Money and decision to keep an outside consultant rather than internal decision.
The PARABLE OF UPS and DOWNS

DR. ROBERT TERRY

What makes an up an up and a down a down is that an up can do more to a down than a down can do to an up. That's what keeps an up up and a down down. The ups tend to talk to each other and study the downs, asking the downs about what's up, or what's coming down for that matter. The downs spend a lot of time taking the ups out to lunch, to dinner, to explain their downness. The ups listen attentively, often in amazement about the experiences of being a down. They contrast one down's experience with another down's experience and at times don't worry too much about what the downs are up to because the downs never get together. If they did, the ups would have to shape up.
After awhile, the downs weary of talking to the ups. They tire of explaining and justifying their downness. They think, "If I have to explain my downness one more time, I'll throw up." And so they form a process which they call "networking and support groups." This act makes the ups nervous. Three ups together is a board meeting; three downs, prerevolutionary activity. Some ups hire downs, dress them up, send them down to see what the downs are up to. We sometimes call this "personnel and affirmative action." This creates a serious problem for the down who is dressed up with no sure place to go. That down doesn't know whether he or she is up or down. That's why downs in the middle often burn out.

Sometimes what the ups do to smarten up is to ask the downs to come in to a program one at a time to explain their downness. The ups call this "human relations training." Of course the ups never have to explain their upness, that's why they're ups rather than downs.
There's good news and bad news in this parable. The good news is, we're all both ups and downs. There's no such thing as a perfect up or a perfect down. The bad news is that when we're up it often makes up stupid. We call that "dumb-upness." It's not because ups are not smart. It's that ups don't have to pay attention to downs the way downs have to pay attention to ups. Downs always have to figure out what ups are up to. The only time ups worry about down is when downs get uppity, at which time they're put down by the ups. The ups perception is that downs are overly sensitive; they have an attitude problem. It is never understood that ups are underly sensitive and have an attitude problem.

I used to think that when downs became ups they would carry over their insight from their downness to their upness. Not so. Smart down--dumb up.
THANKS FOR ATTENDING!

Kathleen A. Treb, Assistant Director
Kathleen.a.treb@co.multnomah.or.us

Rachel Harris, Program Communications & Web Specialist
Rachel.d.harris@co.multnomah.or.us

For more information on cultural competency, check out:
http://www.co.multnomah.or.us/dcj/culturalcompetency.shtml