

Economic Services Administration (ESA) Cultural Competency Strategic Plan

(Division of Child Support, Community Services Division, Division of Disability Determination Services,
Office of the Assistant Secretary, Program Integrity & Quality Assurance, Fiscal, Information Technology Solutions)

2013-2015

“Helping people build better lives”

Cultural Competence: The Department’s Definitions

Striving to respect and connect with others while valuing our differences. (From DSHS 2013 poster campaign)

Cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system, agency or among professionals which enables individuals to work effectively in cross-cultural situations. It promotes respect and understanding of diverse cultures and social groups and recognizes each individual’s unique attributes. (From DSHS Administrative Policy No. 7.22)

ESA’s Cultural Competence Vision:

We envision a high-performing ESA organizational workforce and culture that values diversity, inclusion, cultural competence and excellence; improves outcomes for customers; delivers culturally responsive services; and reflects the diversity of the communities it serves.

Why ESA Values Cultural Competence, Diversity & Inclusion:

Cultural competence, diversity and inclusion are critical to meeting the department’s mission: *Transforming lives*.

As public servants, we work with and serve people from different backgrounds and cultures.

In order to help people transform or build better lives, we must be able to relate, respect and connect with them.

We (ESA):

- *Educate and provide resources to staff so that they are aware of cultural differences among people and respect those differences.*
- *Provide culturally responsive service to the people we serve.*
- *Build a culturally competent workforce upon the foundation of diversity, inclusion and respect.*

Economic Services Administration 2013-2015 Cultural Competency Strategy Map

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We envision a high-performing ESA organizational workforce and culture that values diversity, inclusion, cultural competence and excellence; improves outcomes for customers; delivers culturally responsive services; and reflects the diversity of the communities it serves.

<p>Organizational Focus</p> <p>To achieve the vision, how will we create and maintain an organizational culture where diversity, inclusion, cultural competence and excellence are understood, valued, and lived out?</p>	<p>Communicate the Vision & Equip Staff</p> <ul style="list-style-type: none"> ✓ Publish ESA's cultural competence vision throughout ESA ✓ All ESA staff complete the "DSHS Diversity and Cultural Competence" online training course available through the DSHS Learning Center ✓ Create and house a cultural competency library on the new ESA Cultural Competence SharePoint site 	<p>Build a Culture of Respect & Inclusion</p> <ul style="list-style-type: none"> ✓ Assess and benchmark the connection between ESA's diversity & inclusion functions, performance metrics and mission attainment ✓ ESA leaders build a culturally competent workforce that values diversity, inclusion, and respect. ✓ Explore incorporating the Respect® business management concept throughout ESA ✓ Community Services Division continues to apply the Respect® business management concepts to intentionally build a culture that fully engages staff in terms of their productivity, contributions to the organization, and the customers they serve ✓ Implement ESA's 2013-2015 Affirmative Action Plan 	<p>Evaluate & Celebrate</p> <p>ESA leaders...</p> <ul style="list-style-type: none"> ✓ monitor cultural competence progress on a quarterly basis ✓ recognize staff who model cultural competence, diversity & inclusion and respect in ways that makes sense to them ✓ create opportunities for ESA staff to connect and celebrate differences
<p>Customer Focus</p> <p>What must we do to provide culturally responsive services to the diverse population of customers ESA serves, internally and externally?</p> <p>2013-2015 Focus: What must we do to effectively communicate with Limited English Proficiency (LEP) customers?</p>	<p>Promote Culturally Responsive Service Delivery</p> <ul style="list-style-type: none"> ✓ As requested, offer structured learning opportunities for ESA staff to learn more about the cultures of their colleagues ✓ Host conversation cafes to talk about and identify ways ESA non-direct service staff can meet the needs of their customer with fairness, inclusion, equity and respect for all cultural differences. 	<p>Equip ESA LEP Staff to be Culturally Responsive Service Providers</p> <ul style="list-style-type: none"> ✓ Link ESA divisions' Limited English Proficiency (LEP) site & the ESA Cultural Competency SharePoint site ✓ Post LEP posters in ESA field offices and client access points ✓ Ask ESA LEP staff what they know about the resources available for LEP customers ✓ Update the required LEP curriculum to meet program requirements and the needs of the staff ✓ Require ESA LEP staff to take the required online LEP training every two years 	<p>Assess Customer Satisfaction</p> <ul style="list-style-type: none"> ✓ Ask other states how they obtain feedback/customer satisfaction data from LEP clients ✓ Seek input from LEP clients about their satisfaction with and understanding of communications they had with ESA staff ✓ Begin the conversation about assessing customer satisfaction from a culturally responsive

Focus	Strategy	Action Steps & Targeted Completion Date	Indicator of Progress/ Desired Outcome
Organizational To create and maintain an organizational culture where diversity, inclusion, cultural competence and excellence are understood, valued and lived out.	1. Communicate the Vision & Equip ESA Staff	1.1 Publish ESA's cultural competence vision throughout ESA. (Jennifer) <u>Targeted completion:</u> Ongoing, beginning in January 2014	1.1 The percentage of ESA staff who are familiar with the ESA vision for diversity, inclusion and cultural competence <u>Desired Outcome:</u> ESA staff know, understand, and embrace the vision
		1.2 All ESA staff complete the "DSHS Diversity and Cultural Competence" online training course available through the DSHS Learning Center. <u>Ongoing:</u> As part of the new hire online policy review process	1.2 The percentage of ESA staff who complete the online training <u>Desired Outcome:</u> ESA staff understand and apply diversity and cultural competence concepts learned in the online training course
		1.3 Create and advertise an ESA Cultural Competency SharePoint site. (Cheryl) <u>Targeted completion:</u> January 2014	1.3 The Cultural Competency SharePoint site is up and running by the due date <u>Desired Outcome:</u> A user-friendly, easy-to-access cultural competence communication site
		1.4 Establish a library of cultural competency materials on the ESA Cultural Competency SharePoint site. (Jennifer/KJ) <u>Targeted completion:</u> February 2014	1.4 The percentage of ESA staff who know where to find information about cultural competency <u>Desired Outcome:</u> ESA staff see the resource library as a valuable resource and use it as their go-to place to enhance their knowledge about diversity & inclusion and cultural competence

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<p>Organizational To create and maintain an organizational culture where diversity, inclusion, cultural competence and excellence are understood, valued and lived out.</p>	<p>2. Build a Culture of Respect and Inclusion</p>	<p>2.1 Identify a research-informed assessment tool that allows ESA to benchmark the connection between diversity & inclusion functions, performance metrics and mission attainment. Seek ESA ELT approval in March 2014. (KJ/Kandy)</p> <p><u>Targeted completion:</u></p> <ul style="list-style-type: none"> a. Obtain assessment tool: <u>April 2014</u> b. Conduct assessment: <u>May-June 2014</u> c. Analyze findings: <u>July-August 2014</u> d. Present findings to ESA ELT: <u>October 2014</u> e. Define next steps and timelines for developing the 2015-2017 ESA Cultural Competence Strategic Plan, using the results as the basis for the plan: <u>November 2014</u> 	<p>2.1 An ESA ELT-approved research-informed assessment tool that can be used to establish an organizational benchmark that examines how diversity metrics influence performance metrics and mission attainment.</p>
		<p>2.2 ESA leaders take steps to build a culturally competent workforce that values diversity, inclusion, and respect. <u>Ongoing</u></p>	<p>2.2 <u>Desired Outcome:</u> A high-performing ESA organizational workforce and culture that values diversity, inclusion, cultural competence and excellence; improves outcomes for customers; delivers culturally responsive services; and reflects the diversity of the communities it serves</p>

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Organizational To create and maintain an organizational culture where diversity, inclusion, cultural competence and excellence are understood, valued and lived out.	2. Build a Culture of Respect and Inclusion (continued)	2.3 Explore incorporating the Respect© business management concepts throughout ESA. These business management concepts focus on culture and the ability to create an environment where individuals in the workplace feel included in a way that improves or fully engages them in terms of their productivity and their contributions to the organization. <u>Respect© Presentation(s) Date:</u> Discuss potential dates on Jan 7, 2014 (KJ will help coordinate the presentation(s))	
		2.4 CSD continues to apply the Respect© business management concepts to intentionally build an organizational culture and create an environment where staff feel included in a way that improves or fully engages them in terms of their productivity and their contributions to the organization and the customers they serve. (Babs) <u>Quarterly reviews: January, April & July 2014</u>	2.4 CSD organizational culture ratings as measured by staff surveys progressively increase over July 2013 baseline data. <ul style="list-style-type: none"> • Org 2.4a Percent of CSD employees who self – report that they feel valued, heard and acknowledged on the job • Org 2.4b Percent of CSD employees who self – report that they are actively engaged on the job.
		2.5 Implement the strategies contained in the ESA 2013-2015 Affirmative Action Plan. (Kandy) <u>Targeted completion:</u> June 30, 2015	2.5 <u>Desired Outcome:</u> A high-performing ESA organizational workforce and culture that values diversity, inclusion, cultural competence and excellence and reflects the diversity of the communities it serves

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	3. Evaluate & Celebrate	3.1 Discuss progress made on action items at ESA Executive Leadership Team meetings on a quarterly basis (March, June, September, and December), <u>beginning in March 2014</u> . (KJ & Sylvia attend)	3.1 ESA leaders leave meetings with a good understanding about what's been accomplished, what's yet to be accomplished, and where they need to intervene
3.2 ESA leaders recognize staff who model cultural competence, diversity and inclusion and respect in ways that makes sense to them. <u>Ongoing</u>		3.2 <u>Desired Outcome</u> : Staff feel valued, acknowledged and appreciated	
3.3 ESA leaders create opportunities for their staff to connect and celebrate differences. <u>Ongoing</u>		3.3 ESA staff feel connections with and respected by others while valuing differences	
Customer What must we do to provide culturally responsive services to the diverse population of customers ESA serves, internally and externally?	4. Promote culturally responsive service delivery	4.1 As requested, offer structured learning opportunities for ESA staff to learn more about the cultures of their colleagues <u>As requested</u>	4.1 Structured learning opportunities are offered and meet the needs of the requestor
		4.2 Host conversation cafes to talk about and identify ways ESA non-direct service staff can meet the needs of their customer(s) with fairness, inclusion, equity and respect for all cultural differences. <u>Twice a year, beginning in 2014</u>	4.2 ESA staff have a better idea about how to provide culturally responsive and inclusive service to the people they serve

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<p>Customer (2013-2015 Focus): Effectively communicate with Limited English Proficiency (LEP) customers</p>	<p>5. Equip ESA LEP staff to be Culturally Responsive Service Providers</p>	<p>5.1 Link ESA divisions' LEP Program SharePoint site and the ESA Cultural Competency SharePoint site. <u>Targeted completion:</u> January 2014</p>	<p>5.1 Each division's LEP Program SharePoint site is linked with the ESA Cultural Competency SharePoint site</p>
		<p>5.2 Post the LEP "Point to your Language" poster (DSHS 24-019x) in all ESA field offices/customer access points. <u>Targeted completion:</u> February 2014</p>	<p>5.2 DSHS LEP posters (24-019x) are posted in all ESA field offices/customer access points.</p>
		<p>5.3 Ask ESA staff who serve LEP customers if they know about the resources available for LEP clients. (Raphael/Jason/Jenilee Taylor) <u>Targeted completion:</u> April 2014</p>	<p>5.3 Value-added information about whether or not ESA staff who serve LEP customers know about the resources available to LEP customers</p>
		<p>5.4 Update the required LEP curriculum, incorporating the feedback received from staff in Action Item 1.3 above. (Raphael/Jason/Jenilee Taylor/Sylvia) <u>Targeted completion:</u> June 2014</p>	<p>5.4 Required curriculum is updated and made available to ESA staff who serve LEP customers <u>Desired Outcome:</u> Value-added training that equips ESA staff who serve LEP customers how to provide culturally responsive services</p>
		<p>5.5 Require ESA staff who serve LEP customers to take the required online LEP training every two years so that they are able to provide effective language access services to LEP clients. <u>Targeted completion:</u> June 2014 and every 6 months thereafter</p>	<p>5.5 100% of the targeted staff is trained and familiar with current DSHS language access Administrative Policies (7.20 and 7.21) and related procedures <u>Desired Outcome 2.1:</u> ESA staff who serve LEP customers take reasonable steps to provide LEP customers with meaningful access to DSHS programs and services by offering language services through certified bilingual staff or contracted language agencies</p>

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Customer What must we do to provide culturally responsive services to the diverse population of customers ESA serves, internally and externally?	6 Assess Customer Satisfaction	6.1 Ask other states how they obtain feedback/customer satisfaction data from LEP customers. (Raphael/Jason/Jenilee Taylor) <u>Targeted completion:</u> June 2014	6.1 Information obtained from other states
		6.2 Seek input from LEP customers about their satisfaction with and understanding of communications they had with ESA staff. (Raphael/Jason/Jenilee Taylor) <u>Targeted completion:</u> January 2015	6.2 Establish a baseline for LEP client satisfaction with and understanding of communications they had with ESA staff who served them
		6.3 Begin the conversation about assessing customer satisfaction from a culturally responsive perspective within ESA <u>Target Date:</u> Fall 2014	6.3 Desired Outcome: A robust discussion and agreement on next steps