

**Juvenile Justice & Rehabilitation Administration  
Cultural Competence Plan  
2014-2016**

**John Clayton, Assistant Secretary  
Juvenile Justice & Rehabilitation  
Administration  
DSHS, State of Washington**

## DSHS Juvenile Justice & Rehabilitation Administration Cultural Competence Plan 2014-2016

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Transforming Lives



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### WHY is Cultural Competence Essential to How Juvenile Justice and Rehabilitation (JJ&RA) Provides Services?

The “Why” for promoting and supporting both individual and organizational cultural competence in JJ&RA is simply that whoever comes through our doors for service is entitled to receive respectful and appropriate treatment and services.

Research shows that social determinants, socioeconomic level, education, age, orientation, mental, physical, behavioral, cultural, ability, racial/ethnic discrimination, and social injustice continue to influence the level of services provided throughout all domains in society. Disparate outcomes experienced by members of the communities we serve can be significantly improved by individual and organizational adherence to standards that enhance culturally and linguistically appropriate standards for delivery of services. (Dept. of Cultural & Human Services, ODPHP, 2010a)

The current JJ&RA Cultural Competence Plan, 2014-2016, represents the third phase of comprehensive Equity, Diversity and Inclusion (EDI) Plan initiatives started in 2010 by the then, Juvenile Rehabilitation Administration. The focus was on setting up structures, policies and practices to hold the enterprise up to standards and clear expectations for accountability and transparency with the communities we serve.

Juvenile Rehabilitation created an initial cultural competence plan after a cultural audit, assessment, and detailed analysis.

The initial plan in 2010 resulted in changes in policies, procedures, risk behavior assessments, youth and family participation processes, racial/ethnic impact reviews, and youth cultural groups. The administration established standards for disaggregated data collection, analysis, workforce recruitment, hiring, leadership development, diversity training, policy reviews, community collaboration and communication that improved the quality of care and services for our customers.

Our current plan includes Phase III of JR’s Cultural Competence Plan and the initial plans for the Special Commitment Center (SCC) and the Division for Vocational Rehabilitation (DVR).

In support of the Governor’s initiative to implement the national *Enhanced Culturally and Linguistically Appropriate Service Standards (CLAS)* statewide, JJ&RA has framed its current plan to demonstrate our goals, activities and outcomes within the categories defined to advance and sustain CLAS standards in all JJ&RA services, treatment and business practices.

## How Do We Ensure That Our Customers Get the Services They Need?

Vision	Mission	Values	Demonstrated by:
Safe and healthy individuals, families, and communities	We transform lives by creating pathways for self-sufficiency through meaningful partnerships, employment, new opportunities, and effective rehabilitation services.	<p>Excellence in Service</p> <p>Commitment</p> <p>Outcome-focused</p> <p>Social Justice</p> <p>Collaboration</p> <p>Community Safety</p>	<p>Creating breakthrough outcomes</p> <p>Pursuing the best interest of our customers</p> <p>Managing by facts that achieve positive outcomes</p> <p>Humanity, individuality, diversity, and equality of opportunity</p> <p>Relationships that strengthen customers and communities</p> <p>Providing accountability for the safety of our communities</p>

### Introduction

The Juvenile Justice and Rehabilitation Administration (JJ&RA) believes youth and adults deserve opportunities for rehabilitation and achieving self-sufficiency. We create pathways for individuals by developing meaningful partnerships with community employers, schools, and mentors; creating new opportunities for skill development and personal growth, and providing effective and safe treatment services. Through our values of excellent service, commitment to our customers' best interest, community safety, collaboration with families and community partners, social justice, and a focus on positive outcomes, JJ&RA serves a wide range of individuals through its diverse programs including:

- Juvenile rehabilitation services in residential and community programs for the top 3-5% most serious juvenile offenders in the state juvenile justice continuum
- Vocational rehabilitation services for over 12,700 individuals with disabilities a year throughout Washington
- Community safety, specialized treatment, and rehabilitation services for civilly committed individuals at the Special Commitment Center
- Support and technical assistance for the full juvenile justice continuum via the Office of Juvenile Justice (OJJ)

**Juvenile Rehabilitation (JR)** offers juvenile justice programming and services designed to increase the youth's skillful behavior, to prepare youth for productive lives, as well as to assist families as they support youth re-integrating into home and community.

The **Division of Vocational Rehabilitation (DVR)** serves eligible individuals with all types of disabilities who want to work and need individualized employment services and counseling to overcome barriers to employment that result from a disability. Individuals are eligible for services if they have a physical, mental, or sensory disability that results in an impediment to employment and they require vocational rehabilitation services to become employed. DVR also provides technical assistance and training to employers about the employment of people with disabilities.

The **Special Commitment Center (SCC)** manages and provides residential treatment to individuals who have been civilly committed by the court upon completion of their criminal sentence. SCC provides services to residents in a manner that promotes both individual rehabilitation and maintains community safety. The setting and structure of the SCC programs balances the primary goal of effective treatment with community safety.

The **Office of Juvenile Justice (OJJ)** promotes partnerships in building family and community capacity to prevent delinquency. OJJ provides analysis and technical assistance to state and local policy makers through collaborations with each aspect of the juvenile justice continuum, including youth, families, law enforcement, judges, court, detention and county administrators. OJJ is responsible for monitoring adult and juvenile secure facilities to ensure youth are afforded the core protections provided for in the Federal Juvenile Justice and Delinquency Act. OJJ works to ensure that the state identifies and makes efforts to reduce racial and ethnic disparities in the juvenile justice system.

JJ&RA is an active partner in Governor Jay Inslee's Results Washington, a specific, comprehensive effort to create effective, efficient, and accountable government. JJ&RA also works with statewide organizations, commissions, and departments committed to providing quality services to Washington's diverse population. The DSHS service vision, mission values and goals serve as the foundation for JJ&RA's focus and business strategy.

JJ&RA is an active proponent of ensuring fairness, embracing difference and promoting participation in our business practices. Demonstrated through principles and policy, our evolving initiatives and accomplishments reflect our commitment to the ideals of equity, diversity and inclusion.

So far in 2014, JJ&RA has accomplished the following cultural competence, equity, diversity and inclusion related activities:

- Hosted a statewide forum among justice professionals, including law enforcement, court administrators, judges, and community organizations to identify data informed strategies to address disproportionality and disparity
- Contributed to the Diversity and Inclusion curriculum included in the Leadership Excellence Workshops for DSHS management
- Developed and published landmark policy for the State of Washington to protect and support LGBTQI youth in the juvenile rehabilitation system. This policy is currently being reviewed as a guide for adopting similar policy throughout the state's juvenile justice system and other child-focused administrations and advocate organizations
- Established Quarterly Reporting of Workforce Diversity outcomes resulting in increased percentages in hiring retaining and promoting diverse staff throughout the enterprise
- Increased operational diversity and inclusion practices through expanded youth, family and community customer participation in forums, on conference panels, and in activities measured in the strategic plan

The current JJ&RA Cultural Competence Plan, 2014-2016 represents **PHASE III** of the Administration's **Equity, Diversity & Inclusion Initiative** – which includes evaluation and updates of completed Phase II activities as well as planned action steps for development, implementation and measurement of goals to address the needs of our customers in a diverse and ever-changing environment.

### Background

**Phase I** – initiated in 2010, by DSHS Assistant Secretary for JJ&RA, John Clayton. This phase focused on identifying funding to develop, implement, and sustain enterprise-wide inclusion initiatives in support of addressing disparity and disproportionality. With partial funding from the *Models for Change* MacArthur Grant for Juvenile Justice focused on reducing Disproportionate Minority Contact and identifying ways of working with internal and external consultants, the courts, law enforcement and legislators, JJ&RA launched a series of steps to:

1. Evaluate service delivery across race and ethnicity
2. Identify decision points and data needs related to disproportionality and disparity experienced by youth of color in the state's juvenile justice system
3. Develop a Strengths-Weaknesses-Opportunities-Threats Assessment with recommendations to mitigate disproportionality and disparity

**PHASE II** – Started in 2012, completed the objectives specified in Phase I, initiated the development and implementation of enterprise-wide inclusion programs and started an intentional focus on increasing the diversity and engagement of the JJ&RA workforce. In Phase II, JJ&RA established a baseline for future measures and helped to build the business case for inclusion of Diversity & Inclusion as organizing principles into the administration's Strategic Plan and measures of success.

The JJ&RA Diversity & Inclusion Resource Group, with representatives from each division, was formed to:

- Specifically develop and drive the diversity and inclusion objectives included in the Strategic Plan
- Drive strategy throughout the enterprise
- Perform policy review, racial/ethnic impact statements, and internal discrimination investigation fact-findings
- Support public and private partnerships to assist in sustaining new initiatives

During this phase, the SWOT Assessment and the Disparity Elimination Workplan was developed to address the findings and served as the foundation of the administration's 2012-2014 Cultural Competence Workplan. To address the need for greater inclusion of youth and family perspectives, JR youth were included, for the first time, on the Governor's Partnership Council's Youth Subcommittee to add a more inclusive voice for Juvenile Justice. This group evolved into the JR Youth Voice statewide committee with local facility United Youth Councils with additional youth members from group homes, institutions, parole programs, and youth and family members who have completed their rehabilitation treatment services.

During Phase II SCC, DVR and OJJ were merged with JR under the leadership of Assistant Secretary John Clayton to form the current Juvenile Justice and Rehabilitation Administration. Phase II also includes actions taken to ensure that DVR SCC and OJJ started planning steps to complete assessments to support future strategies to support diversity and inclusion goals.

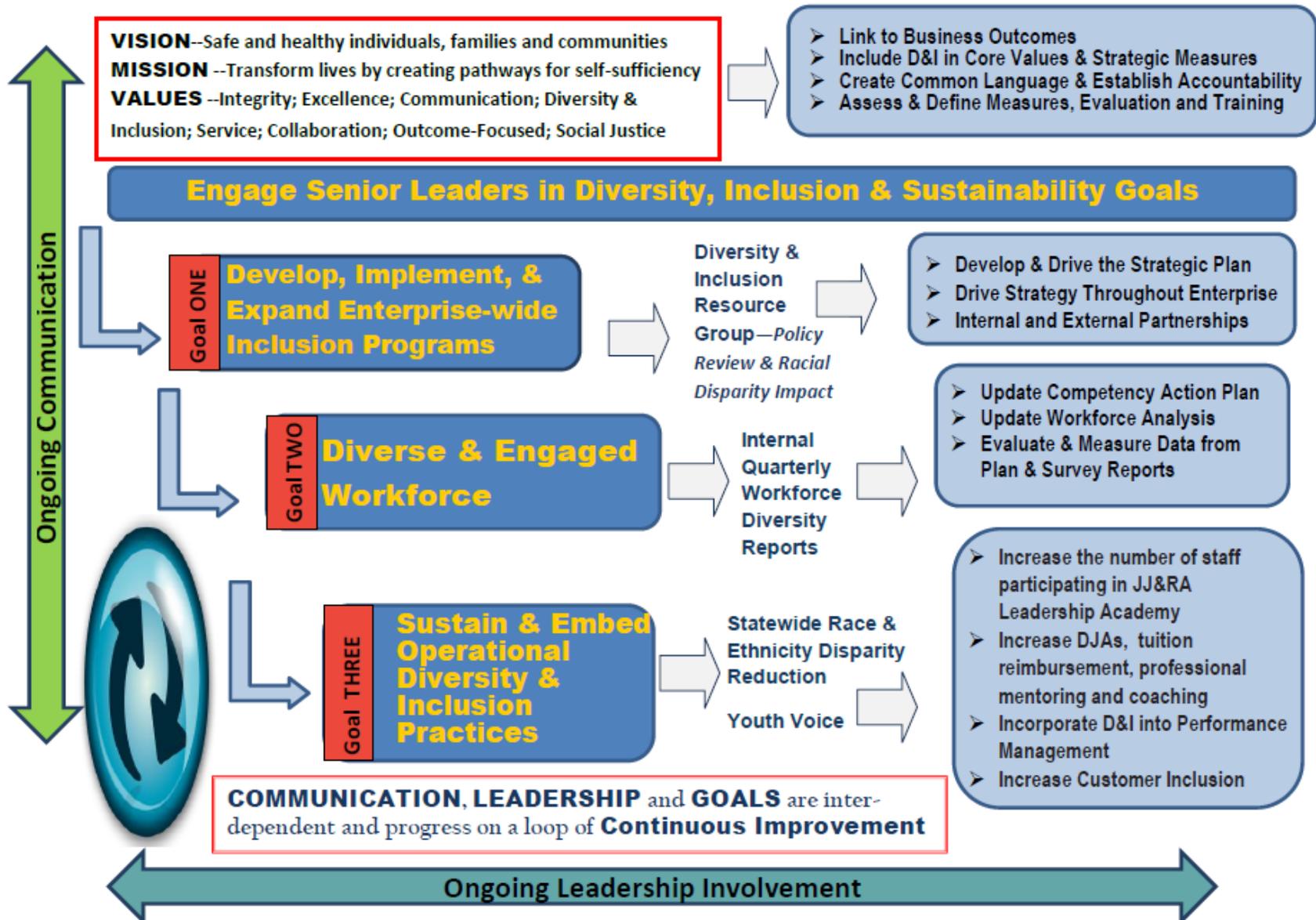
The following action steps were taken:

- JJ&RA created the position of Chief, Office of Equity, Diversity & Inclusion to operationalize inclusion principles enterprise-wide
- 98.2% of the entire JRA team completed Diversity & inclusion Training
- The JJ&RA 3-month Leadership Academy was launched and the initial cohorts graduated
- Graduates continue to work with their selected mentors and participate in their developmental job projects
- Extensive senior leadership focus was directed to link vision, mission and values with business outcomes
- Focused leadership on engaging managers and staff in including diversity and inclusion into core values, practices and strategic measures
- Common language and accountability processes were established
- Diversity & Inclusion principles were included in the strategic plan measures-Results Washington measures and DSHS service measures are coordinated to drive strategy throughout the enterprise and with internal and external partners
- Quarterly JJ&RA Workforce Diversity Reports developed in partnership with HR
- Internal ACT Databases and Reporting updates to allow all reports to be disaggregated by race, ethnicity, gender and age

**PHASE III** – Started in 2014 and continuing through 2016 is focused on sustaining and embedding operational diversity and inclusion practices initiated in Phase I and II of JJ&RA’s Cultural Competence Planning Initiative. The communication strategies, leadership commitment and outcome based goals reflected in the plan are inter-dependent and progress on a loop of continuous improvement. During Phase III, the following action steps are continuing:

- Youth input serves as a resource for direct services staff interview panels.
- Youth serve on Juvenile Justice Reform conference panels, treatment plan groups, community facility awareness presentations, WA Supreme Court presentations, new employee trainings, culture groups and educational project and grant teams
- Original SWOT indicators updated in an automated report to support continuing need to monitor and correct measures at identified decision points and points of disparate outcomes
- Demonstrated leadership commitment is tied directly to quarterly performance measures. Effective measurement of diversity efforts showing progress with goals established in Results Washington, Cultural Competence and Affirmative Action Reports
- Employee engagement and effective communication is measured by the DSHS Employee Survey; monitored and actively addressed with Assistant Secretary and Director-level field visits, area forums and increased regional staff meetings
- Increased opportunities for professional development, continuous education, and skills development have been expanded through increased access to the JJ&RA Leadership Academy, Excellence Workshops, and LEAN Training
- Demonstrated commitment to community partnerships, cross-system collaborations and customer service through increased partnerships and outreach with Tribes, Human Rights Commissions and community-based groups

## Phase III-The JJ&RA Diversity & Inclusion Strategy Roadmap



**PHASE III: JJ&RA Cultural Competence Goals, Activities and Outcomes as Related to Enhanced Culturally and Linguistically**

**Appropriate Services (CLAS) Federal Guidelines**

JJ&RA divisions will ensure that customers receive from all staff members, equitable, effective, understandable, and respectful care that is provided in a manner compatible with the customer's cultural values, practices and preferred language. Equity represents the highest level of fair, inclusive, and respectful interactions between JJ&RA and our customers. Ensuring fairness, embracing difference and promoting participation through respectful communication, individual and organizational accountability, and providing culturally and linguistically appropriate treatment and services are foundational to our vision and mission.

For Phase III of JJ&RA's Cultural Competence Plan, we have organized the current goals, activities and outcomes around the enhanced National CLAS Standards to:

1. Be in alignment with the Governor's implementation plan for the CLAS Standards statewide
2. Unify the recently integrated organizations of DVR, SCC, OJJ and JR under common language, accountability, assessment and performance measures

The integration of the different divisions still allows for each of the divisions to maintain their own focused plan while working together toward common goals and using common assessment areas to form baseline measures as their starting point. The cultural/linguistic competence areas assessed administration-wide include measuring effectiveness in:

1. Identifying racial and ethnic groups that compose JJ&RA's customers, families, staff and communities
2. Engaging and including customer feedback especially for purposes of ensuring desired outcomes
3. Identifying and documenting racial/ethnic inequities
4. Examining decision point factors and determining if services are working or not working
5. Ensuring that adverse impacts and unintended consequences are prevented or minimized
6. Examining improvements and reforms needed to ensure positive impacts on equity, diversity and inclusion with customers and staff
7. Embedding sustainability
8. Identifying success indicators

Phase III of the JJ&RA Cultural Competence Plan, includes the initial plans for SCC and DVR based on assessments completed December 2013 with the included updated plan from JR based on previous assessments in 2010 and 2012. All division plans demonstrate that providing culturally/linguistically competent treatment and services will assist JJ&RA in addressing the desired outcomes for organizational cultural and linguistic competence in accordance with the DSHS Guidelines for Cultural Competence, 2011, including:

1. Proactive responsiveness to current and projected demographics
2. Eliminating long-standing racial and ethnic disparities in juvenile justice, accessibility of employment and training services to persons with disabilities and improved outcomes for civilly committed individuals
3. Improving the quality of services and outcomes
4. Meeting legislative, regulatory and accreditation mandates
5. Gaining a higher level trust and collaboration with the communities we serve
6. Decreasing the likelihood of liability claims

Completed and ongoing action steps to integrate current strategic planning processes for all divisions under JJ&RA include:

- Vision, mission, values, and measures developed administration-wide
- Administration vision, mission, and values translated and linked to equity, diversity and inclusion objectives
- Demonstrated the connection between objectives and business outcomes
- Embedding diversity and inclusion into core values and required strategic measures
- Created common language throughout the administration
- Assessments developed and completed
- Established leadership accountability for data informed decision-making and accomplishment of agreed upon objectives
- Defining and sharing measures, evaluation and training standards throughout organization on a continuous basis
- Evaluation criteria and processes developed
- Training needs identified
- Employee Survey feedback data shared and steps taken to further address needs
- Utilizing the Diversity & Inclusion Resource Group members to continue to assist JJ&RA hiring authorities in optimizing diverse and inclusive recruitment, screening, interview and onboarding processes
- Strategic Planning workgroups formed and ongoing
- LEAN Coordinators identified and trained
- Dedicated Division LEAN and Diversity & Inclusion Managers in process of hiring
- Administration-wide Affirmative Action, Workforce Development and Cultural Competence Plans initiated

**DIVISIONS:** Juvenile Rehabilitation and Office Juvenile Justice  
**Directors:** Bonnie Glenn, Ken Moses, David Griffith, Ryan Pinto  
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**Last Updated** October 3, 2014  
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**Juvenile Rehabilitation and Office of Juvenile Justice Cultural Competence Report**

**Prerequisite:** Outstanding governance and leadership demonstrated through the actions of engaged senior leaders in Equity, Diversity, Inclusion & Sustainability goals for Culturally/Linguistically Appropriate Services (CLAS) and Competent Treatment. Communication, leadership and agreed upon goals are inter-dependent and progress to accomplishment on a loop of continuous improvement.

#	Competence (CLAS-Related) Standard	Action	Progress
<b>GOAL ONE: Develop, Implement &amp; Expand Enterprise-wide Inclusion Programs</b>			
<i>Cultivate and support an organizational culture that encourages collaboration, flexibility and equity to enable individuals to fully contribute, increase retention and value high performance</i>			
<b>A) Culturally Competent Treatment and Services</b>			
1	JR divisions will work closely with HR to implement strategies to recruit, retain, and promote at all levels of the organization a diverse staff and leadership that are representative of the demographic characteristics of the area and customers served.	a) Distribute and review Quarterly Workforce Diversity Reports with hiring authorities b) Increase participation of customers, families and community members on hiring panels	2/13/15
2	JR divisions will ensure that staff, at all levels and across all disciplines, receive ongoing education and training in culturally and linguistically appropriate service delivery.	a)Expand Family focused treatment training to support re-entry planning by counselors in institutions b) Increase Leadership Academy training, DJAs, tuition reimbursement, professional mentoring and cross-cultural coaching	2/13/15
<b>B) Language Access Services</b>			
1	JR divisions must offer and provide language assistance services, including bilingual staff and interpreter services, at no cost to each customer with limited English proficiency at all points of contact, in a timely manner during all hours of operation.	a) Increase hiring of bi-lingual program and administration staff b) Continue current translation services contracts c)Diagnostic staff will be provide language software to assist in communicating with youth and family	2/13/15

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

#	Competence (CLAS-Related) Standard	Action	Progress
2	JR divisions must assure the competence of language assistance provided to limited English proficient customers by interpreters and bilingual staff. Family and friends will not be used to provide interpretation services (except on request by the customer).	a) Continue current translation services contracts b) Increase hiring of bi-lingual counselors	2/13/15
<b>C) Organizational Supports for Cultural Competence</b>			
1	JR, in conjunction with the human rights commission, shall evaluate the effectiveness of programs in reducing racial disproportionality funded under Consolidated Juvenile Services RCW 13.06.050 and produce an annual analysis to be included in an annual report to the legislature. The analysis shall indicate which programs are cost-effective in reducing disproportionality in such areas as alternatives to detention, intake and risk assessment standards	a) Meet with Human Rights commissioners, court, county, and detention administrators to determine criteria for data collection b) Work jointly with administrators to upgrade funds application input to facilitate annual analysis requirements	2/13/15
2	JR divisions will develop, implement, and promote a written strategic plan that outlines clear goals, policies, operational plans, and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services.	a) Division Diversity & Inclusion Lead Representative will continue to work with ongoing Strategic Report Workgroups within the JR Divisions b)OJJ lead will continue to work with representatives throughout the juvenile justice continuum statewide	2/13/15
3	JR divisions will conduct initial and ongoing organizational self-assessments of activities related to this plan and are encouraged to integrate cultural and linguistic competence-related measures into their internal audits, performance improvement programs, customer satisfaction assessments, and outcomes-based evaluations.	a) JR Divisions will update internal annual audits with employees and customers b) Report out the Strategic Report quarterly updates including diversity measures	2/13/15
<b>GOAL TWO: Diverse &amp; Engaged Workforce – Engagement</b>			
<i>Embracing difference, feeling included, valued and fairly treated allows team members to be fully contributing and increases employee satisfaction and commitment in developing high-performing teams and attracting top talent</i>			
1	Advance and sustain organizational governance, leadership and management that promote equity, diversity and inclusion through policy, practices, and allocated resources.	Ensure that internal workgroups represent diverse perspectives and backgrounds such as: <ul style="list-style-type: none"> <li>• Information Technology (ACT)Governance Committees</li> <li>• Policy Development Committees</li> <li>• Budget and communication plan groups</li> </ul>	2/13/15

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

#	Competence (CLAS-Related) Standard	Action	Progress
2	Educate and train governance, leadership, and workforce in culturally and linguistically appropriate policies and practices on an ongoing basis.	a) DSHS Diversity Forums – Ensure maximum participation by staff b) Contribute to course content, evaluation and preparation of DSHS Annual Diversity Forums and Excellence Workshop on Diversity and Inclusion c) Increase staff awareness in areas of unintended consequences related to policies and treatment practices	2/13/15
3	Recruit, promote, and support a culturally and linguistically diverse workforce leadership, and workforce that are responsive to the population in the service area.	a) Ensure multi-cultural selection and interview panels b) Ensure that superintendents, regional administrators, and program administrators performance measures are tied to diverse and inclusive workforce goals for recruitment, retention and development	2/13/15
4	Meet or exceed State of WA Affirmative Action hiring and retention goals	a) JJ&RA has met or exceeded 94% of expected affirmative action goal areas b) JJ&RA will continue to focus on veteran recruitment and hiring to meet expected state goal	2/13/15
<b>GOAL THREE: Sustain &amp; Embed Operational Diversity &amp; Inclusion Practices--- Continuous Improvement and Accountability</b>			
<i>Develop structures and strategies to support leaders in managing diversity, being accountable, measuring results, and refining approaches based on data to embed a culture of inclusion</i>			
	Infuse culturally and linguistically appropriate goals, policies, and management accountability throughout the organization's planning and operations.	a) Evaluate and measure data from Workforce Diversity and Development Reports b) Employee Survey Feedback follow-up Pre-post Diversity Training feedback c) Divisional new employee Diversity and Inclusion Training d) Expand Youth Policy Development and Review Committee e) Expand Statewide Youth Voice	2/13/15

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

#	Competence (CLAS-Related) Standard	Action	Progress
	Infuse culturally and linguistically appropriate goals, policies, and management accountability throughout the organization's planning and operations.	d) Expand local United Youth Council activities in residential facilities in support of juvenile justice reform	2/13/15
2	Conduct ongoing assessments of the organization's plan and integrate related measures into evaluation and continuous quality improvement activities.	a)Finalize development and distribution of automated <i>SWOT – Decision Point Comparative Measures Report</i> b)Hire LEAN Manager and a Planning Manager c) Expand cultural competence of Evidence-Based Behavioral Health for Co-Occurring Disorders and Mental Health assessments and treatment models	2/13/15
3	JR divisions will ensure that data on the individual customer's race, ethnicity, and spoken/ written language are collected in records, integrated into the organization's management information systems, and periodically updated.	a)Develop and drive the Strategic Plan b)Drive strategy throughout enterprise c) Expand internal and external partnerships	2/13/15
4	JR divisions will maintain a current demographic, cultural, and epidemiological profile of the community as well as a needs assessment to accurately plan for and implement services that respond to the cultural and linguistic characteristics of the service areas where customers currently reside or will reside upon re-entry.	a)ACT database reports for Re-Entry Planning including updated disaggregation criteria b)OSPI education data inclusion c) Cross-referenced data with medical services, Children's Administration(CA) and Dept of Commerce to increase re-entry support options and decrease recidivism	2/13/15
5	JR divisions will develop participatory, collaborative partnerships with communities and utilize a variety of formal and informal mechanisms to facilitate community and customer involvement in designing and implementing cultural competence plan activities.	a)Youth panels b)Vocational apprenticeship programs— ironworkers, carpenter and electrical workers union training programs c) Tribal events in support of youth and families d) Youth participation on the WA State Partnership Council Youth Subcommittee	2/13/15
6	JR divisions will ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts or complaints by customers and staff	a) EIMS Investigator Training b) Diversity & Inclusion Resource Group and other divisional representative complete Investigations and EEOC Training	2/13/15

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**DSHS JJ&RA Cultural Competence Plan 2014-2016**

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#	Competence (CLAS-Related) Standard	Action	Progress
7	JR divisions are encouraged to regularly make available to the public information about their progress and successful innovations in implementing their Cultural Competence Plan	a) Schedule Community forums b) Schedule Extended Management Team Meetings with the Assistant Secretary c) Update data related to strategies to reduce racial and ethnic disparities on website, Legislative Reports and in publications sponsored by OJJDP funding d) Share Cultural Competence Plan at annual DSHS Diversity Forums	2/13/15

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

**DIVISION: Special Commitment Center**

**CEO: Mark Strong**

**Prepared by: LaToya Holmes-Ware, LEAN Coordinator**

**Last Updated: October 1, 2014**

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**Special Commitment Center Cultural Competence Report**

<i>JJ&amp;RA divisions should ensure that customers receive from all staff members, effective, understandable, and respectful care that is provided in a manner compatible with the customer's cultural values, practices and preferred language.</i>			
#	Competence (CLAS-Related) Standard	Action	Progress
<b>Culturally Competent Care</b>			
<b>1</b>	<p>JJ&amp;RA divisions should work closely with HR to implement strategies to recruit, retain, and promote at all levels of the organization a diverse staff and leadership that are representative of the demographic characteristics of the area and customers served.</p> <p><i>a. SCC has partnered with the DSHS/HRD/Recruitment Unit to ensure fair practices are used and followed for recruitment, hiring and retaining staff.</i></p> <p><i>b. The SCC will have the Diversity and Inclusion Resource Group (D&amp;IRG) train hiring managers on diversity, inclusion, equity and cultural awareness.</i></p> <p><i>c. The EMT will embark upon identifying partners and other forms of outreach to increase the means that will allow more diversity within recruitment for executive level staff.</i></p>	<p>a. Completed</p> <p>b. To be scheduled by October 2014</p> <p>c. Strategic Planning workgroups will begin August 2014.</p>	<p>b. Tentatively scheduled November 2014</p> <p>c. Leads have been identified; workgroups to begin October 2014</p>
<b>2</b>	<p>JJ&amp;RA divisions should ensure that staff, at all levels and across all disciplines, receive ongoing education and training in culturally and linguistically appropriate service delivery.</p> <p><i>a. All SCC staff will receive formal training on Equity, Diversity and Inclusion (EDI).</i></p> <p><i>b. SCC D&amp;IRG member will schedule with trainers from D&amp;IRG to provide this training.</i></p> <p><i>c. SCC will hire a Diversity and Inclusion (D&amp;I) Manager who will oversee D&amp;I activities for the division and this person will be an active member of the D&amp;IRG.</i></p>	<p>Training to be scheduled by December 2014</p> <p>Diversity and Inclusion (D&amp;I) Manager position defined September 2014</p>	<p>a. Excellence Training for SCC Managers completed 97.4%-- remainder staff scheduled Jan 2015</p> <p>b. Focused EDI Training still on target</p> <p>c. D&amp;I Manager</p>

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

#	Competence (CLAS-Related) Standard	Action	Progress
<b>Language Access Services</b>			
1	<p>JJ&amp;RA divisions must offer and provide language assistance services, including bilingual staff and interpreter services, at no cost to each customer with limited English proficiency at all points of contact, in a timely manner during all hours of operation.</p> <p><i>SCC maintains a current contact with interpreters for different languages and also deaf and hard of hearing residents.</i></p>	<p>Contract is reviewed annually; next review before 6/30/15</p>	<p>On target</p>
2	<p>JJ&amp;RA divisions must assure the competence of language assistance provided to limited English proficient customers by interpreters and bilingual staff. Family and friends should not be used to provide interpretation services (except on request by the customer).</p> <p><i>SCC uses only certified interpreters from a DSHS approved list.</i></p>	<p>Contracts reviewed annually</p>	<p>On target</p>
<b>Organizational Supports for Cultural Competence</b>			
1	<p>JJ&amp;RA divisions should develop, implement, and promote a written strategic plan that outlines clear goals, policies, operational plans, and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services.</p> <p><i>a. Strategic Plan has been completed that outlines clear goals and small groups are being formed to develop, implement and promote culturally and linguistically appropriate services.</i></p> <p><i>b. Workgroups will be finalized by July 31, 2014.</i></p> <p><i>c. Quarterly reviews will occur to see progress.</i></p>	<p>SCC Diversity &amp; Inclusion Rep will be working with the Strategic Report Teams</p>	<p>Workgroup leads identified. Initial meeting completed. Monthly meetings scheduled. Workplan due November 2014</p>
2	<p>JJ&amp;RA divisions should conduct initial and ongoing organizational self-assessments of CLAS-related activities and are encouraged to integrate cultural and linguistic competence-related measures into their internal audits, performance improvement programs, customer satisfaction assessments, and outcomes-based evaluations.</p> <p><i>A SCC Strategic Planning workgroup with focus on CLAS related activities will develop a method to capture this data.</i></p>	<p>SCC Division has completed the initial assessment and is working to identify members and create a workplan</p>	<p>On target. Lead and initial mbrs identified. Workplan to be presented for CEO review and input November 2014</p>

## DSHS JJ&RA Cultural Competence Plan 2014-2016

#	Competence (CLAS-Related) Standard	Action	Progress
3	<p>JJ&amp;RA divisions should ensure that data on the individual customer's race, ethnicity, and spoken/ written language are collected in records, integrated into the organization's management information systems, and periodically updated.</p> <p><i>a. SCC has a current system that needs to be updated.</i></p> <p><i>b. Data collection has been identified in SCC's Strategic Plan as a necessary improvement area. Focus from one of the identified workgroups will begin on developing or checking with current resources within JJRA to find a database that can capture the information.</i></p>	<p>Identification of necessary database by August 31, 2014</p>	<p>IT lead identified. Initial workplan due November 2014</p>
4	<p>JJ&amp;RA divisions should maintain a current demographic, cultural, and epidemiological profile of the community as well as a needs assessment to accurately plan for and implement services that respond to the cultural and linguistic characteristics of the service areas where customers currently reside or will reside upon re-entry.</p> <p><i>a. Currently, SCC is unable to just pull up this information with the current system that's being used.</i></p> <p><i>b. SCC's current data collection system must be moved to a more effective database. This has been identified in SCC's Strategic Plan as a necessary improvement area.</i></p>	<p>Identification and input of information by September 30, 2014</p>	<p>IT lead identified; workgroup members finalized October 2014</p>
5	<p>JJ&amp;RA divisions should develop participatory, collaborative partnerships with communities and utilize a variety of formal and informal mechanisms to facilitate community and customer involvement in designing and implementing CLAS related activities.</p> <p><i>a. Training to occur that defines cultural competence, cultural responsiveness, and its importance in SCC's work with residents and communities.</i></p>	<p>Training to be completed by December 31, 2014</p>	<p>Training scheduled for entire staff and administration.</p> <p>Scheduled completion date – December 2014</p>
6	<p>JJ&amp;RA divisions should ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts or complaints by customers.</p> <p><i>a. Residents are provided with clinical staff that meet their needs and if necessary, changes are made. SCC will seek out professionals, when hiring is done, that provide culturally and linguistically sensitive services to residents. Materials for grievance resolution processes are available.</i></p> <p><i>b. The Strategic Planning group will focus on the conflict and grievance resolution process and ensure they are culturally and linguistically sensitive.</i></p>	<p>Workgroup to be formed by August 31, 2014</p> <p>Plan developed by October 31, 2014</p>	<p>Workgroup initial meeting October 2014</p> <p>Plan developed by December 2014</p>
7	<p>JJ&amp;RA divisions are encouraged to regularly make available to the public information about their progress and successful innovations in implementing the CLAS standards</p> <p><i>The Strategic Planning group will identify ways to make CLAS information available to the public.</i></p>	<p>Workgroup to be identified and formed by August 31, 2014</p>	<p>Workgroup identified – initial meeting November 2014</p>

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

**DIVISION: Vocational Rehabilitation**  
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**Division of Vocational Rehabilitation Cultural Competence Report**

#	CLAS Standard	Action	Progress
<b>Culturally Competent Care</b>			
1	<p><u>JJ&amp;RA divisions will work closely with HR to implement strategies to recruit, retain, and promote at all levels of the organization a diverse staff and leadership that are representative of the demographic characteristics of the area and customers served:</u> DVR has entered into a partnership with the Rehabilitation Technical Assistance Center on VR Program Management, Institute for Community Inclusion, University of Massachusetts, Boston. The purpose of this project is to develop strategies and goals for:</p> <ul style="list-style-type: none"> <li>a. Recruiting, hiring and retaining a workforce that reflects the diversity of the customers that we serve.</li> <li>b. Develop a succession plan</li> <li>c. Increase the percentage of ethnic counseling staff in DVR.</li> </ul>	7/18/14 – initial meeting with UMass to begin mapping the project. DVR received a grant in June, 2015 from the Institute for Community Inclusion for this project.	12/1/2014
2	<p><u>JJ&amp;RA divisions will ensure that staff, at all levels and across all disciplines, receive ongoing education and training in culturally and linguistically appropriate service delivery:</u></p> <ul style="list-style-type: none"> <li>a. DVR staff will receive formal training on Equity, Diversity and Inclusion.</li> <li>b. DVR Training Manager will schedule with trainers from D&amp;IRG to provide this training which may include internal and external consultants.</li> <li>c. DVR will hire a Community Program Manager who will oversee Diversity and Inclusion activities for the Division and this person will be an active member of the JJ&amp;RA D&amp;IRG.</li> </ul>	Set schedule for training throughout the state by 9/30/14 Community Program Manager will be hired by 12/31/14	12/1/2014
<b>Language Access Services</b>			
1	<p><u>JJ&amp;RA divisions must offer and provide language assistance services, including bilingual staff and interpreter services, at no cost to each customer with limited English proficiency at all points of contact, in a timely manner during all hours of operation:</u></p> <p>DVR maintains a current contract with a translation used when we need to hire an interpreter for any language other than English. DVR has a statewide Program Specialist for Deaf and Hard of Hearing who manages sign</p>	Contract is reviewed annually; Next review will be 6/15.	12/1/2014

## DSHS JJ&RA Cultural Competence Plan 2014-2016

#	CLAS Standard	Action	Progress
	language and all other language interpreter contracts and Assistive Technology equipment (for Deaf and Hard of Hearing customers) to ensure that customers have equal access to services in any DVR office around the state.		
2	<p><u>JJ&amp;RA divisions must assure the competence of language assistance provided to limited English proficient customers by interpreters and bilingual staff. Family and friends will not be used to provide interpretation services (except on request by the customer):</u></p> <ul style="list-style-type: none"> <li>a. DVR staff must pass a State of Washington proficiency test before providing services in any language other than English to DVR customers.</li> <li>b. DVR uses only certified interpreters from a DSHS approved contract list.</li> </ul>	Contracts reviewed annually	12/1/2014
<b>Organizational Supports for Cultural Competence</b>			
1	<p><u>JJ&amp;RA divisions will develop, implement, and promote a written strategic plan that outlines clear goals, policies, operational plans, and management accountability/oversight mechanisms to provide culturally and linguistically appropriate services:</u></p> <ul style="list-style-type: none"> <li>a. Ongoing work with Director to develop, implement and promote current State Plan.</li> <li>b. Quarterly reviews of strategies on State Plan to ensure that goals are met</li> </ul>	<b>Note:</b> Diversity & Inclusion Rep will be working with their respective Strategic Report Teams	12/1/2014
2	<p><u>JJ&amp;RA divisions will conduct initial and ongoing organizational self-assessments of CLAS-related activities and are encouraged to integrate cultural and linguistic competence-related measures into their internal audits, performance improvement programs, customer satisfaction assessments, and outcomes-based evaluations.</u></p> <p>DVR hired a Performance Evaluation and Quality Assurance Manager. Responsibilities include developing methods for capturing, interpreting and analyzing this data in support of EDI goals.</p>	Ongoing. First report due: 10/30/14	12/1/2014
3	<p><u>JJ&amp;RA divisions will ensure that data on the individual customer's race, ethnicity, and spoken/written language are collected in records, integrated into the organization's management information systems, and periodically updated.</u></p> <p>DVR maintains electronic records of every customer who is served by the agency. Information on race, ethnicity, language barriers, and ability to access to DVR services is recorded electronically at intake (first meeting with potential customer).</p>	Ongoing daily as new customers are electronically entered in STARS.  All reports are	12/1/2014

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

#	CLAS Standard	Action	Progress
	<p>This data is available and updated daily by IT staff and accessible to all staff in the agency that has authority to access these reports.</p>	<p>disaggregated by race and ethnicity. Report will be presented to the D&amp;IRG quarterly</p>	
<p><b>4</b></p>	<p><u><i>JJ&amp;RA divisions will maintain a current demographic, cultural, and epidemiological profile of the community as well as a needs assessment to accurately plan for and implement services that respond to the cultural and linguistic characteristics of the service areas where customers reside.</i></u> Data shows that DVR consistently serves individuals with disabilities who are minorities at rates well above their representation within the Washington State population of minorities with disabilities.</p> <ul style="list-style-type: none"> <li>a. 10.9% of DVR customers are African American, while this population comprises 4.1% of the state disability population;</li> <li>b. 5.6% of DVR customers are Native American or Alaskan Native, while this population comprises 2.8% of the state disability population;</li> <li>c. 4.6% of DVR's customers are Asian, while this population comprises 3.7% of the state disability population;</li> <li>d. 8.9% of DVR customers are Latino, while this population comprises 7.5% of the state disability population.</li> </ul>	<p>DVR maintains data on demographics, race, and ethnicity of all customers</p>	<p>12/1/14</p>
<p><b>5</b></p>	<p><u><i>JJ&amp;RA divisions will develop participatory, collaborative partnerships with communities and utilize a variety of formal and informal mechanisms to facilitate community and customer involvement in designing and implementing CLAS related activities:</i></u></p> <ul style="list-style-type: none"> <li>a. DVR staff will participate in Spanish speaking radio spots throughout 2014-2015 for outreach in the Spanish speaking community to potential customers.</li> <li>b. DVR staff, throughout the state, partner with federally recognized Tribes to promote DVR services, obtain services and provide education to partner VR tribal programs.</li> <li>c. All DVR staff that interacts with any Tribe in Washington State will complete a 7.01 training plan with all Tribes in the State that are federally recognized.</li> <li>d. DVR staff completed a cultural awareness day at the Cowlitz Tribe headquarters in Longview</li> <li>e. WA Job openings in DVR are all shared with our Tribal partners.</li> <li>f. University of Washington-Center for Continuing Education in Rehabilitation (CCER) recently conducted a customer survey to gather information on how services can be improved.</li> <li>g. The State Rehabilitation Council invites hundreds of customers from around the state to public meetings to give their input on DVR services.</li> <li>h. These meetings are held in various locations around the state.</li> </ul>	<p>Area Managers are working towards ensuring equity in all services through ongoing training and development</p>	<p>12/1/14</p>

**DSHS JJ&RA Cultural Competence Plan 2014-2016**

#	CLAS Standard	Action	Progress
6	<p><u><i>JJ&amp;RA divisions will ensure that conflict and grievance resolution processes are culturally and linguistically sensitive and capable of identifying, preventing, and resolving cross-cultural conflicts or complaints by customers:</i></u></p> <ul style="list-style-type: none"> <li>a. Customers are provided with choice of DVR Counselors whenever possible.</li> <li>b. Culturally and linguistically competent service providers are offered as choice to all customers as geographically available.</li> <li>c. DVR will continue to seek out professionals in all communities around the state that can provide culturally and linguistically sensitive services to our customers.</li> <li>d. All materials for grievance resolution processes are available in a variety of languages, and will be translated by a professional company if not available in the desired language.</li> </ul>	<p>Continue to develop culturally responsive resources and service providers</p>	<p>12/1/14</p>
7	<p><u><i>JJ&amp;RA divisions are encouraged to regularly make available to the public information about their progress and successful innovations in implementing the CLAS standards:</i></u></p> <ul style="list-style-type: none"> <li>a. DVR holds a variety of meetings throughout the year to keep stakeholders, consumers and partners abreast of our progress in all areas of the DVR State plan.</li> <li>b. Community forums were held throughout the state in June and July to present the 2015 State Plan.</li> <li>c. DVR has well established local referral relationships statewide that assure a steady flow of applicants and customers who are minorities with disabilities.</li> <li>d. DVR maintains relationships with a wide range of agencies and community groups that serve minority populations, and has formal liaison relationships with many to assure an ongoing referral of individuals with disabilities that are part of a minority group.</li> <li>e. Each local DVR office holds quarterly meetings with service providers and DVR staff to discuss issues, ideas and concerns impacting DVR customers.</li> <li>f. DVR staff is members of the Workforce Development Council in every county in the state.</li> </ul>	<p>Quarterly meetings with interest groups resulting in the community, stakeholders, partners and vendors providing DVR feedback and ideas.</p> <p>Report backs with stakeholders will demonstrate feedback was incorporated to improve services and empower individual, family and community inclusiveness.</p>	<p>12/1/14</p>