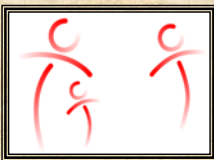


National  
Leadership  
Summit  
on Improving  
Results

Policy and Practice Implications  
for Secondary and Postsecondary Education,  
Transition, and Workforce Development  
for Youth with Disabilities



Cultural & Linguistic Competence:  
Definitions, Frameworks & Implications



Tawara D. Goode  
National Center for Cultural Competence

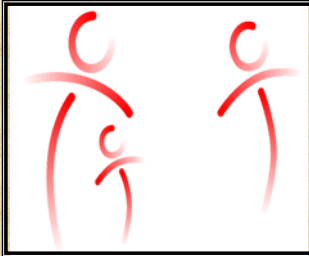
June 14, 2005



Georgetown University Center for Child & Human Development  
University Center for Excellence in Developmental Disabilities

# National Center for Cultural Competence

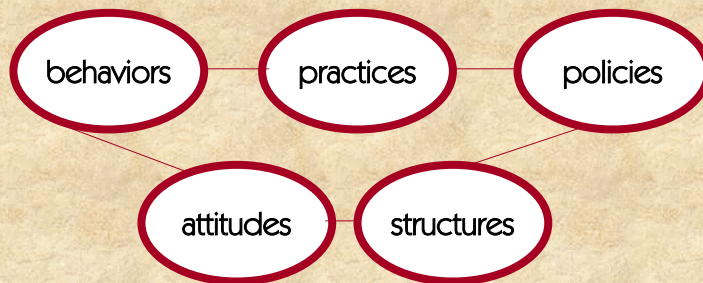
## Mission



To increase the capacity of health care and mental health programs to design, implement and evaluate culturally and linguistically competent service delivery systems.

Slide Source: The National Center for Cultural Competence, 2005

# Cultural Competence



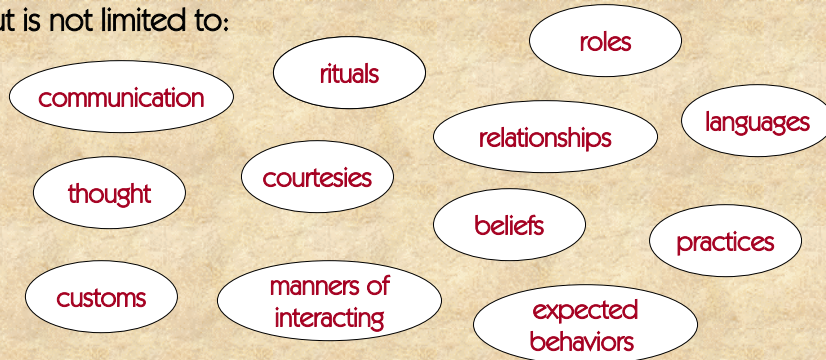
requires that organizations have a defined, congruent set of values and principles, and demonstrate behaviors, attitudes, policies, structures, and practices that enable them to work effectively cross-culturally

(adapted from Cross, Bazron, Dennis and Isaacs, 1989)

Slide Source: The National Center for Cultural Competence, 2005

# Culture

*Culture* is an integrated pattern of human behavior which includes but is not limited to:



... of a racial, ethnic, religious, social, or political group; the ability to transmit the above to succeeding generations; dynamic in nature.

Slide Source: The National Center for Cultural Competence, 2005

# Culture

*Culture* is akin to being the person observed through a one-way mirror; everything we see is from our own perspective.

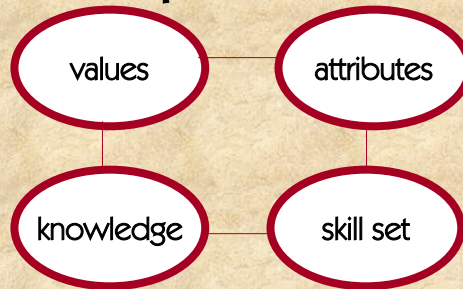


It is only when we join the observed on the other side that it is possible to see ourselves and others clearly – but getting to the other side of the glass presents many challenges.

(Lynch & Hanson 1992 Developing Cross Cultural Competence)

Slide Source: National Center for Cultural Competence, 2005

# Competence



requires values, attributes, knowledge and a skill set to work effectively cross-culturally.

(adapted from Cross, Bazron, Dennis and Isaacs, 1989)

Slide Source: The National Center for Cultural Competence, 2005

## Five Elements of Cultural Competence

### Organizational Level

- value diversity
- conduct cultural self-assessment
- manage the dynamics of difference
- acquire & institutionalize cultural knowledge
- adapt to diversity & cultural contexts of communities served
  - policies - structures
  - values - services

(adapted from Cross, Bazron, Dennis and Isaacs, 1989)

Slide Source: The National Center for Cultural Competence, 2005

## Five Elements of Cultural Competence

### Individual Level

- acknowledge cultural differences
- understand your own culture
- engage in self-assessment
- acquire cultural knowledge & skills
- view behavior within a cultural context

(modified Cross, Bazron, Dennis and Isaacs, 1989)

Slide Source: The National Center for Cultural Competence, 2005

## ESSENTIAL ELEMENTS IN A CULTURALLY COMPETENT SYSTEM

These five elements must be manifested at every level of an organization including:

- policy making
- administrative
- practice/service delivery
- consumer/family
- community

and reflected in its attitudes, structures, policies and services.

Adapted from Cross, Bazron, Dennis, & Isaacs, 1989

Slide Source: The National Center for Cultural Competence, 2005



## Linguistic Competence

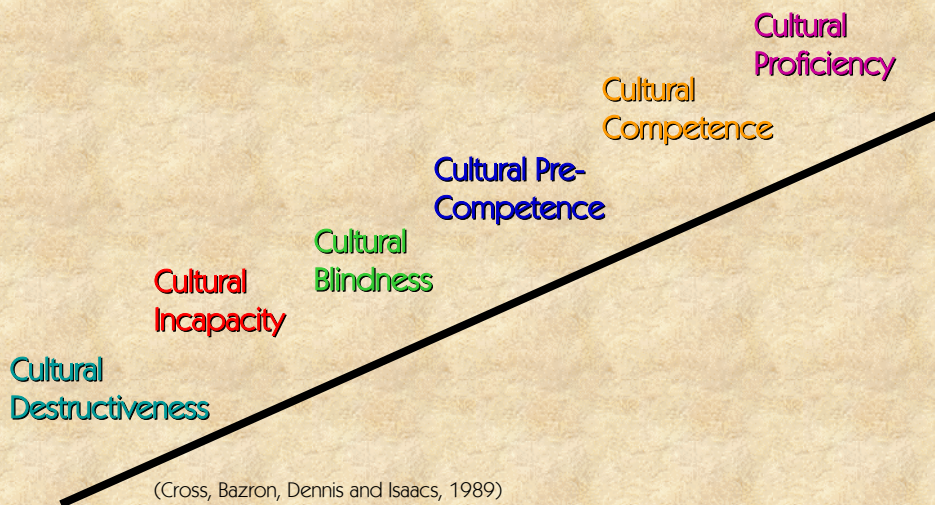
- is the capacity of an organization and its personnel to communicate effectively, and convey information in a manner that is easily understood by diverse audiences including persons of limited English proficiency, those who are not literate or have low literacy skills, and individuals with disabilities
- requires organizational and provider capacity to respond effectively to the health literacy needs of populations served
- insures policy, structures, practices, procedures and dedicated resources to support this capacity



Goode & Jones, Revised 2004, National Center for Cultural Competence

Slide Source: The National Center for Cultural Competence, 2005

## CULTURAL COMPETENCE CONTINUUM



Slide Source: National Center for Cultural Competence, 2005

## Cultural & Linguistic Competency: What are the Implications for Transition



### Organizational capacity including but not limited to:

- organizational philosophy & commitment  
[e.g. values, policy, structures, procedures, practices, personnel and fiscal resources]
- recruitment, retention, management & support for a diverse workforce
- personnel position descriptions & performance evaluations
- professional development & inservice training
- contracts and consultant agreements
- student diagnostic evaluation tools, instruments & procedures
- interpretation & translation services
- program evaluation & quality improvement processes

Slide Source: The National Center for Cultural Competence, 2005

## Cultural & Linguistic Competency: What are the Implications for Transition



### Knowledge of students and their families including:

- cultural perceptions of disability
- bias & discrimination encountered by diverse groups
- levels of acculturation & assimilation
- values related to independence & advocacy
- family decision-making roles & responsibility
- literacy levels  
[comprehension in English and/or language of origin]
- natural networks of support and community resources

Slide Source: The National Center for Cultural Competence, 2005

## Considering Cultural & Linguistic Competence within the Context of Organizational Change

Adaptive Challenge  
vs.  
Technical Challenge

Does making progress require changes in people's values, attitudes and or habits of behaviors?



Reference: Heifetz, R.A. (1994). Leadership Without Easy Answers. Cambridge, MA: The Belknap Press of Harvard University Press

Slide Source: National Center for Cultural Competence, 2005

As a culturally competent \_\_\_\_\_  
I am capable of interacting positively with  
people who do NOT

look like,  
talk like,  
think like,  
believe like,  
act like,  
live like...  
**ME!!!**

(Modified from Multnomah County Department of Health)

Slide Source: The National Center for Cultural Competence, 2005